

Emerging Markets Queries in Finance and Business

Initiatives and proposals in career management into the  
Romanian public organisations: Mureş County Council Case

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**Abstract**

The purpose of this paper is to present a number of initiatives which have been spearheaded by the Romanian government in the field of career management in the civil service. This paper attempts to supplement existing research into New Public Management NPM by outlining the modernisation of a range of public HR functions in the country and to outline the context and significance of each of the attempts at modernisation in the HRM field, in the work undertaken by the Romanian National Civil Servant Agency NACS. Empirical evidence shows that the centralised Romanian civil service is in need of serious change if it is to deliver a more efficient and less politically driven level of practice. Many external and internal organisational forces such as the demographics of the labour-force, technology and privatisation – as well as the erosion of confidence in government institutions have drastically altered the environment of the civil service in Romania. Consequently, traditional Human Resource Management HRM approaches no longer work.

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**1. Introduction**

The economic growth of a country depends on how it is mobilized by its internal development potential, by each territorial-administrative unit and organization, but also on the dimension of the government assistance for the appointed development priorities. The government seeks the best use of all public resources human,

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material, financial, informational for the dynamics and development of local, regional, national, and by excellence, of European level activities.

Major advances in socio-economic development of a country are visible only when there is a politic, legally appropriate and coherent framework, the effect being maximizing the investment in human capital in order to create value and performance for each undertaken activity. They become even more obvious since there are several concerns regarding the satisfaction of economy requests based on knowledge, which require immediate superior capitalization and capacity for innovation, efficient use of existing knowledge and the latest technologies. Therefore, the condition of human capital development through career management in the Romanian public organizations is imperative.

The stage of development of human resource management practices of Romanian public organizations reinforces our belief that the emphasis was not enough placed on the development and implementation of specific programs of career management officials. Options related to career officials of the Romanian public organizations have been largely dictated by legislative rules and formal measures, distinctively applied to professional classes of the public service, and especially more visible to managers and public operation managers. Therefore, about the development of careers for the public sector employees, we can say it was applied by using the concept only theoretically, in the scripts.

## 2. Current coordinates of career management within public organizations in the Mures County

*“Career management is one of the cornerstones of public service management and public officials, where the representatives of institutions and public authorities as well as public operators play an important role. This activity covers an important part of human resource management activity, from recruitment and selection, the period of the Newcomer, performance evaluation, establishment of training needs and progress, namely the potential for promotion, development of public operators, mobility and promotion in executive positions, respectively of leadership up to the establishment of wages”* - Indicate references by Lefter, V. Deaconu, A., 2008.

According to the Romanian Constitution, the County Council is the authority of county government, organized at county level to coordinate the activity of commune and town councils in order to achieve public partner services of counties.

Stress at work, the position load, and thus work backlog, a small number of vacancies, lack of experience and domain-specific knowledge, the fact that career management is not considered a priority, resistance to change for management and executive officials, are the causes identified in the Mures County Council that determine a degree of improper application of specific career management programs.

Accordin to the taken observations, following the applied questionnaire and discussions with operators with responsibilities located on different organizational levels within public entities subordinated to the Mures County Council, we have identified the following factors contributing to the inability of entities subordinated to Mures County Council to effectively develop and implement specific programs for career management:

**Old organizing structures within entities subordinated to Mures County Council:** *„Within organization development, you can see the flexibility of structures and their continuous reconfiguration, highlighting the fact that it also changes the career management systems in a dynamic environment subject to the constant change* - Indicate reference by Armstrong, 2001.

Within the Mures County Council, public operators indefinitely occupy a particular position within public organizational structure based on a decision of appointment. *„Unless there is reorganization, or a negative evaluation of professional performance, appointments are final.”* - Indicate reference by Rambol Management, 2009. In this context, even if the restructuring should not be an excuse for lack of commitment in planning and career development, in many situations, the organizational structures of the Romanian public entities are not complying with the needs of citizens, as main beneficiary of their provision. Therefore it implies a restructuring

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