BRINGING QUALITY OF PUBLIC SERVICES FOR CITIZENS AND BUSINESSES AT THE HEART OF THE CIVIL SERVICE

CHANGING MINDSET AND STEPS FORWARD

Cendrine de Buggenoms
Head of Unit DG EMPL
Romania & Bulgaria
“I learned that public service is a privilege that must be based on moral foundations.”

Shimon Peres

“Public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation.”

Margaret Chase Smith

« We cannot solve our problems with the same thinking we used when we created them. »

A. Einstein
FOUNDATION FOR SUCCESSFUL DELIVERY OF POLICIES AND QUALITY SERVICES

AN INDEPENDENT, PROFESSIONAL, AND STABLE PUBLIC ADMINISTRATION

BACKBONE AND PRECONDITION

▪ TO BE WELL PERFORMING and EFFECTIVELY DELIVER

▪ TO SERVICE CITIZENS AND BUSINESS WITH DESIRED RESULTS
  ▪ TO BE RESPONSIVE, TRANSPARENT AND EFFICIENT TO SOCIETY NEEDS AND PUBLIC INTERESTS
  ▪ TO IMPLEMENT NECESSARY PUBLIC INVESTMENTS AND STRATEGIES/REFORMS WITH RESULTS

▪ TO SUPPORT A SUSTAINABLE, SMART AND INCLUSIVE DEVELOPMENT OF THE COUNTRY
WHY HRM REFORM SO IMPORTANT IN ROMANIA? WHAT TO DO BETTER?

▪ QUALITY OF PUBLIC SERVICES: slightly improving, but still perceived very low quality.

▪ (Besides funding and unavailability of services in poor or remote areas) WEAK ADMINISTRATIVE CAPACITY, LACK OF SKILLED STAFF, UNSTABILITY and FRAGMENTATION OF SERVICES.

▪ REDUCED BUREAUCRACY and E-GOVERNMENT REFORMS increasing EFFECTIVENESS of the PUBLIC SERVICE DELIVERY.

▪ BETTER GOVERNANCE and EFFICIENT PUBLIC ADMINISTRATION essential to SUPPORT BUSINESS ENVIRONMENT.
2017 Country Specific Recommendation

Adopt legislation to ensure a professional and independent civil service, applying objective criteria. Strengthen project prioritisation and preparation in public investment.

2018 Country Specific Recommendation

Increase the predictability of decision-making by enforcing the systematic and effective use of regulatory impact assessment and stakeholder consultation and involvement in the design and implementation of reforms.
ROMANIA INITIATED A NUMBER OF KEY REFORMS ACTIONS (SCAP - 2014, SDFP - 2016)

ONE OF THESE KEY REFORM ACTIONS

= HR MANAGEMENT IN THE PUBLIC ADMINISTRATION =

TO ASSURE THE INDEPENDENCE, PROFESSIONALISM, OBJECTIVE RECRUITMENT, PERFORMANCE EVALUATION AND KEY PERFORMANCE INDICATORS, OBJECTIVE REWARD SYSTEM, etc.

TO STRENGTHEN THE STRATEGIC ROLE OF THE NATIONAL AGENCY FOR CIVIL SERVANTS

TO SET UP AN INDEPENDENT BOARD GOVERNANCE STRUCTURE THE HR COUNCIL WE ARE DISCUSSING TODAY
ADDED VALUE

- **INDEPENDENT OVERVIEW OF STRATEGIC HRM REFORM**, aiming at **continuous improvements and consolidation** of civil service
- **OUTSIDE PERSPECTIVE** integrating **VIEWS OF RELEVANT STAKEHOLDERS**
- **DRIVER TO CHANGE MINDSET FOCUSING ON SKILLS, MODERNISATION AND QUALITY OF SERVICES.**
- **EMPOWERED TO ASSESS, ANALYSE, AND PRESENT TO PRIME MINISTER PROGRESS AND AREAS OF DEVELOPMENT**
- **ABILITATED TO PROVIDE RECOMMENDATIONS TO INCREASE QUALITY AND IMPACT** of legislative proposals in HRM
**BENEFITS**

- **Support a** [LEARNING CULTURE](#) in the civil service
- **Help increase** [ATTRACTIVITY](#) for young skilled people
- **DRIVE** [CHANGE INSIDE](#) public authorities to better serve the citizens and businesses
- **RAPID DEVELOPENTS in the private sector** are forcing public administration to **ADAPT FAST** in order to be fit-for-purpose (e.g., impact of digital technologies, need to rethink core processes)
- **PROFESSIONALISE** public function - **SKILLS** of civil servants need to **EVOLVE AT FAST PACE** together with the private sector. Essential increase in the overall performance of the civil service
HR COUNCIL = DRIVER OF STRATEGIC REFORM

KEY SUCCESS FACTORS

▪ SHOULD NOT BECOME AN ADMINISTRATIVE LAYER!
BUT AN EFFECTIVE CONSULTATIVE BODY WITH RELEVANT VIEWS

▪ BE EMPOWERED – OPINIONS and RECOS are VALUABLE
and TAKEN INTO ACCOUNT AT GOVERNMENTAL LEVEL

▪ Ensure INTER-INSTITUTIONAL CO-ORDINATION
for the different roles the HR Council will have

▪ HAVE TOOLS AND FRAMEWORK TO PUSH CONTINUOUS HRM
MODERNISATION, including INNOVATIVE INITIATIVES

▪ REMAIN FORWARD LOOKING. SUPPORT PUBLIC SERVICE SHIFT
TOWARDS MEETING CITIZEN NEEDS - HR with necessary skills, strategic
thinking, value and ethics, proactive approach, result-oriented, and merit-based

▪ CO-CREATE a better civil service together WITH ALL RELEVANT STAKEHOLDERS
THANK YOU
FOR YOUR ATTENTION!