

Human Resource Management Reform in the Romanian Public Administration

October 26, 2023

World Bank collaboration on HRM agenda in Romania

2018-2022	Developing a Unitary Human Resources Management System Within the Public Administration RAS	General Secretariat of the Government (GSG) National Agency for Civil Servants (NACS) Ministry of Labor and Social Solidarity (MLSS) <i>National Institute of Administration (INA) as additional partner</i>
2019-2023	Supporting the Establishment of an Improved Training System in the Romanian Public Administration	INA
2019-2023	Supporting GSG in the Improvement of the Training System in Romania	GSG <i>NACS as key partner</i>
2020-2023	Strengthening the Administrative Capacity of the Civil Service Agency	NACS
2022-2023	Supporting the Reform of the Public Sector Pay System	MLSS

Human Resources Management RAS -

developing the roadmap to a high-functioning HRM system for the public administration



2. Analytic underpinnings to key policy recommendations

- Starting point: Baseline Diagnostic assessed the status quo and provided roadmap for reform
- Identification of required competencies across the civil service
 - Proposal for a new recruitment system
 - Proposal for a new performance management system
- Proposal of ICT tools to support the implementation of reform

1. Promote informed discussions and reaching consensus around HRM reforms

- Interinstitutional Collaboration
- Stakeholder consultations
- Bringing in international experience
- Outreach and Dissemination
- Knowledge generation - Learning tools

3. Developing practical tools to support implementation

- The HRM Procedural Manual
- The Recruitment Manual
- The proposed roadmap for the phased introduction of alternative performance assessment tools
- The proposed guideline on the use of performance management
- The Methodology for Monitoring Public Sector Pay Policy
- e-learning modules

4. Results based on RAS recommendations

- Bank's recommendations informing changes in civil service legislation
- Informing Romania's National Recovery and Resilience Plan, including:
 - *Proposal for a new transparent and inclusive recruitment system (the national contest);*
 - *Proposal for a new performance-based competency framework for the public administration;*
 - *Proposal for an improved performance evaluation and management model; and*
 - *Proposal for the digitalization of selected HR processes*

Vision of a high-functioning HRM system for the public administration

Results of a high-performing HRM system ("Vision")

Attract, deploy, retain, and motivate the right people with the right skills to do right job to deliver high-quality public goods and services

HRM Reform initiatives

Competency framework

Job analysis

Standardized
job
descriptions

Comprehensive performance management

Transparent and meritocratic recruitment

Equitable and transparent remuneration
policy

Strategic HR analysis and planning

Strategic and transparent career
management

Training adapted to organizational and
individual needs

Muhtumim!