

Human Resources Management Development Portfolio in Romania



Institutional and cross-cutting diagnostics and HRM-related strategies

Output name	Description
Technical Assistance: Developing a Unitary Human Resources Management System Within the Public Administration	
Baseline review of the national framework for HRM and its institutionalization (May 2019, Deliverable 1.1)	A diagnostic work and background research to support the development of a public policy for standardized HR management in the Romanian public administration. An in-depth review of the structure and roles of the National Agency for Civil Servants (NACS) and the Ministry of Labor and Social Justice (MLSJ) with focus on planning and priority-setting, misalignments and overlaps, inter-ministerial coordination, issues needing harmonization, and clarifying employee roles. It also provides recommendations to streamline and reduce administrative tasks.
Stakeholder Workshop on the Proposed Options to Inform the Final Recommendations of this Output (May 2019, Deliverable 1.4)	Presents a summary of the stakeholder workshop that aimed to present the findings of the baseline diagnostic of the legal and institutional framework for HRM in the public administration (Deliverable 1.1) and discuss the recommended options with key stakeholders.
Selecting the Right Staff and Keeping them Motivated for a High-performing Public Administration in Romania: Key Findings from a Public Administration Employee Survey (April 2021)	Presents the survey findings on the various human resource management practices in an integrated and problem-driven manner, through the lens of the two key drivers of performance: selecting the right staff and keeping them motivated.
Review of relevant international experience with HRM Function (May 2019, Deliverable 1.2)	Main takeaways from the study visits to France, Belgium, and the European Commission on HRM practices. The report incorporates the conclusions of a brainstorming exercise that focuses on contextualizing some of the findings to the Romanian public administration.
Review of relevant international experience on HRM practices - The civil services of Lithuania and the Netherlands (November 2020, Deliverable 5.6)	Contains two in-depth case studies on the HRM systems in the public administrations of Lithuania and the Netherlands. The report also presents the conclusions of a workshop organized by the World Bank HRM team following the study visits, with the Romanian government delegation members who took part in the study visits.
Study on data requirements and access procedures (December 2020, Deliverable 2.1)	Proposed methodological guidelines and procedures required to exercise new prerogatives along with required updates to the old legal and institutional framework, drawing on international experience and study visits.
Report on Analysis of capacity of HR departments (April 2021, Deliverable 2.4)	An in-depth analysis of the HR function in Romania's central and territorial public administration. The analysis focuses on high-level features of the HR function, namely the role it plays within public institutions, its capacity to provide consistent, effective and efficient HR services (particularly in terms of human capital, digitization levels and institutional set-up), and the capacity of the existing governance structure to set its strategic direction and coordinate it across the public administration.
Policy Note on the HR Council Law (March 2019, Complementary deliverable)	A policy Note on the HR Council Law
Guidelines on conducting the selection process for the NGO member of the HR Council (July 2019, Complementary, in support of deliverable 2.2: HRM Procedural Manual)	Guidelines on conducting the selection process for the NGO member of the HR Council, including draft selection criteria.

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Support for setting up and operationalizing the HR Council (May 2022, Complementary deliverable)	Recommendations aiming to support the operationalization of the HR council as a coordination and policy advisory structure, to improve the functioning of the HRM system in the public administration, including proposed NGO selection mechanism and criteria.
Technical Assistance: Strengthening the Administrative Capacity of the National Agency for Civil Servants (NACS)	
Report on analysis of the mandate, functions, jobs and competencies within NACS (April 2023 - Deliverable 1.1)	The objectives of this report are the following: i) identify the potential gaps and overlaps in NACS' mandate, in its structure, operational framework and workflows, in relation with the HRM reforms that the Agency needs to lead and deliver; and ii) conduct a jobs analysis consisting in identifying the gaps between existing competencies of NACS staff and competencies needed to fulfil the overall mandate of the Agency.
Recommendation on a proposed organizational structure, staffing plan and job descriptions for the NACS (April 2023 - Output 1.3)	A proposal for a new organizational structure for NACS, which corresponds to its new mandate under the Administrative Code. It revises NACS internal procedures, identifies competency gaps, reviews existing and elaborates new job descriptions in line with the new institutional mandate, objectives and organizational structure.
Review of the current branding and communication capabilities of NACS (March 2023, Deliverable 1.4.1)	This report reviews the existing communication and employer branding capabilities within NACS and provides recommendations on how they can be adapted and improved to support NACS in fulfilling its mandate and building its brand.
Recommendations for a branding and communications strategy for NACS (November 2022 - Deliverable 1.4.2)	Provides recommendations for a branding and communications strategy for the National Agency of Civil Servants for the next six years, including communications plans. The report also aims to contribute to building NACS capacity to design and implement the proposed strategy and future communication strategies through providing a practical framework and step-by-step guidance.
Technical input to the proposed NACS Development Strategy 2020-2027 (March 2023, Output 1.2)	This report describes how the strategic and operational frameworks of NACS reflect its mandate and seeks to provide NACS with the necessary long-term guidance to help it better align its policy and budgeting planning with deliverables that arise from the current public administration HRM reforms.
Report on capacity building activities carried out for 20 key staff from NACS responsible for managing the reform process (April 2023, Output 3.1)	Report on capacity-building activities on leadership, change management and stakeholder engagement competencies for at least 20 key staff from NACS in key roles in the implementation of the HRM reforms
Factsheet: Project Implementation Overview, Outcomes and Lessons Learnt ((April 2023, Output 3.2)	Includes the main development outcomes of the project, and an overview of main project outputs and outcomes by components.