

# Ways of developing a public administration career

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In Romanian public administration, as well as in all states affiliated to the European Union, are known, generally as ways of developing a public administration career:

- **promotion, progressing in the payment grill, as well as mobility.** It is obvious that according to the system organization of public administration in each country, the conditions needed in order to hierarchically promote, progressing in payment grill and public administration servants' mobility are different.

To begin with, there will be presented several aspects of developing a career in public administration in Romania, and afterwards there will be introduced several methods of career developing in European Union countries.

In Romanian public authorities and institutions, **promotion** represents the main way of developing a career by installing in an available higher job by exam, being necessary fulfilling by the public servants of minimum legal conditions, separated by professional degrees.

For example, promoting into a **higher administrative public service**, of main professional degree, imposes to the public servant a few minimum conditions to fulfill, such as:

- minimum seniority of 2 years in executive public administration, on assistant professional degree, in the correspondent finished studies
- obtaining in the individual professional performances evaluations for the past two years the 'very good' rating
- to fulfill the specific requests provided in the working sheet.

Also, obtaining a free leading job in public administration means fulfilling by the interested person the following conditions:

- Finishing a specialized informational forming program, organized by the National Institute of Administration, the regional continuous forming centre for local public administration as well as other specialized institutions from Romania or other country.
- Were nominated for a public job of 1<sup>st</sup> class.
- Fulfill the specific requests in the working sheet.
- Fulfill the conditions of seniority by specializing in the requested studies needed to perform public administration work, meaning at least 2 years for leading public administration work of main leading office administration, general secretary and a minimum of 5 years for all other leading public administration works.

At the promotion on **payment grill**, there must be considered two aspects: the obtained marks by the public servant on the evaluation of individual professional performances and seniority on the

payment grill from the work that is to be promoted from (between 1– 3 years, reported to the established principles by the law of public administration servants' remuneration).

**Mobility** represents a very important aspect in the development of public servants' careers, being encouraged by the following:

- From the public servant's perspective, the mobility allows familiarization with other area of activities, developing new aptitudes, his/hers professional evolution.
- From an administrative perspective, mobility is a way of increasing flexibility of the public institutional authority.

In the Romanian administrative system there can be met the **horizontal mobility**, when takes place the detaching, the commission or transfer of the public administration servant to other authorities or public institutions and **vertical mobility**, when, according to the law, the public servant will move to an other compartment of public authority or institution and when it temporarily exerts a public leading job.

The delegation of a public servant is made in the best interest of the public institution that he/she is working in for the past 60 days in one year, also having the possibility of elongation but only with the written approval of the delegated public servant. The law also states a few well-founded situations when the public servant can refuse the delegation.

Detachment is disposed in the best interest of the public authority or institution where the public servant is to display his/her activity for less than 6 months having the possibility of increasing this term but wit the written approval of the detached public servant.

On the entire period of the detachment and the delegation, the public servant keeps his/hers remuneration, with the difference that in the case of the detachment, if the public institution where the public servant's detachment is being performed, he/she can obtain a higher remuneration. But n this case too, for strong reasons, the public servant can refuse the detachment.

The transfer as a way of changing service reports and considered from the public servant's mobility point of view, it can happen in two situations:

- a) **Working interest**
- b) **Upon the request of the public servant.**

**The transfer made in the public institution's interest**, institution where the public civil servants, can only be done with the written approval of the public servant, having the right for a proper requital as well as the deduction of transport expenses and paid vacation.

**The transfer made in the interest of the public servant** is made on an equivalent public job, after the approval of the transfer by the leading authority or the public institution where the transfer is made to.

The vertical mobility, meaning the movement to another compartment, can be, according to the law, definitive or temporary:

- a) **Definitive moving** is being approved according to the written approval done by the manager of the public authority or institution.
- b) **Temporary moving** (for the maximum of six months in a year). It is a motivated movement in the interest of the public service, by respecting the professional qualifications of the person that is about to be moved.

In order to insure the necessary efficiency for the public servants' mobility, the state institutions and authorities need to initiate a series of programs and policies for human resources management.

In the states member of the European Union, the main forms of developing career are: **promotion, advancing in the payment grill** and also, **horizontal mobility**. Actually, the first two

ways represent a **vertical mobility** of public workers, meaning the developing in the same time of professional and financial career.

In each state of the European Union, the conditions required in order to promote and advance in the payment grill depend on the system the public service is organized in, on how attractive the public work is, and the administrative traditions of the country discussed.

Considering the public administration's organization, there are some states in the European Union where administration is structured on careers system and states where most important is job system. Where public service is organized on career system, the methods for its development are:

- automatic promotion (no contest and not by being conditioned by the existence of a free job) from one payment degree from an other
- promotion from a lower level to a higher level (hierarchic promotion)
- a combination of the two main ways.

In the countries where public service is organized on **job systems**, there can't be discussed the matter of a career in public administration, because the jobs are to be taken by contest, on open competition.

There are a few interesting examples for the European Union that prove the fore mentioned aspects:

- In countries such as France, Belgium, Luxembourg, Germany, etc, the public servants' career is based on the **principle of seniority**, according to which, the promotion is automatic after a certain period spent in public services or assimilated to it. But, for some jobs there will be required fulfilling special courses of training and promotion of some examinations. In Portugal and Spain, promotion is based on the **seniority principle**, but the same time, on the **criteria of professional performances**, the public servant obtaining on the performance evaluation, the mark 'very good', after an activity of minimum three consecutive years in public services or the 'good' mark after an activity of at least 5 years in public services.
- In countries like Denmark, Netherlands, Sweden, and Finland, where public service is organized in **job system**, internal promotion is no longer used, and/or the automatic promotion in the payment grill, being used the opened competition procedure. In Italy too, public servants can be promoted only by contest, organized once in a two-years time, and in order to become a manger in public administration, the candidates should promote an exam. This way, automatic promotion can be possible only with diplomatic corps and prefects.

When it comes to Horizontal mobility, it means changing the work place (delegation, detachment, transfer) from one sector of the public administration to an other, being only theoretically possible, but hard to do in practice. What happens in European Union countries when it comes to horizontal mobility? The answer to this question is given by several examples as it follows:

- In countries like Great Britain, Germany, Belgium, Denmark, the transfer to an other job is possible upon the public servant's request but it cannot be guaranteed. In Belgium alone, the transfer is possible without the public servant's agreement.
- In Eire, there is a special program for promotion of the horizontal mobility for leading public administration jobs, on middle level.
- In Sweden and Netherlands, mobility between various sectors of public service no longer possible. This way, any person must candidate for the job he/she is interested in, no matter if he/she has already or not a job in public administration.

- The countries where transfer between public authorities or between them on a same level job, are the most often found, but they also have a temporary character in countries like Italy, Greece, Eire and Luxembourg.
- In France, regularly, a public servant follows his/her career, in an echelon corps, but when it comes to high public servants, horizontal mobility is also possible.

In conclusion, promotion and mobility of public servants are decisive structural elements for their career. Efficiency and professionalism of public administration system depend equally upon the quality of personnel conscription, but also in conceiving a planning and building a career methodology, which will follow attraction and maintaining qualified personnel as civil servants.

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