



**HRM REFORMS IN  
ROMANIA**  
**Evidence-based design  
and implementation of  
WB recommendations**





## Developing a Unitary Human Resources Management System within the Public Administration - SIPOCA 136 - WB Deliverables

- 1.1 Baseline review of the national framework for HRM and its institutionalization
- 1.3 Recommended options for Romania
- 2.1 Study on data requirements and access procedures
- 2.4 Analysis of the capacity of HR departments to implement proposed reforms
- 3.1 Developing standardized job descriptions
- 3.2 Draft of the competency framework
- 4.1 - Defining a model for the national contest
- 5.1 Analysis of the performance management system  
Proposed guideline on the use of performance management  
Guideline on methods and instruments for motivating staff in the public administration  
HRM procedural manual

**National survey -  
Selecting the right staff and  
keeping them motivated for a  
high-performing public  
administration in Romania**

**An online survey of HR  
departments** co-designed by the Bank team and NACS distributed through the NACS platform to HR departments in 730 institutions across the central and territorial public administration



## Selecting the right staff and keeping them motivated for a high-performing public administration in Romania – WHAT DO PEOPLE PERCEIVE?

### ➤ **the recruitment process:**

- not meritocratic; does not ensure selecting the most qualified and driven applicants (31% of respondents)
- the screening mechanism emphasizes candidates' legal knowledge, not the competencies necessary to perform effectively in a job

### ➤ **performance management:**

- compliance-oriented; only formal (90% of respondents)
- performance appraisals are regularly conducted but they do not clearly identify staff objectives or differentiate performance in achieving these objectives
- performance appraisals are used only as a formality for staff promotions, accountability or pay

### ➤ **managers need “people management skills”**

## WB recommendations (1)



- **New recruitment** policy for civil servants (national competition and second-stage selection on the job) – for a meritocratic and transparent process



- Develop and roll out **competency framework**



- Improved **inter-operability** among existing data bases (data collection necessary for all categories of staff, in particular for contract-based staff, where data is scarcer and harder to obtain)



### National Plan for Recovery and Resilience

Component 7 - Digital  
transformation  
Component 14 - Good  
Governance



### Draft Civil Service Strategy 2021-2027

## WB recommendations (II)



- Develop and update **performance management** legislation



- **Digitizing HR processing** at institutional level
- **Merging institutional HR systems and payroll** into a unified platform
- **Build capacity** for line managers and HR departments – including digital competencies



### National Plan for Recovery and Resilience

Component 7 - Digital  
transformation  
Component 14 - Good  
Governance



### Draft Civil Service Strategy 2021-2027



## NACS Draft Civil Service Strategy 2021-2027 - Overall objectives



1. *Develop and implement evidence-based, results-oriented and future-oriented public policies for HRM in the civil service*
2. *Digital transformation of HRM in public administration*
3. *Managing the skills needed to deliver quality public services, creating a high performance and attractive working environment in the civil service*
4. *Professionalising HRM in public authorities and institutions*
5. *Promote ethics, integrity, transparency and prevention of corruption*

*Develop a unified, strategic, transparent and equitable public service management system for the Romanian administration, oriented towards performance, competence and results and focused on attracting and retaining the right people in the right positions to deliver quality public goods and services.*

# More transparent and competency-based recruitment


## New recruitment model:

- Based on the competency framework
- Ensures merit-based recruitment
- Matches institutional needs with required competencies

## Stages:

- The national (pilot) competition for two categories of civil service positions in central government (junior and senior civil servants) – Government Decision needed – *NACS has elaborated the draft of normative act*
- Workforce planning - 3-year institutional recruitment plan
- National competition - organised by NACS for central and territorial administration
- Job competition - organised by each employing institution

## National Plan for Recovery and Resilience

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- Ex-post analysis of the results and impact of the pilot for the adaptation of the extended national recruitment competition – *June 2023*
  - Conduct **at least two** national recruitment competitions for civil servants annually for **at least 3** categories/grades of the civil service – *December 2023*

# Integration of the competency framework in HRM processes

## Benefits:

- Clarification of the requirements of the different types of posts
- Transparency regarding public sector posts
- Increased objectivity in recruitment and performance appraisal processes
- Predictability in career development

## Stages:

- Clarification of specific job roles and preparation for the introduction of the competency-based pilot recruitment competition - *NACS has elaborated the draft of normative act*
- Simplifying job classification and linking ICT infrastructure to HRM
- Competency-based job performance evaluation



**National Plan for  
Recovery and  
Resilience**

**Operationalisation of competency framework** in central public administration through phased implementation – *December 2025*

### Legislative changes:

- ✓ Changes to civil servants' career management to make it based on meritocracy:  
Development of a horizontal/rotational mobility policy;
- ✓ Performance appraisals;
- ✓ Management of contractual staff in public administration.



# Digital transformation

## National Plan for Recovery and Resilience

- **e-ANFP** - civil service management e- platform (central, territorial, local level) for all career-related processes reporting (recruitment, appraisal, promotion, leaving the public system), based on the standardised competency framework and standardised job descriptions and interconnection with partner institutions – *December 2025*
- **SIMRU** (Integrated Human Resources Management System) - internal management platform for central public authorities for integrated human resources processes (personnel data management, organisational management, time management, target setting and reporting, payroll) - *December 2025*
- **DIGITAL SKILLS** - training courses in advanced digital skills (*database management, systems management, work process analysis, data analysis, programming*) for 32,500 civil servants (including 2,500 senior civil servants receiving training in talent management) – phased until *June 2026*

DECISION MAKER



THANK YOU!

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