

Comparative Aspects Regarding the Civil Servants Professional Training in the Local Public Administration in Romania

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Abstract

This paper investigates the legal and institutional framework necessary for the implementation of the right and obligation of civil servants to continuously improve their skills and professional training as stated in the Romanian Administrative Code (Emergency Ordinance no. 57 /2019). In order to highlight this right of civil servants, we carried out a bibliographic analysis presenting legal aspects regarding the obligations of training, the priority areas of training and improvement topics at the local public administration level. As research methods, a short questionnaire was conducted among local public institution employees - from three different territorial administrative units of the local public administration – 1st District of the Bucharest City, the Onești Municipality, and the specialized body of Hunedoara County, in order to see how the civil servants use the right for professional training. The results of the study should outline the degree of participation in training courses, the subject courses attended and the perception regarding the utility of training topics, of the civil servants.

Keywords: regulations, civil service; long life learning, courses, skills, performance.

JEL Classification: H83, K23

1. Introduction

This article aims to synthesize, using a comparative research method, the main aspects regarding the civil servants professional training in the local public administration in Romania, starting for the hypothesis that the performance of the public administration cannot be achieved if there are no capable, competent, active, well-trained people who understand the dimension of the public good. As underlined by L. Vyas "it is vital to identify the training needs of public employees to ensure that the government machine can perform at its highest capacity".⁴

An approach regarding the public administration see it as a system of organizations, between which are established or multitude of relationships of subordination, collaboration, participation, services, etc., in a genuine network that ensures both in the case of law enforcement and its concrete application, the system that ensures the continuity and permanence of governance.

Public administration is a continuous process, is subject to the rules update functions as a guarantee of its adaptation to the permanent dynamic conditions offered by social environment. Therefore, public administration should not be an end in itself; it must serve social realities in their dynamics⁵

At the beginning of the 16th century N. Machiavelli identified the term *State* with the bureaucracy that ensures its operation and continuation, the bureaucracy being in fact the holder of the real power (the power of the offices), and not the governments that have an ephemeral existence and cannot do anything without the collaboration of the staff tasked with disseminating and enforcing the decisions of governments, thus organizing the execution or directly executing these decisions.⁶

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⁴ Lina Vyas, "Customization in Civil Service Training: Implications for Outsourcing Human Resources Management, *International Journal of Public Administration* 42, no. 1 (2019): 41-54, DOI: 10.1080/01900692.2017.1390764.

⁵ Bogdan Berceanu and Mihaela Cărăușan M., "The Civil Service Reform in the Context of Sustainable Development. A Comparison between Romania and Italy". *Acta Universitatis Danubius. Administratio* 6, no. 1 (2014): 26-40.

⁶ Bogdan Berceanu, *Sisteme administrative emergente [Emerging administrative systems]* (Bucharest: Economica Publishing House, 2018), 18.

Thus, bureaucracy developed and became synonymous with the following characteristics:⁷

- positions (personnel, civil servants) have become permanent or quasi-permanent;
- a protective legal status appears;
- officials escape any direct responsibility.

As component of the public administration system, the civil service is very different from a country to another and it is also very important, because “the value of public administration is given by its human resources”⁸.

Considering the extent, the complexity of public administration system and the variety of the activities they have to perform, as well as the fact that public administration is nothing more than the activity of some people who carry out this activity in relation to other people, the management of human resources from the public administration acquires special values.⁹

It can be said, therefore, that the effectiveness and efficiency of public administration organizations, in carrying out their tasks, largely depends on the human quality and professional capacity of those who operate within them. In other words, the value and potential of these organizations are significantly, sometimes even decisively, related to the quality of the people who make them up.

A good continuing professional training of the staff from public administration combined with the organizational skills of the leaders in the administration are determining conditions for the success of political decisions.¹⁰

Thus, the aim of this work is to analyze which are the training plans, allocated re-sources, priority areas of training and to project the new perspectives of training - necessary training topics, internal organization for this field for the local public administration, starting from the prevision of the Administrative Code that "civil servants have the right and obligation to continuously improve their skills and professional training".¹¹ In order to see the precipitation regarding the professional training programs and was also elaborated a questionnaire, which was applied to the civil servants from three different territorial administrative units of the local public administration – 1st District of the Bucharest Municipality, the Onești Municipality, and the specialized body of Hunedoara County.

2. Review of the Romanian public administration system

Due to the fact that each administrative system has structural particularities and its own legal framework and for a better understanding of the professional training activities for the civil servants, this part presents the Romanian administrative system, the personnel working in the public administration and the main regulations dealing with the training of the civil servants.

2.1. Short presentation of the Romanian public administration system

Romania is a unitary state, with the principles of decentralization and local autonomy mentioned in the Constitution: ‘public administration in the territorial-administrative units is based on the principles of decentralization, on local autonomy and deconcentrating public services’¹².

The decentralization principle it is also important for the civil service, it indicates „the changing nature of the civil service from uniformity to greater responsiveness to needs, while

⁷ Mireille Marc-Lipiansky M., *Crises et bureaucratie* (1986) apud Ioan Alexandru I. (2008), *Tratat de administrație publică [Treaty of public administration]* (Universul Juridic Publishing: Bucharest, 2008), 77.

⁸ Mihaela V. Cărăușan, *Drept administrativ [Administrative Law]*, vol. 1. (Bucharest: Economica Publishing, 2012), 346.

⁹ Dragoș V. Dincă, *20 de ani de reformă a administrației publice în România [20 years of public administration reform in Romania]* (Bucharest: Economica Publishing, 2019), 140.

¹⁰ *Ibid*, 140.

¹¹ Government Emergency Ordinance no. 57/2019 regarding the Administrative Code, published in the Official Gazette of Romania, part I, no. 555 of July 5, 2019, with subsequent amendments.

¹² Article 120, Constitution of Romania, amended and completed by the Law No. 429/2003 on the revision of the Constitution of Romania, published in the Official Gazette of Romania, Part I, No. 758 of 29 October 2003.

outsourcing shifts specific provision authority and responsibility to private agencies subject to public control and accountability”¹³.

The 41 counties and the city of Bucharest are governed by the council president and the elected county councilors, while the central government appoints a prefect in each county. The territorial administrative units have juridical personality and they are divided into: commons, towns and cities. Each of them is governed by local public administration authorities, such as the mayor- as executive public authority and the local council as the deliberative public authority. The role of the prefect is to represent the central authority (the government) at local level, with the power to oppose and block local authorities’ unlawful or unconstitutional actions.

Table 1. Representation of executive local authorities

Type of territorial administrative units	Deliberative authority	Executive authority
Commune	Local Council	Mayor
City *		
County	County Council	The president of the County Council

*In Bucharest City, the deliberative authority is the General Council of the Municipality of Bucharest, and the executive is the general mayor of the Municipality of Bucharest; at the level of the districts of the municipality of Bucharest, the deliberative authorities are the Local Council, and the executive authorities the mayor of the districts.

Source: Authors

2.2. The personnel of the public administration system

The civil service comprises the central public administration (along with the duties and responsibilities it performs), local public administration and autonomous administrative authorities.

A civil servant is the person appointed to a civil service position in accordance with Romanian law.¹⁴ Thus, the civil servant is granted the prerogatives which make up his competence not by the person who appointed him, but by the law, since it is the law that organizes the civil service in order to serve a general interest. The law organizes the civil service with the prerogatives established for it, and any person who meets the requirements set out in the law can have access to and hold a public office.

The personnel in public administration¹⁵ is structured over three levels, related to the institutional organization:

- civil servants (who in turn are grouped into senior or high civil servants, public managers, management civil servants and executive civil servants),
- contractual employees,
- and political appointees (public dignity positions, such as ministers, state secretary, the prefect etc.).

According to the law,¹⁶ the establishment of civil services within public authorities and institutions are:

- public authorities and institutions of the central public administration, including autonomous administrative authorities provided for by the Constitution or established by organic law;

¹³ Vyas, "Customization in Civil Service", 41-54.

¹⁴ Article 361, Government Emergency Ordinance no. 57/2019 regarding the Administrative Code, published in the Official Gazette of Romania, part I, no. 555 of July 5, 2019, with subsequent amendments.

¹⁵ The general provision regarding the personal of the public administration is regulated in Romania by the Part VI The Statute of civil servants, provisions applicable to contractual staff in the public administration and records of staff paid from public funds of the Government Emergency Ordinance no. 57/2019 regarding the Administrative Code, Published in the Official Gazette of Romania, part I, no. 555 of July 5, 2019, with subsequent amendments which abolished the Law no. 188/December 8, 1999 regarding the Public Servants’ Statute, republished and updated.

¹⁶ Article 369, Government Emergency Ordinance no.57/2019 regarding the Administrative Code, published in the Official Gazette of Romania, part I, no. 555 of July 5, 2019, with subsequent amendments.

- authorities and public institutions of the local public administration;
- the specialized structures of the Presidential Administration;
- the specialized structures of the Romanian Parliament;
- structures of the judicial authority.

The basic features characterizing the civil service are considered to be the following:

- it is created with the aim of effecting the public powers, the prerogatives set by the law for the administrative public institutions;
- it has a permanent character, in the sense of the on-going functioning with the aim of serving a general interest, continuously, without interruptions, for as long as the competence covered by the civil service continues to exist;
- it is created by law or acts issued on the basis of the law, by an act of power, which is thus unilateral, and not contractual. At the same time, public offices can be modified or their content can be changed unilaterally, by law or subsequent act, without the agreement of those who hold the respective offices;
- it is organized to serve the general public interest, and not personal interests;
- it has a certain degree of specialization, a competence established by law, aimed to serve a particular public interest.

Within any type of public organization, there is a category of personnel whose activity does not presuppose the achievement of the prerogatives of public power, and this personnel does not enjoy a special status with additional guarantees and forms of protection. This category of personnel falls under the provisions of the employment legislation, like any employee in the public or private system. We should mention, though, that even for this category there are specific conduct-related obligations, additional to those set for the private sector employees, and these obligations stem from the mission and functions of the public administration.

On top of the hierarchy in most of the public organization, there are appointed or elected persons, representatives of the political system, by virtue of the subordination of the public administration to the political power, the so-called *political officers or political appointees*. This category includes the ministers, secretaries of state, under-secretaries of state, the prefect and vice-prefect, presidents, directors general of certain structures of the public administration, mayors, local and county councilors.¹⁷

Public administration personnel represent the citizen's interface with the state and local communities. Personnel policy has a functional role, its purpose consisting in optimal performance of public administration tasks. The personnel policy within the public administration implies:

- human resources planning;
- recruitment and selection of human resources;
- analysis and evaluation of positions;
- salary and motivation;
- training and improvement of human resources in the public administration;
- evaluation of human resources and career management;
- communication, leadership style and creativity.

2.3. Main regulations for the professional training of the civil servants

The Administrative Code with subsequent amendments and additions mentions in paragraph (1), art. 458 and art. 459 that "civil servants have the right and obligation to continuously improve their skills and professional training". This right of civil servants corresponds to the obligation of the state and local communities to create the legal, institutional framework and to ensure the resources necessary for its materialization, as we also have in art. 459 of the Administrative Code which refers

¹⁷ For more details, see Dragoş V. Dincă, *The Romanian Administrative System – French Inspiration and National Adaptation*, (Bucharest: Economica Publishing, 2016), 95.

to the obligation of public authorities and institutions to *annually prepare the professional development plan for civil servants*. The obligation of civil servants to improve their professional training derives from the fact that they exercise prerogatives of public power and their action is limited to the general interest. In this context, the civil servant is obliged to follow forms of training organized at the initiative or in the interest of the public institution.

According to art. 16 et seq. from Government Decision (GD) no. 1066/2008,¹⁸ in order to ensure compliance with the right and to fulfill the obligation of continuous improvement of skills and professional training, annually, when evaluating individual professional performances, the areas in which the evaluated civil servant requires additional professional training in the following period are identified in the evaluation report. Moreover, the identified professional training needs are supplemented, if necessary, with the professional training needs resulting from legislative changes in the civil servant's fields of competence, as well as from any relevant changes to the job description.

Also, according to the Administrative Code, public authorities and institutions have the obligation to communicate to the National Agency of Civil Servants¹⁹ the requested data regarding the training and improvement of civil servants.

The Order no. 234/2022 of the President of the National Agency of Civil Servants²⁰, for the establishment of the priority areas in which professional training programs for the public administration are organized, the following are provided as priority areas:

- Audit, control, quality and integrity;
- Public communication, information, promotion and decision-making transparency;
- Law, legislation, rules and procedures;
- Institutional development and public policies;
- European politics and affairs;
- TIC (Information and communication technology);
- Human resources, diversity, inclusion and leadership;
- Public resources;
- Public services;
- Ethics and integrity in public administration.

The same Government Decision no. 1066/2008, according to art. 5 presents the modalities of carrying out the professional training of civil servants, namely:

- Training programs organized and carried out by professional training providers, completed with a certificate of participation or, as the case may be, a graduation diploma;
- Training programs organized and carried out or, as the case may be, approved by employers within public authorities and institutions;
- Training programs organized and carried out within the implementation of projects with external funding;
- Other forms of professional training provided by law.

3. The comparative analysis

As stated in the first part of this article, we have chosen a theoretical-empirical methodology that involves conducting a literature and legal review and empirical social statistical research. Given the explorative nature of the study and to achieve the research objective, we designed a questionnaire starting from doing first a literature review²¹ to better understand the international the problems

¹⁸ Government Decision no. 1066/2008 for the approval of the rules regarding the professional training of civil servants, published in the Official Gazette of Romania, Part I, no. 665 of September 24, 2008.

¹⁹ The National Agency of Civil Servants (ANFP) in Romania is a public institution responsible for managing and coordinating the training and development of civil servants in the country. ANFP is subordinated to the Ministry of Development, Public Works and Administration

²⁰ Published in the Official Gazette, Part I no. 306 of March 30, 2022.

²¹ Bruno Broucker, "Leadership and culture: comparative models of top civil servant training", *International Review of Public Administration*, 20, no. 4 (2018): 390-393, DOI: 10.1080/12294659.2015.1078077; Emilie Biland and Rachel Vanneville,

regarding the civil servants professional training, challenges and lessons learned by other administrative systems. The survey was administrated to a representative sample of individuals employed in the local public institutions in Romania.

Thus, it has been applied a questionnaire to different territorial administrative units, in terms of dimensions, inhabitants place in the local public administration:

- 1st District of the Bucharest City²²,
- the Onești Municipality²³,
- the specialized body of Hunedoara County.²⁴

According to the analysis conducted in the table 2 will be presented the personnel structures of the 3 analyzed territorial administrative units.

Table 2. Structure of the personnel of the local administration bodies

Categories	1 st District of the Bucharest City			Onești Municipality			Specialized body of Hunedoara County		
	Total	Occupied	Free	Total	Occupied	Free	Total	Occupied	Free
Public dignity positions	3	3	0	2	2	0	3	3	0
Civil Services	370	283	87	182	128	54	131	127	14
1. Management civil servants (including the General secretary)	41	28	13	25	18	7	18	14	4
2. Executive civil servants	329	255	74	157	110	47	123	113	10
Contractual employees	51	41	10	154	114	40	33	23	10
1. Management contractual employees (including the public administrator)	4	3	1	12	10	2	2	1	1
2. Executive contractual employees	47	38	9	142	104	38	31	22	9
No. total of functions in the institutions	424	327	97	338	244	94	178	154	24

Source: Authors elaboration, on the data provided by the local authorities

Table 2 does not show a large staff deficit at the level of the three analyzed local public administration structures. However, an under sizing or lack of staff in certain sectors and departments within the town hall cannot be ruled out. Also, the analysis of the staff structure shows that most of the vacant positions in the institution are public ones, i.e. execution ones, compared to those of a contractual nature where The causes of this difference can be found in the specific recruitment regime for the public office.

3.1. Methods

The questions presented in the survey²⁵ were developed with the aim of facilitating the collection of the necessary data to be able to answer the research objectives, within the questionnaire

“Government lawyers and the training of senior civil servants. Maintaining law at the heart of the French state”, *International Journal of the Legal Profession* 19, no. 1 (2012) 29–54, DOI: 10.1080/09695958.2013.771121; Andrew I. E. Ewoh, “Public Administration Education and Training in Nigeria: Problems, Challenges, and Prospects”, *Journal of Public Affairs Education* 20, no. 4 (2014): 455–468, DOI: 10.1080/15236803.2014.12001801; Peter M. Kruyen and Marieke Van Genugten, “Opening up the black box of civil servants’ competencies”, *Public Management Review* 22, no. 1 (2020): 118–140, DOI: <https://doi.org/10.1080/14719037.2019.1638442>.

²² As of the 2021 census, the 1st district of Bucharest municipality had a population of approximately 227,000 inhabitants.

²³ The population of Onești municipality as of the 2021 census is approximately 32,000 inhabitants.

²⁴ As of the 2021 census, the population of Hunedoara County is approximately 400,000 inhabitants.

²⁵ Note: the survey was applied to the responder online, using the SurveyMonkey.com platform.

both closed and open questions can be identified, designed to provide as wide a range of data collected as possible.

Thus, in the questionnaires it is possible to identify closed questions that require a single choice from several frequency alternatives, but also open questions that require obtaining a different answer from those indicated in the closed questions, focusing on the respondent's way of thinking.

Open questions are particularly useful in the case of exploratory research, such as the present one, as they serve, among other things, to identify new ideas. The role of open-ended questions in the questionnaire is to facilitate spontaneous/unexpected answers, giving respondents the opportunity to express their own point of view on one aspect or another, which can attract them and at the same time stimulate them to participate when carrying out the investigation.

Also, by using the comparative research method is particularly useful in generating insights into the similarities and differences between the three local bodies of the public administration.

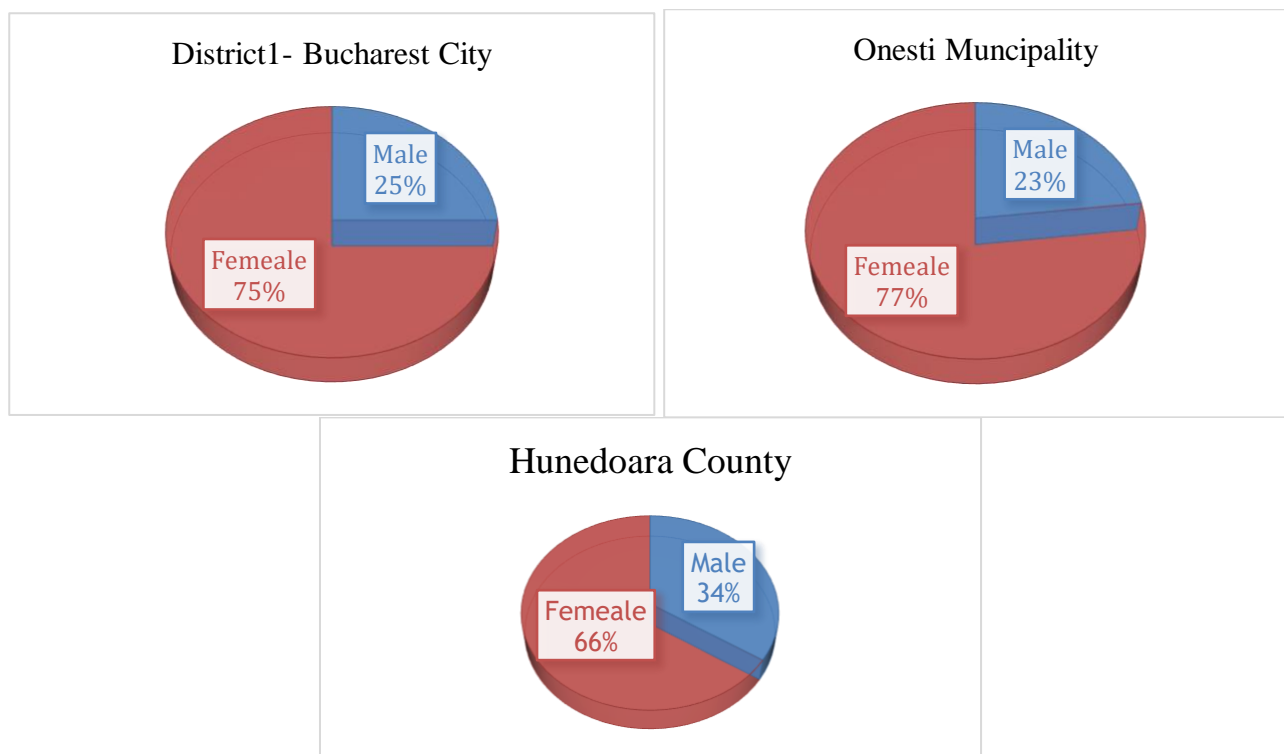
3.2. The sample

For the comparative analysis, we have in the next paragraphs of this work we will present the structure of the sample, because it helps ensure that the findings are representative and generalizable to the problem being studied.

Regarding the sample, it was composed of 176 employees from 1st District of the Bucharest City, 69 employees of the Onești Municipality and 35 employees of the specialized body of Hunedoara County.

The data was gathered using a survey-specific platform that consolidated the data and produced graphical representations.

Figure 1. The gender of the respondents of the survey

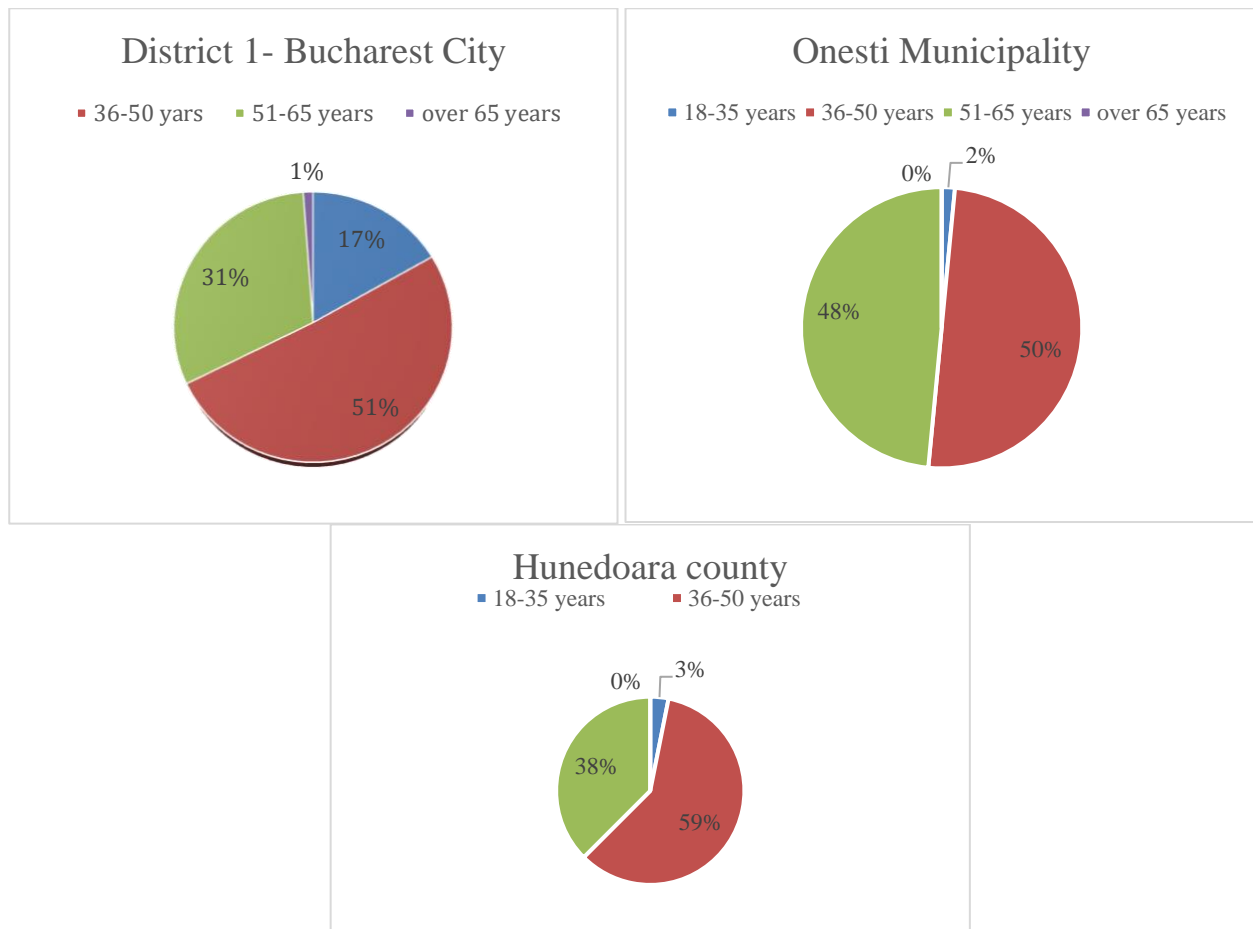


Source: Authors.

As for the sample, according to Figure 1 and 2, it can be seen that it has a heterogeneous character, but the predominant ones in the sample were females, over 36 years old. A large number of respondents being in the over 51 age category (48.82%), which is confirmed in analysis the fact

that an important part of the device employees of the three territorial administrative units analyzed are elderly.

Figure 2. The age of the respondents



Source: Authors.

Regarding the positions held within the specialized apparatus by the respondents, Figure 3 shows that only 10% to 16% of the respondents have management positions occupied within the local public authorities, which may represent a limitation in seeing the opinions of those who deal with institutional management.

The fact that more than 84% of the respondents hold an execution function within specialized apparatus, represents an opportunity to learn from those who currently carry out performance activities at the local level, through multiple opinions that they formulate as answers to problems they face in their current work.

3.3. Descriptive results

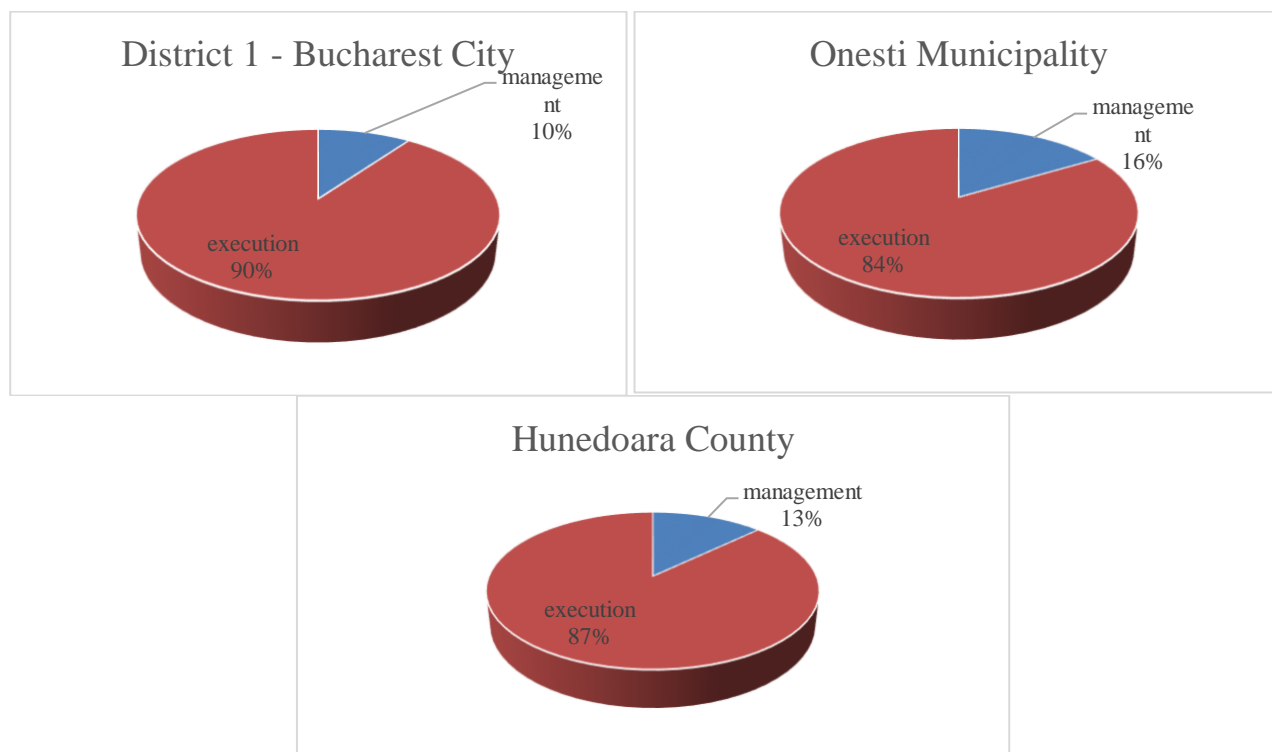
The findings of this study were obtained through two approaches: socio-empirical comparative research and analysis of the aforementioned legal and bibliographic context.

Analyzing the training needs, we notice in the first phase an important aspect, also found in the strategic or legislative references that show the degree of relevance of the areas of training and improvement identified as priority at the public administration level, an indicator that is in close correlation with the level of responsibility and with the evaluation reports on professional development.

As observed in the Figure 4, the participation in training courses for the employees of the specialized apparatus of Onesti Municipality - only 41.79% and Hunedoara County - only 46% of the

respondents participating in the survey attended such courses in the last 5 years. The percentage is quite small, in comparison with District 1 of the Municipality of Bucharest -66%, given the legal obligation to participate in professional training courses. The difference could also be justified, by the dimension of the local public administration and financial resources that the 1st District of Bucharest has in comparison with the other two analyzed territorial administrative units.

Figure 3. Civil service level occupied by the respondents



Source: Authors.

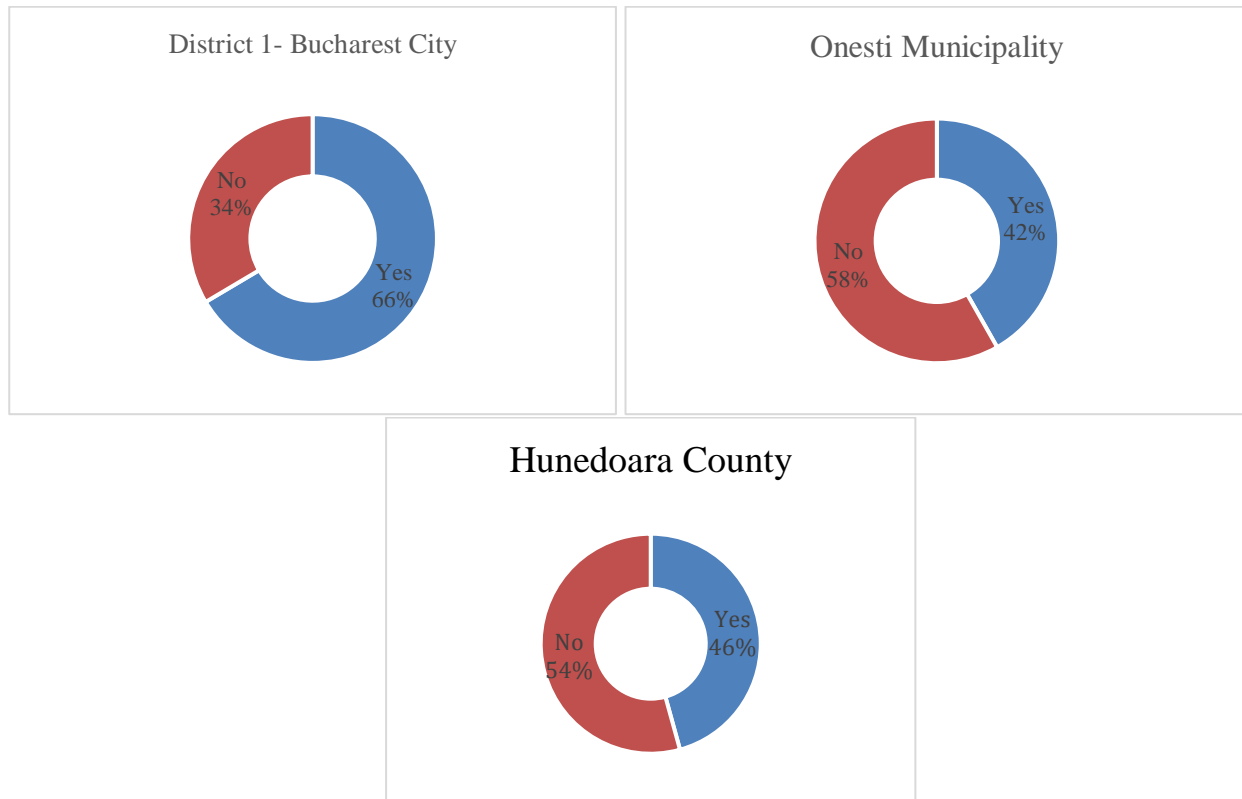
With regard to the training tools²⁶ preferred by the respondents, the figure 5 below shows the respondents' inclination towards classic training methods (practical applications, presentations or teamwork), while non-formal training methods, more modern and complex as are case studies, simulations, practical scenarios or role-playing games are not among the respondents' preferences.

Analyzing the data obtained, it is interesting to note that "brainstorming", which is also a non-formal teaching method, enjoys high popularity among the respondents from Bucharest and Hunedoara. It is therefore possible that the respondents have focused on those methods they know or have heard of, and less on their effectiveness, being, for example, known in the specialized literature that simulations and practical scenarios are particularly effective in the transmission of practical skills.

In regard to the subject of the courses attended by the human resources of three public authorities, the situation is presented according to the Figure 6.

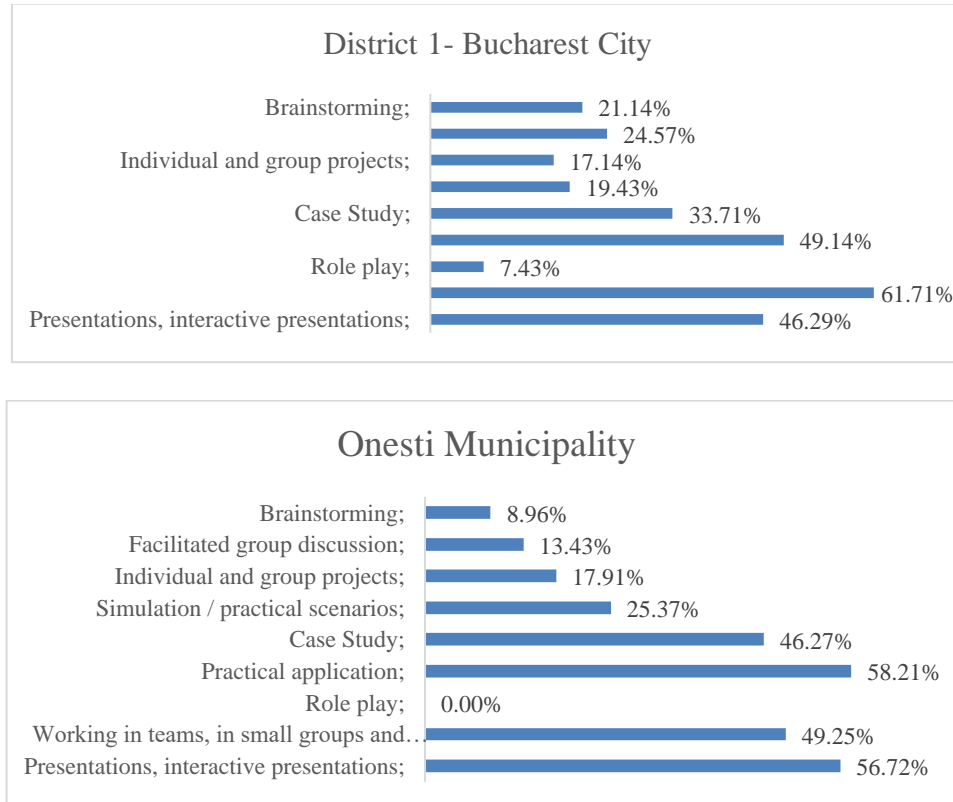
²⁶ The training tools that the respondents had to choose from: Presentations, interactive presentations; Working in teams, in small groups and individually; Role play; Practical application; Case studies; Brainstorming; Simulations / practical scenarios; Individual and group projects; Facilitated group discussions.

Figure 4. Degree of participation in training courses of the civil servants in the last 5 years (short/long term courses)²⁷



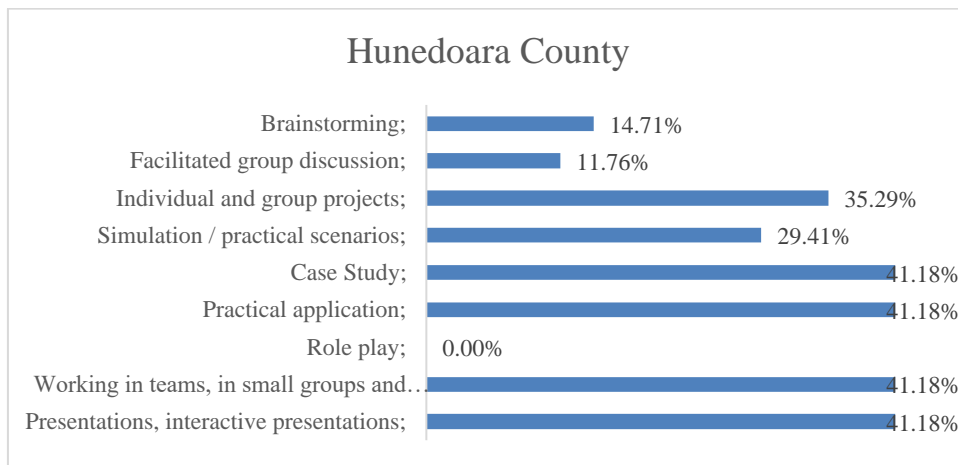
Source: Authors.

Figure 5. Preferred training methods and tools by the civil servants²⁸



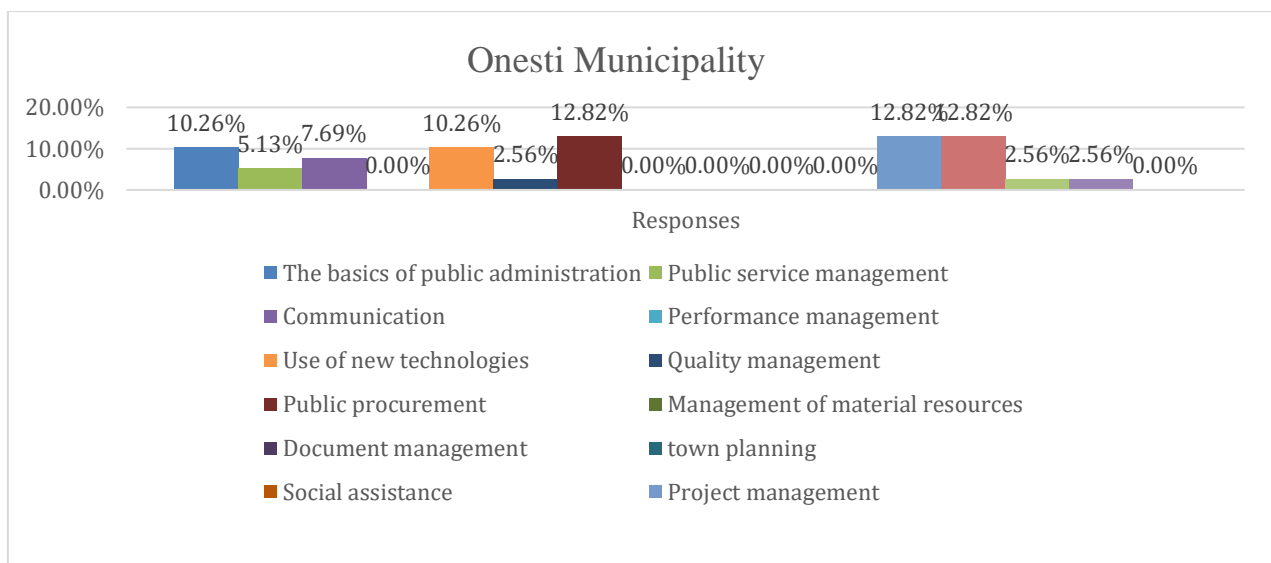
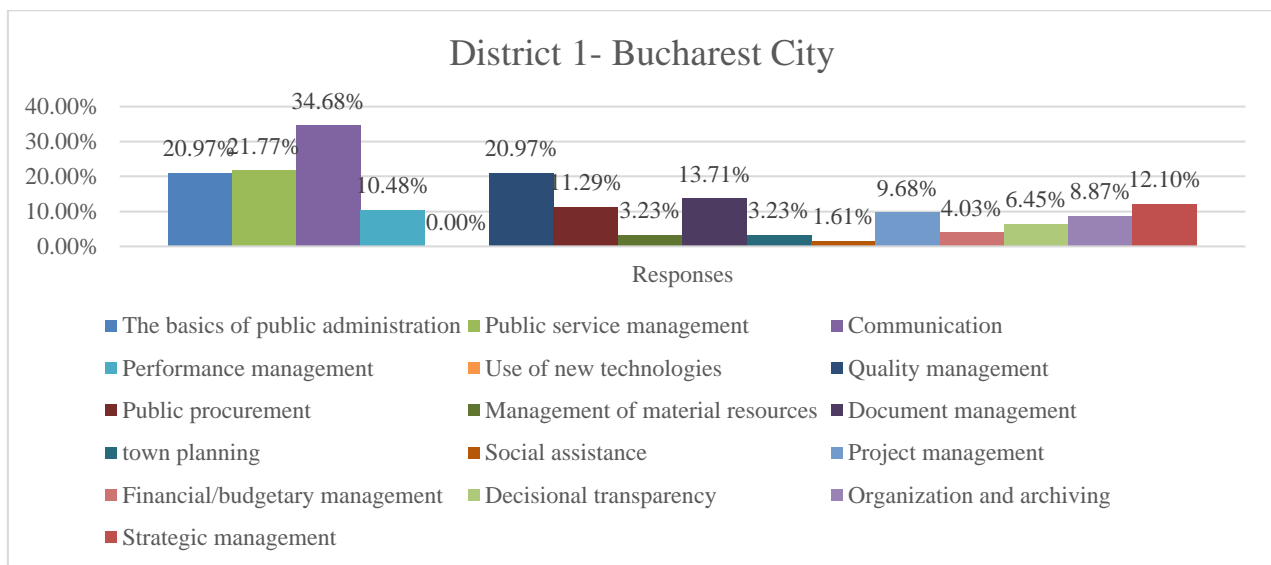
²⁷ Q: In the last 5 years have you attended long or short term training courses?

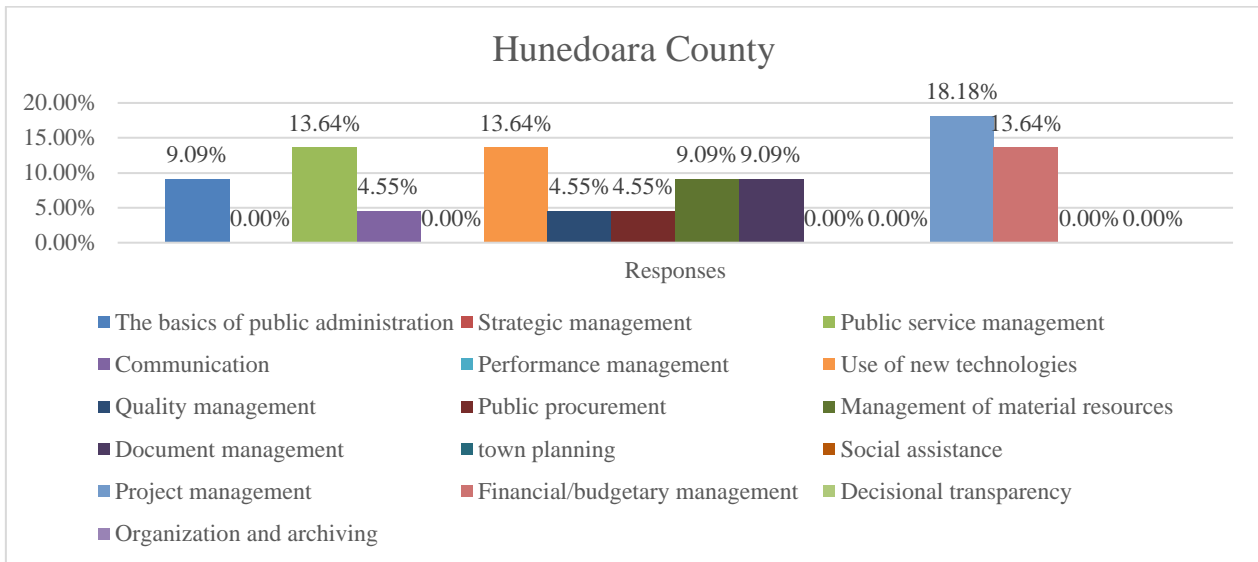
²⁸ Q: What training methods/tools do you prefer (3 choices)?



Source: Authors.

Figure 6. The subject of the courses attended by civil servants





Source: Authors.

It is noticeable that those courses of a general nature (communication, the basics of public administration, etc.) are generally higher than the specific ones (urban planning, public procurement, etc.). It is worrying, however, that no courses on the use of new technologies have been organized, which is detrimental to innovation processes.

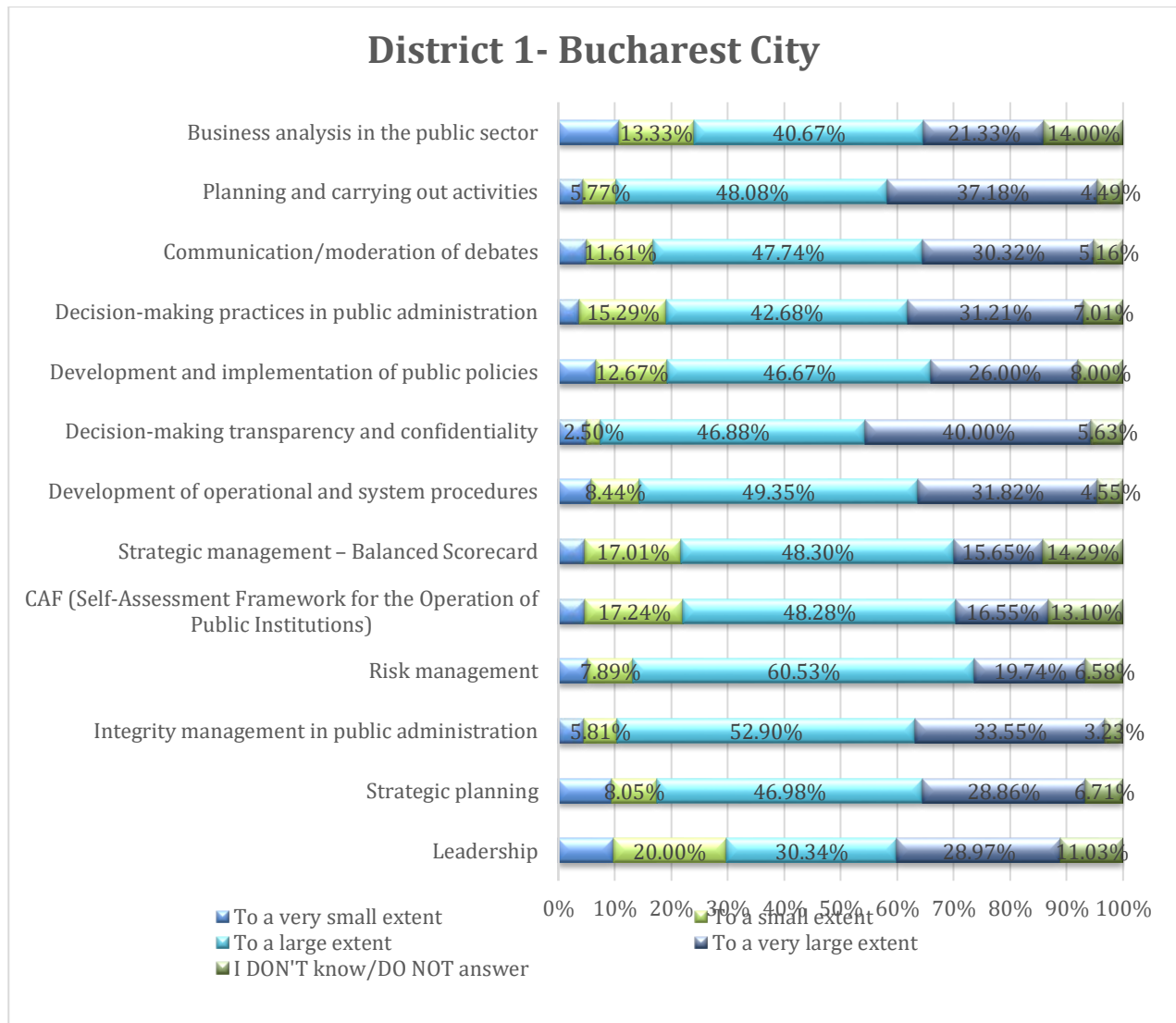
The answers are centered around the classic themes of interest: integrity management, decisional transparency, activity planning, demonstrating once again the inclination towards the operational, at the expense of the strategic, the perception of the respondents is reflected in the graph below.

Looking at the answers given the civil servants from Onesti Municipality and Hunedoara County we see that there are courses for which the respondents did not indicate any answer: strategic management, public service management, communication, performance management, use of new technologies, quality management, public procurement, management of material resources, document management, urbanism.

It should be noted, however, that no performance management courses were organized, which is detrimental to the public sector's efficiency processes.

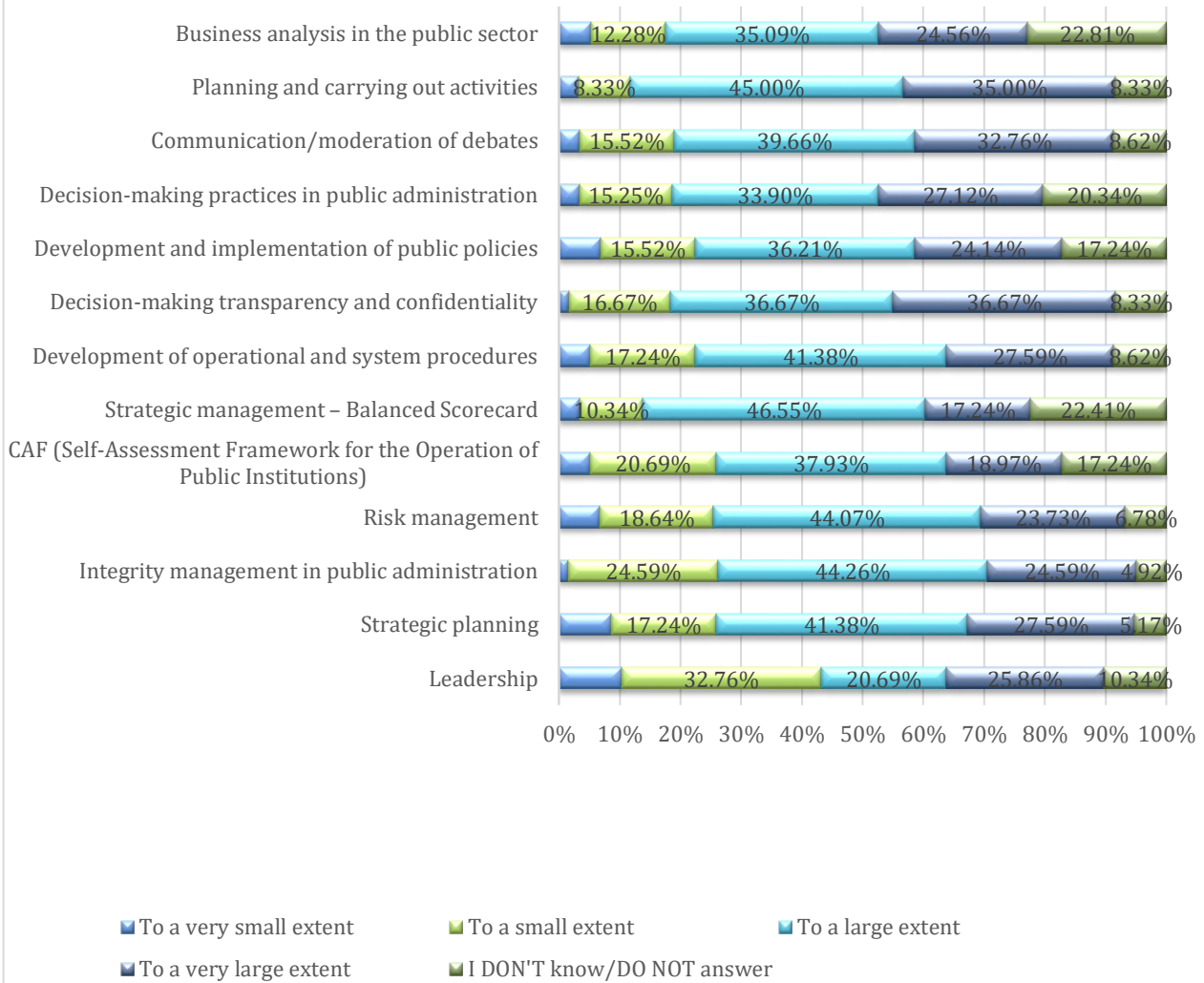
In the majority of the answers reflected in the Figure 7, demonstrate a preference towards the strategic domain over the operational, the perception of the respondents. Among the training topics indicated by the respondents are: leadership, strategic planning, integrity management in public administration, risk management, CAF (Self-Assessment Framework for the Functioning of Public Institutions), strategic management - Balanced Scorecard, development of operational and system procedures, decision-making transparency and confidentiality, the development and implementation of public policies, decision-making practices in public administration, communication/moderation of debates, planning and carrying out activities, business analysis in the public sector.

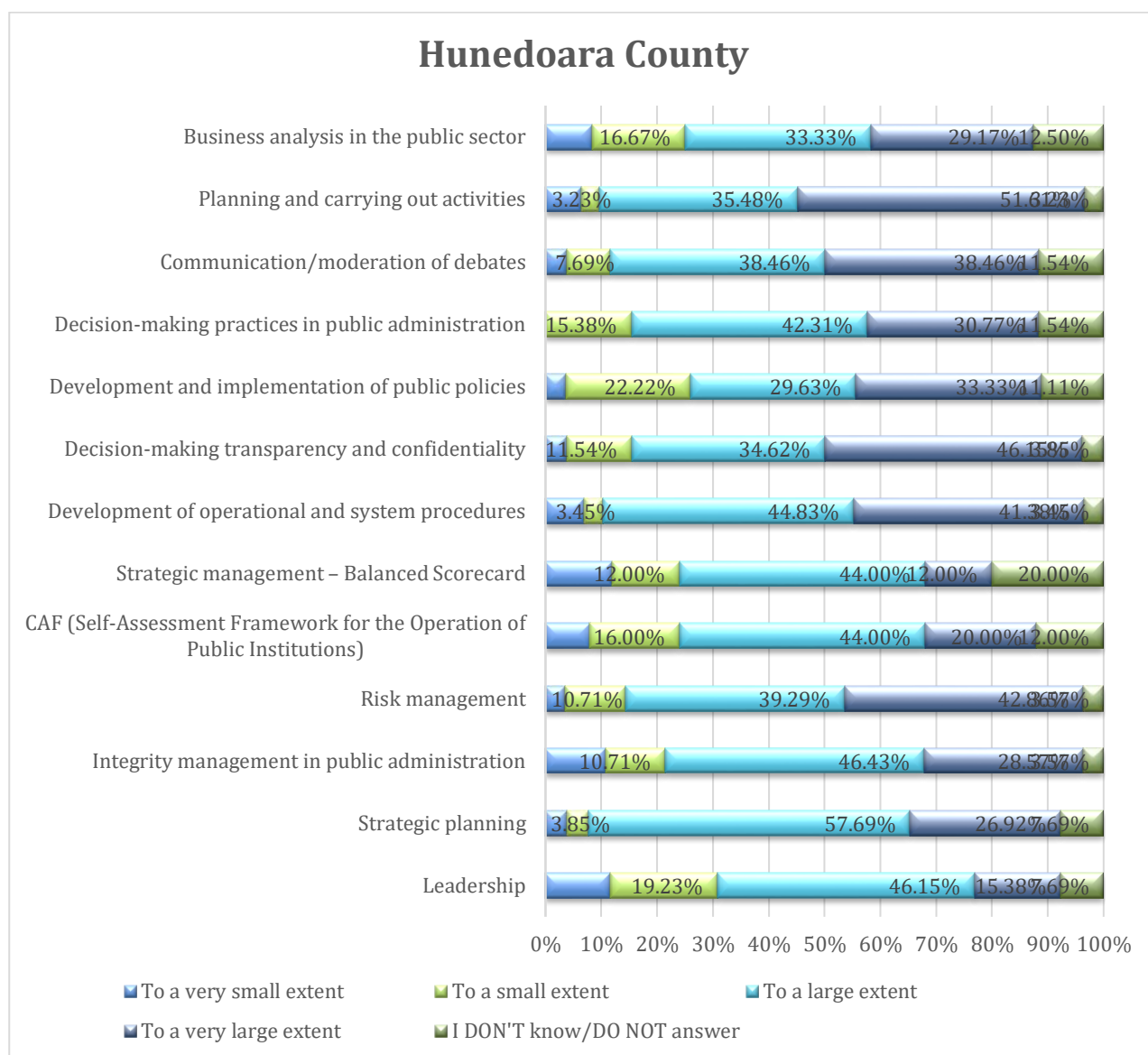
Figure 7. Utility of professional training courses²⁹



²⁹ Q: Please select the training topics that you consider useful for professional development. (To a very small extent; To a small extent; To a large extent; To a very large extent; I DON'T know/DO NOT answer).

Onesti Municipality





Source: Authors.

4. Conclusions

According to the regulations, in Romania, the civil servant is the main human resource in the central and local public administration. "If the official is competent, fair, professional, responsible in relation to his work, the result will be successful, beneficial for the official, but also for the citizens who benefit from his services."³⁰ Thus, the professional training of the civil servants is considered a right and responsibilities that extend beyond just employers to public institutions as well. These institutions must guarantee access and provide the required resources, both material and financial, which are integrated into training strategies and plans implemented at the relevant level.

The empirical research associated with this paper underscores the view that all the public local authorities take into account the need for professional training of their employees, especially of their civil servants, considering their importance and their statute in exercising the public powers acts and prerogatives, but the comparative analysis revealed inadequate levels of participation in the relevant programs as well as deficient training strategies/plans.

Despite the legal obligation for public authorities to provide professional training courses for

³⁰ Anamaria Groza, „The status of civil servants - between aspirations towards professional excellence and political interference”, *Juridical Tribune - Tribuna Juridica* 8, (no. 2, June 2018): 502-514.

their employees on an annual basis, it has been observed that some civil servants did not participate in any training courses over the past five years. The underlying causes for this phenomenon have been linked to financial resource allocation from the local public budget, as well as the perspective of top management within the local public authorities, such as the mayor or president of the county council.

Also, investing in the professional development and continuous training of civil servants in Romania can bring numerous benefits to various stakeholders, including the government, public administration, and society as a whole. Some of these potential benefits include:

Improved performance: By equipping civil servants with the necessary knowledge and skills, professional training can enhance their performance and efficiency.

Increased job satisfaction and motivation: Offering training opportunities can boost job satisfaction and motivation, leading to greater engagement, commitment, and loyalty to the organization.

Enhanced public service delivery: Well-trained civil servants can provide high-quality services to citizens, which can increase trust and satisfaction among the public.

Improved decision-making: Professional training can improve the analytical and critical thinking skills of civil servants, enabling them to make more informed and effective decisions.

Greater flexibility and adaptability: Professional training can help civil servants to adapt to changing workplace conditions, such as technological advances, policy changes, and updated procedures.

Better communication and teamwork: Training programs can help civil servants develop better communication and teamwork skills, leading to more effective collaboration within their organization.

Increased accountability: Professional training can help civil servants understand and adhere to ethical standards and professional codes of conduct, promoting greater accountability and transparency in government.

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