Setting Up An Effective Advisory and Coordination Structure for HR Management In Romania

Enhancing Governmental Coordination: Lessons from the World Bank’s Experience
Outline of Presentation

• The Challenge of Inter-Governmental Coordination: The SDG Analogy
• Key Mechanisms for Fostering Inter-Government Coordination
• Structuring HR Functions in Government: Lessons from Recent Reforms in Selected OECD Countries
• Potential Implications for Romania
Cross-cutting SDG Goals...an Appropriate Analogy?
Major Challenges to SDG Implementation: Integration, Coordination, Monitoring, Data & Capacity

(1) **Integrating** long-term and medium term development plans with annual budgets; national, regional and local plans; and integrating SDG targets within national plans

(2) **Coordinating** policy and operations horizontally across ministries and vertically between different levels of government; link with civil society

(3) **Monitoring** and evaluating progress in ways that facilitate rapid and appropriate tactical adjustments

(4) **Ensuring data** quality, accuracy and timeliness

(5) **Building Capacity** at both the central and ministerial levels to implement these reforms
Center of Government Challenge – Greatest Concern is Inadequate Intergovernmental Coordination

Source: OECD Center of Government SDG Survey, 2016
Start with a leadership team and a coordination structure...

**Political leadership**
- **Stefan Löfven**, Prime Minister – National & global engagement
- **Isabella Lövin**: Minister for International Development Cooperation and Climate, and Deputy Prime Minister, Ministry of Foreign Affairs – International dimension
- **Ardalan Shekarabi**, Minister for Public Administration, Ministry of Finance – National dimension

**Interdepartmental state secretary group (4 ministries)**
- Ministry of Finance & Ministry of Foreign Affairs
- Ministry of Enterprise and Innovation
- Ministry of the Environment and Energy

**Agenda 2030 coordination group (4 ministries)**
The core-team members (civil servants)
- Support the state secretary group
- Coordinate interdepartmental processes & operations

**Two external /independent supporting functions:**
- National delegation for Agenda 2030 (stakeholders)
- Science council for sustainable development

**Interdepartmental Agenda 2030 working group (civil servants)**
- Representatives from all 11 ministries
- In each ministry – an internal Agenda 2030 coordination team and coordinator/team leader

Source: Ms. Nannan Lundin, Senior Advisor, Global Agenda, Ministry of Foreign Affairs, Sweden
# Government Coordination: A Conceptual Map

## Broader Political Environment

- Single party state versus Multi-party state
- Cabinet versus Presidential systems
- Coalition versus Non-Coalition Governments
- Political Party Composition at the National and Sub-National Levels

<table>
<thead>
<tr>
<th>Whole of Government (Primary Focus is Policy Coordination)</th>
<th>Bilateral and Multilateral Inter-Agency Mechanisms (Primary Focus is Operational Coordination)</th>
<th>Subnational Government Coordination Mechanisms (Both Policy and Operational Coordination)</th>
</tr>
</thead>
</table>
| **Formal Coordination Mechanisms**                        | • Formal and informal inter-agency working groups, task forces, etc.  
• Dedicated liaisons and contact points  
• Established protocols for communications and information-sharing (working level) | • Fiscal policy, including taxes, grants and transfer payments  
• Regulatory practices and standard setting  
• Voluntary and involuntary mandates  
• Inter-governmental councils  
• National and regional associations |
| **Indirect Mechanisms that Influence Coordination**       | • Reorganization  
• Staff secondments  
• Joint distribution lists, conferences and retreats | • Legislative or parliamentary bargaining  
• Joint training activities and preparation exercises  
• Joint messaging |
| **Informal Dynamics**                                     | • The Budget Process  
• Government-wide M&E Systems  
• Government Structure  
• IT Systems | • Executive Service Cadres  
• Professional networks and associations  
• Media and social media |
|                                                            | • Cabinet  
• Sub-cabinet committees  
• Central agencies (President, PM and Cabinet Office, Chancelleries)  
• Delivery Units | • Reorganization  
• Staff secondments  
• Joint distribution lists, conferences and retreats |

| **Executive Service Cadres**  
| **Professional networks and associations**  
| **Media and social media** |
Standard Breakdown of HR Functions among a Number of OECD Countries (Australia, Canada, New Zealand, Singapore, United Kingdom, United States)

<table>
<thead>
<tr>
<th>Central Functions</th>
<th>Mixed Experience</th>
<th>Line Department Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• HR Policy (Central HR unit)</td>
<td>• Strategic workforce planning</td>
<td>• Overseeing HR Operations within their agency (recruitment, appraisal, transfers, promotions, discipline)</td>
</tr>
<tr>
<td>• Overview and enforcement of HR regulations (Central HR unit)</td>
<td>• Agency Pay and Employment issues</td>
<td>• Performance management</td>
</tr>
<tr>
<td>• HR Data and Analytics (Central HR unit)</td>
<td>• Training</td>
<td>• Career management</td>
</tr>
<tr>
<td>• Overall Wage Bill Size (MOF)</td>
<td>• HR IT Systems</td>
<td></td>
</tr>
<tr>
<td>• Administrative Appeals (Central HR unit or tribunal)</td>
<td>• Labor Relations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Senior executive service corps</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fast track recruitment programs</td>
<td></td>
</tr>
</tbody>
</table>
Coordination Requirements Will Vary Among Topics...

**Central Functions**
- HR Policy
- Overview and enforcement of HR regulations
- HR Data and Analytics
- Overall Wage Bill Size
- Administrative Appeals

**Mixed Experience**
- Strategic workforce planning
- Agency Pay and Employment issues
- HR IT and Payroll Systems
- Labor Relations
- Training
- Senior executive service corps
- Fast track recruitment programs

**Line Department Functions**
- Overseeing HR Operations within their agency (recruitment, appraisal, transfers, promotions, discipline)
- Performance management
- Career management
Implications for Romania: Some Initial Thoughts

- Romania’s administrative structure for HR management is uniquely fragmented, placing a premium upon the need for effective coordination.

- One body (NCDHR) meeting quarterly probably cannot manage all of the demands across various dimensions of the HR agenda; need to develop multiple mechanisms under the committee focused upon different dimensions of operational coordination.

- Use the full spectrum of instruments available—formal and informal, direct and indirect. Are there lessons from effective Romanian inter-agency committees that can be applied here?

- Build coordination mechanisms around need: no more than necessary.

- Data and information flows are a key area of focus for NCDHR, and should be shared as widely as possible.