

Technical Support Instrument

Supporting reforms in 27 Member States

Developing a general digital competency framework for the Romanian civil service



This project is carried out with funding by the European Union via the Technical Support Instrument managed by the European Commission's Directorate General for Structural Reform Support (DG REFORM) and implemented by the World Bank with the support and the partnership of DG REFORM.

Bucharest, September 30, 2024



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Project overview: Objective, beneficiaries

Developing a digital competency framework for the civil service



Project **beneficiary authorities**:

1. National Agency for Civil Servants
2. National Institute of Administration
3. Authority for Digitalization of Romania

- ✓ funded by the European Union via the **Technical Support Instrument**
- ✓ implemented by the **World Bank** with the support and the partnership of the **European Commission**



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Project overview: **in context**

Developing a digital competency framework for the civil service



Building upon previous projects:

- HRM RAS (2018-2021) – general competency framework, support for new recruitment model, performance management
- TF Strengthening the administrative capacity of the Civil Service Agency
- Ongoing RAS with NACS on support for HRM reforms

Taking into account status of HRM reforms, development needs

Planning for sustainable HR transformation – phased approach



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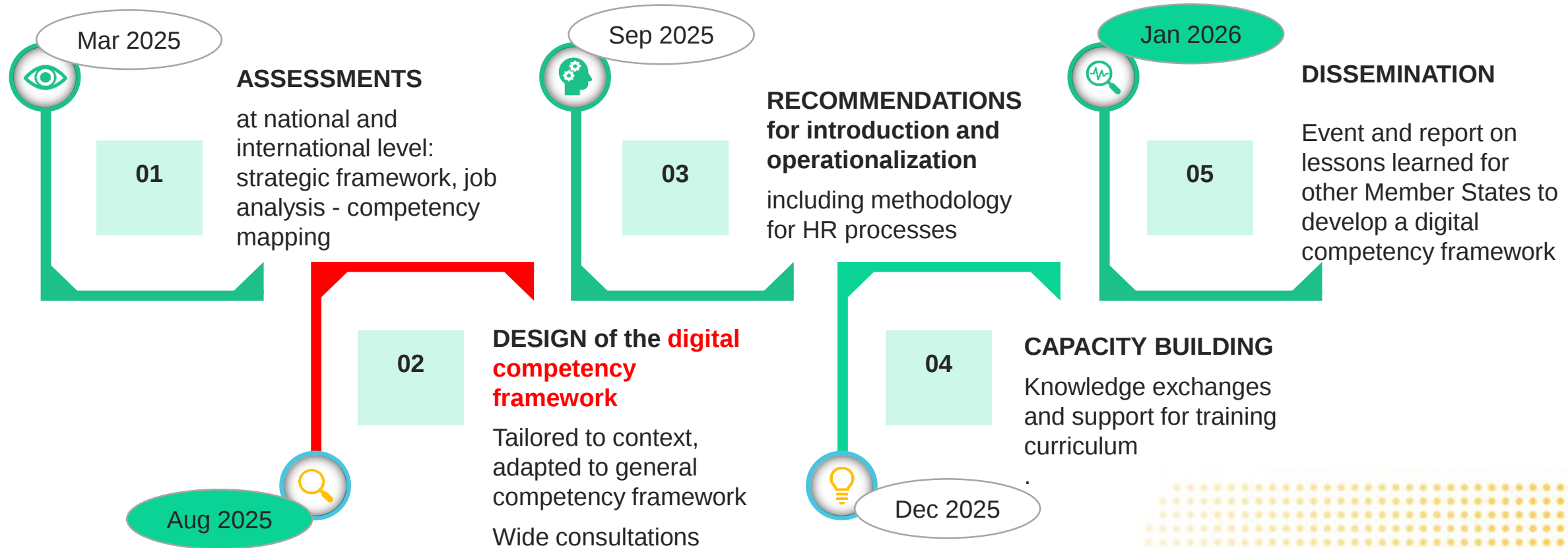


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What is the project about?

Intervention logic



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Activity 1: Assessments

Multiple dimensions:

1. review of **European and national strategies**
2. analysis of **international experience** from other EU MS
3. **map & match** exercise to identify digital competencies for current and potential future civil service jobs
4. **foresight dimension** to identify critical digital skills for the future

- job analysis
- organisation of focus groups
- targeted interviews

➔ Mapping general and specific requirements and needs in terms of *knowledge, skills and attitudes* determinant for the implementation of activities that have a digital dimension

Report on the assessment of the digital competencies needed

MARCH 2025



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Activity 2: Design



A digital CF model that includes:

- General digital competencies compatible with the general competency framework
- Specific digital competencies for specialized ICT roles
- Definitions, descriptors, proficiency levels

1. **Development** of digital CF model, descriptors and proficiency levels
2. **Testing** in a large and complex central public authority (in an HR process)
3. Wide **consultation** process

- ministries, selected agencies and institutions from the central, territorial and local public administration
- relevant universities
- professional associations
- trade unions

Proposed digital competency framework for the Romanian civil service.

AUGUST 2025



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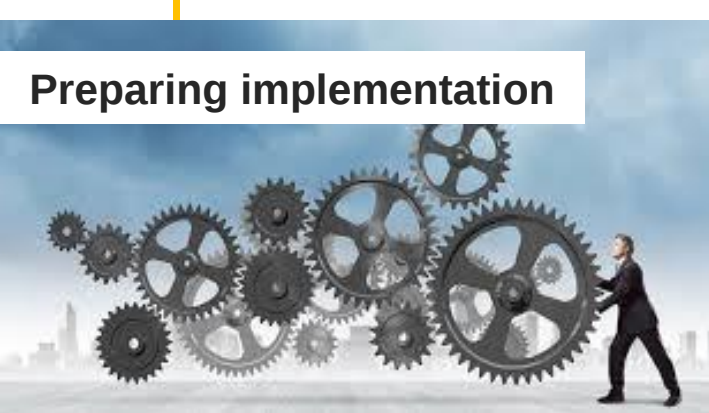
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Activity 3: Recommendations for introduction and operationalization

How to ...

A. Ensure best fit in the **legal context**:

1. Review the current legal framework
2. Draft policy recommendations on the introduction of the proposed digital CF to ensure consistency with the general competency framework

B. Ensure effective use in **HR processes**:

3. A proposed methodology for the operationalisation of the digital CF in HR processes

Report with recommendations for the introduction and operationalisation of the digital competency framework, including a methodology for its integration in human resources management processes

SEPTEMBER 2025



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Activity 4: Capacity building support

1. Knowledge exchanges : 2 study visits
2. Updating the methodology for training needs assessment and piloting it for selected target groups
3. Development of key elements for a curriculum for selected target groups

Report with recommendations on updating INA's training needs assessment methodology and proposed elements for curriculum for selected target groups

DECEMBER 2025



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Telling the story
Sharing the results

Activity 5: Dissemination

1. Development of a lessons learned report that can be used by other Member States, with the objective of stimulating and guiding similar reforms in other Member States, extracting key elements of the Romanian model
2. Organising a learning and dissemination event

Report on lessons learned from the Romanian digital competency framework, and proposed key elements to be considered if replicated in other EU Member States.

JANUARY 2026



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Next steps: Ensuring relevance and ownership at the core

- ✓ Alignment with DigComp 2.2 & DigCompRO
- ✓ Integration with the general competency framework
- ✓ **Fit to context** – HRM reform

Current focus



1. **A top-down analysis** - strategic direction for digital development and international experience:
working group discussion to confirm findings
2. **Bottom-up analysis** of the digital competencies needed for public administration jobs.
 - *focus groups & interviews with target groups, job description analysis, workshops*
3. **Foresight dimension analysis** to identify future digital skills
 - *expert consultations and trend analysis*



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Methodological approach: activities 1 and 2

1 Step

Initiation,
Stakeholder
Alignment, and
Data Collection



Working group,
stakeholder
mapping,
desk research,
data request,
focus groups,
interviews

2 Step

Data Analysis
and Processing



Document analysis,
job analysis,
Comparison between
current digital
requirements and
DigCompRo /
DigComp2.2.
Processing data &
conclusion (Final
specifications of DCF)

3 Step

**DCF - Design
Phase**



Drafting the digital
competency model.
Iterative consultations and
validation through working
groups
Define a classification
system for organizing
competencies and drafting
competence descriptions

4 Step

Testing,
Feedback, and
**Optimization
Phase**



Testing
Final consultations

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