Emerging Markets Queries in Finance and Business

Contemporary career civil servant myths: the Romanian case?

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Abstract

The idea of career success is accompanied often by false beliefs, myths or simply excuses when we find the path is not the right one. Our society values the people who make careers or employees who are building a successful professional identity. Sometimes, however, the road is confused with the destination - it's good to remember that making career being careerist is actually an end in itself. This paper wants to describe the perceptions about career myths regarding the contemporary Romanian civil servant. Many valuable ideas are described in this paper and need to be taken into consideration. In the literature and practice of public human resource management circulate many myths about career planning and development and career management. Generally speaking, explicit tests relating to perceptions about career realities can be subjective, can be oriented in the wrong direction and can lead to a misleading picture. They can sometimes block career planning and development and also career management.

Keywords: career management, skills, public organization, public servant, public career

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1. Contemporary public servant: The Romanian Case

Civil servant is a strategic resource, value creating that gives substance to human resources (Pastor, 2008) management from new public administration. He is that employee who works in the Romanian public administration.

As employee, civil servant shall have a statute (Act no. 188/1999 on the Statute of Civil Servants, published in Official Gazette no. 600 of 8 December 1999) which govern through specific legislation, rights and obligations in terms of public office he holds. The Law no. 161/2003 which regulates aspects of the civil and public servants no.188/1999 law has undergone significant changes.

Civil servants are "keepers" and servants of the Constitution and respect national and European legislation, with all the Romanian citizens. In this context, we take as an argument both to promote the compliance of "general principles" of the Romanian Constitution and its social responsibility transposition of "rights, freedoms and duties" of the country's citizens. (Romanian Constitution)

Romanian civil servants are those called to contribute with their knowledge and experience in a wide range of policy areas, extremely varied. This requires skills updated, a constant concern for the education, training and lifelong professional career.

Studying literature and Romanian legislation in the field we believe that it would be highly necessary, first, to define the public servant. It is very important to clarify the common confusion between civil servants and contractual staff or budget staff, the so-called administrative staff operating budget within the same administrative unit.

Not every person working in public administration in Romania is part of the civil service. Not all people working in the public sector have the status of civil servant. Have civil servant status only those who are entrusted with public functions. (Trailescu, 2002)

Civil servants aren't those state employees with individual employment contract, but with special appointment decision. The employment relations of public servants are call reports. Labour Code (Law no. 53/2003 - Labour Code (reprinted and updated 2013)) do not apply them only subsequently.

A civil servant is defined as the individual appointed to public function exercising public powers in the work assigned. In Romania, these activities are subject to art. 2 para. 3 of Law no.188/1999 and concern: applying national regulation, international and European construction, implementation and coordination of draft laws and other regulations specific project development strategies, policies, programs, studies and analysis, statistics and documentation.

Civil servants have in their responsibility, the advice, logistical and legal support, public internal control and audit, efficient and effective public management of all resources (human, material, financial, and other information). Some civil servants are invested with responsibility for budgetary debts or representing the public entity interests in public and private sphere by adopting a stance in line with the strategies undertaken at all levels.

In Romania, the quality of public servant is acquired by appointment, in compliance with law, by the head of the public entity through a disposal indicating: function, position (manager or executive), duties, responsibilities, etc.. Article 3 (1) "Public Function means all duties and responsibilities established by public authority or institution, under the law, in order to achieve its powers." (Law no. 188/1999 on the Statute of civil servants, published in Official Gazette no. 600 of 8 December 1999)

Together, all civil servants constitute professional body of civil servants. Each member of this body is invested with rights and responsibilities clearly outlined.

The civil servants body in Romania aims to be flexible, focused and to sum up a basket of specialized skills easily transferable to any hierarchical and functional level of public organization.

In our opinion, it is extremely difficult to exploit and grinding qualities, skills, experience, skills and qualities of existing or more, anticipating their development potential. Organizational career management in the
public entity may be a solution, in return, for balancing personal preferences and gaining commitment of public officials.

Romanian Civil Servant Status regulates the legal relationships – working relationships, between civil servants and state. "The purpose of the Statute is to ensure, in accordance with the legal provisions of a public service stable, professional, transparent, efficient and impartial manner in the interests of citizens and the public authorities and institutions of central and local government." Viorescu, 2012

Some labor law specialists claim that the service report is also a form of employment (Beligradeanu, 2002). Specialists in administrative law support the hypothesis that the service report has a legal duty, administrative law drawn from this legal relationship Trailescu, 2005. Another view on the legal nature of the service report, service report is not a form of employment. We believe that a balanced approach addressing this issue must be made both from public managers and government technicians also. Each public entity in Romania, central or local level, has its operational and organizational features and specific characteristics. We believe that the work of public servants serving the public organization need to be subscribed to these specificities. Therefore, the work of civil servants is different from the private sector employees Verdin, 2008.

Pursuit of the public administration functions suppose citizen interest through appropriate conduct and a adequate professional training as subsequent elements of good professional training and career development. Civil servant career management is therefore an element that organizes, coordinates, plans, monitor and compares the superior valuation of today skills and the future design of a performance directed to the benefit of citizens, the building ownership rights and civic responsibilities.

In „The Book of Civil Servant”, lawyer Boiana Augusta Berchi stresses that respecting legal provisions by those who make the appointment of the romanian public servant is intended to strengthen accountability act of appointment by the head of the public organization. It must not only take on the legal responsibility came into the civil servant but moral and professional responsibility to help build and strengthen his career, the foundations of outstanding professional public servants Berchi, 2000. The basic principles underly the performance quality of public servant referred to in art. 4 of the Statute of civil servants in Romania: "the timely and effective free of prejudice, corruption, abuse of power and political pressures of all activities by public servant, civil servants selected solely on the criterion of competence, equal opportunities and the promotion entry the civil service, the stability of public officials."

In light of the above principles can be stated that civil servants should prove to be a model of fairness and civic behavior. We believe that work and their performances must not be compromised by political interference, partial interests, material, financial or otherwise. On appointment, the public servant acquires equal rights with other members of the Public Servant Body.

2. Romanian civil servants advantage: stability of employment

In the context of career management, the main advantage for Romanian civil servants is the function stability in which they were appointed. Stability enjoyed by civil servants appointed on the post is the biggest challenge for career management of public entities. This is due to the protection that, this law, acquired to the appointment moment, guarantees.

Public official named has a reasonable assurance regarding job stability, indefinitely. Legislations provide to civil servants not only the benefit of the stability employment a la long for the post. They provide certainty promotion of civil servants (class (III, II, I), steps (3,2,1)), in compliance with legal requirements. Depending on the category they fall (from the perspective of studies completed) civil servant is assigned a grade and a step. For each step he fall, the civil servant is given a certain base salary, based on the salary scale of the public entity where it belongs. A.N.F.P., 2008

Ensuring progress in grades and degrees is uncertain and involve main effect, increase the basic salary. We can say that this is an additional argument that the motivating factor for career advancement is mainly the
financial and subsequently, increase job satisfaction, career development, for the sake of promotion to get the expert power and the of social recognition.

The general perception, the fact that the public servant hold a certain post brought respect and appreciation socially speaking. Important to note is that, in Romania, public servant which ended relationships, for reasons not attributable to him, retains its quality during the entire working life, continuing to be part of the reserve of the Corps of Civil Servants.

Based on art. 15 to 17 of the Civil Servants Act is civil service classification by type skills of civil servants (the management and execution positions) and by level of education held by them. We believe that these rankings are extremely important for building career management, being a strong motivator for any individual who wishes to opt for public career. Knowing the ways forward in this career public career the public servant is supposed that try to make every effort to raise the level of training and ongoing professional development to access new professionals, superior to the former. Public servant public law distinguishes four big categories of positions listed in Table nr.1.1. a pyramid structure highly charged.

The category of senior civil servant, is a special category of civil servants, containing the body of elite officials spearhead Romania and includes persons who are appointed to one of the following public offices: Secretaries General and their deputies in ministries and other bodies of central public administration, prefect and deputy prefect A.N.F.P., 2006.

The structure of the career of the Romanian public entities is indispensable and definitive argument, hiring public servants acquired based education and certificates, diplomas recognized by the authorities to a particular time of employment. This first filter draws our attention to the fact that the career system used in Romania must be open, flexible, and include new criteria related to lifelong learning principles. It must be a constant effort and strategically directed towards the real needs of the public entity that belongs to the public official but also the whole body of officials, to ensure consistency and homogeneity of the structure. Hence the undeniable image of professionalism and knowledge of civil servants today.

We believe that the acquisition of new skills, properly assessed and carefully targeted by career management should be added as essential and mandatory criterion in making the promotion of civil servants.

Otherwise, all civil servants will promote ANYWAY in a predefined system to a particular class or level. Civil servants will grow as much as they need to enter the next grade or step. The sufficiency is due to meet the conditions for promotion to class / level and not at the core of what it means that the individual regarding the profession, in relation to the organization of which "organic" part he is. We suggest that one of the priorities of public administration reform in Romania is to create a body of civil servants motivated to develop their careers by personal implication (powerfull intrinsic motivation) and with organisational support. Strengthening government capacity to develop economic and social reform measures depends largely on the development of a unitary body of public servants, harmonized structure compatible with the European Union countries.

3. Career civil servant contemporary myths

Career myths analysis has, in our view, as a starting point, the decomposed (through detailed analysis of the components) of mythological aspects. In other words, language translation transmitted through everyday experiences of individuals in the system and those who perceive and have the ability to issue public messages about the issues Silvas, 2009.

From this perspective, gains importance the communication and the medium of communication of the experiences shared by various individuals through their own lived experiences. Stories related to career are rarely based on successes and are realized without cost or continuity and progress Evans, 1980.

For most people their careers are thinking ahead and analyzed retrospectively. People have bad decisions make great sacrifices have guilt, lose faith, endeavour and experience the full range of emotions that a
scheduling system of life it produces, when it's translated into the reality of everyday experience.

We recognize that life experiences are often very different, delicate and generate difficult decisions. This are not always made in accordance with a rational model. Therefore any attempt to theorize career is necessary to take into consideration the non-rational aspects.

Byars and Rue (Byars și Rue, 1987) argue that the challenges of planning and career development may be distorted due to the existence of myths. They try removing myths career in order to delineate as accurately as real perspective on human resource management activities. Among the essential myths are described below together with a number of their criticisms.

**At high levels is always room for another one.** This assumption can lead to frustration on the public servants by over-estimate the chances of obtaining a management position. It is not appropriate therefore focus, effort and time just to advance or to take the place of someone who leaves, but on career and development towards efficiency criteria.

This myth contradicts or ignores the fact that, in most public organizations today, companies are pyramid structures and, consequently, both hierarchical levels and the possibility of promotion are limited. Therefore, careful analysis of this myth suggests that it is particularly important to choose that career path to be as safe as relist and go.

**Success depends on the presence of the place and time.** There are situations where the operation of this myth can lead to problems of non-acceptance of forecasts. If you will consider this idea may lead to a situation where the individual waited for things to happen and it will not work for them. The idea is not totally wrong, but must be supported by effective training supported.

Like many myths about careers, this myth is true or obvious enough to be believable. Thus, there are many situations in which it can be shown that a person's success is due to the fact that it was in the right place at the right time. Consequently, people who adhere to this myth reject or disregard philosophy or practice planning and career development. In their conception, a person who designs or forecasts can carefully develop a career rather than accept to be affected simply the future. Adherence to this myth can be dangerous as it can lead to complacency and an attitude that can prepare failure or lack of success.

**Executive civil servants are promoted and become capable of leading civil servants capable.** Criticism can be made of this myth is the fact that performance in a post not guarantee the performance in others. There is a misconception that individual who are good at what they do to be rewarded, even through a promotion. But it is not always a rule that those who are good and very good subordinates to superiors.

We must mention that good performance is not always rewarded because its realization is a service obligation. Also, when taking a decision on the promotion of an individual is necessary to carefully consider both individual performance and the requirements of the new post. In other words, if some individuals excel in a certain position does not mean that they can achieve outstanding performance in all functions.

**Planning and career development are activities that are solely human resources department.** It is true that the latter may, advice and assess the development of the individual, but not exclusively. Responsibility for planning and career development belongs, ultimately, the individual and not the human resources department or civil servant leader. HR specialists can perform individual counseling and development assessment, assist the individual or answer some questions, but can not develop an individual career plan, because only the individual is the one who can take or career-related decisions.

**All the benefits remain to those who work in difficult conditions.**

The fact that superiors want their employees to spend more time at work or that employees wish to do so to impress watching superiors is an illusion. We believe that we must start from the idea that it will be able to achieve anything if not supported professionally toughest working conditions and salaries at a low level. Therefore, theory and practice in human resource management suggests that essential to the success of an individual's career development are identifying and emphasizing strengths and only after that attempt to improve weaknesses or deficiencies in other areas.
Advancing depends on the public servant manager function. This myth can lead to lack of commitment and adopt a defensive attitude in developing their careers. It can also generate a lack of accountability when failures occur. For an individual to be promoted and appreciated, not just the supervisor need to be carefully, but must be the real determination that the individual can and wants. Public Servant leadership qualities will be useless unless you have a subordinate extent. Although theory and practice in human resources in general show that superiors may affect the pace of development of an individual, however people who adhere to this myth or attempt to explain this reality supports, often a defensive role and ignore the importance own shares. Also joining this myth eventually lead to the emergence of excuses about failures considered. In generally it is easy and very convenient to blame, would disprove or transfer the blame for our failures at different levels superiors or other persons.

The way to go forward is to determine your weaknesses and then to work hard in difficult conditions to correct them. The practice of human resource management is more important determining strengths in career development then can be improved weaknesses. The problem that individuals who adhere to this myth or attempt to explain reality ignores the fact that different tasks or obligations have different priorities. Also, because the time available to an individual is limited, it must be used in accordance with those priorities. Therefore, charge or obligation of an individual regarded as the most important achievement of his career must be affecting the large percentage of the effort. Those duties or obligations appreciate the individual as less important to be fulfilled, but not necessarily with the greatest effort.

Family life and profession are distinct. A person can not plan his career and achieve goals only in relation to the fulfillment of other interests that are not necessarily related profession. In other words, career goals need not conflict with the objectives of privacy. Theory and practice in resource management prove that people can not make wise decisions on their career or realistic if not its experience, help and support the family. Also, due mentalities, beliefs, impressions or sensitivity of posts filled, loved ones and family need to understand the factors that have an important share in decisions about their careers. A healthy person or show strong usually other interests outside the station and individual career strategy must be designed to recognize and support these other interests and they do not contradict or neglect. Career goals should take into account all the objectives of life in general. Too often though career goals come into conflict rather than support or life goals.

The grass always seems greener on the other side of the fence. This myth translates as always another career path seems more appropriate than originally chosen. If it is considered that this attempt to explain myth or reality, no matter what career path followed by an individual other way seems always more attractive.

Officials of public organizations are immune to crises. Once the realm of civil service posts were fixed, immutable, working slowly, wage inflation indexed, thirteenth and fourteenth month, leaves abundant, higher pensions and early retirement easiest to negotiate. Dream jobs were three generations of Europeans in the name of security and benefits associated with the status of "official", "civil servant", "Regierungsbeamter", "functionaire" or "functionario público".

Officials - unlike private sector employees - not only because they could not be expelled, but in addition had no guaranteed that their employer goes bankrupt. However, since the Greek crisis has reminded Europe that a state can go bankrupt, the official looks increasingly more like any other employee. Job Myth of work life has vanished. All European governments - the British in the French statist liberals - wages began to fall, first to suppress and reduce the number of civil service employees to reduce the huge deficit and restore market confidence.
1. Public functions within the Government and Parliament of Romania

<table>
<thead>
<tr>
<th>Public management functions</th>
<th>Public function execution</th>
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<tbody>
<tr>
<td>Secretary General of the Government</td>
<td>Counselor</td>
</tr>
<tr>
<td>General Secretary of the Senate</td>
<td>Expert</td>
</tr>
<tr>
<td>Secretary General of the Chamber of Deputies</td>
<td>Consultant</td>
</tr>
<tr>
<td>Deputy Secretary General of the Government</td>
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<td>Deputy Secretary General of the Senate</td>
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<td>Deputy Secretary General of the Chamber of Deputies</td>
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<tr>
<td>Head of department</td>
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<tr>
<td>Managing Director</td>
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<tr>
<td>Director, Deputy Director</td>
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<td>Head of Department, Head of Department, Head Office</td>
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2. The ministries and other central entities

<table>
<thead>
<tr>
<th>Public management functions</th>
<th>Public function execution</th>
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<tbody>
<tr>
<td>Secretary-General, Deputy Secretary General, Deputy General Manager, Chief state inspector, Deputy General Manager, deputy state inspector, Director, Superintendent, Deputy Director, Deputy Superintendent, Head of Department, Head of Department, Head Office</td>
<td>Advisor, Expert, Consultant, Inspector, Expert reviewer, Inspector</td>
</tr>
</tbody>
</table>

3. Decentralized services of ministries and other central entities in counties

<table>
<thead>
<tr>
<th>Public management functions</th>
<th>Public function execution</th>
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</thead>
<tbody>
<tr>
<td>Director General, Superintendent, Deputy General Manager, Deputy Superintendent, Director, Deputy Director</td>
<td>Advisor, Expert, Consultant, Inspector, Expert reviewer, Inspector</td>
</tr>
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</table>

4. Apparatus of the prefect and the local authorities

<table>
<thead>
<tr>
<th>Public management functions</th>
<th>Public function execution</th>
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</thead>
<tbody>
<tr>
<td>County Secretary, Secretary of Bucharest Municipality, Secretary cities, other administrative territories, Head of Department, Chief Architect, Chief Architect - Deputy, General Manager, Deputy General Manager, Director, Deputy Director, Head of Department, Head of Department, Head Office</td>
<td>Advisor, Expert, Consultant, Inspector, Reviewer specialty grades I and II, Inspector, Reviewer, Agronomist, Veterinarian, Perception Agricultural Agent</td>
</tr>
</tbody>
</table>

Source: Law on the Statute of Civil Servants. 188/1999, republished

Fig.1. Pyramid of the categories of public management and execution of public servants from Romania

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