

Romania

National Agency of Public Servants

Details on the authority

The National Agency of Public Servants (NAPS) was established in 1999 and is active within the Ministry of Public Administration. It is a specialised body of central public administration, being able to ensure the achievement of the strategy in the public administration field and to monitor the elaboration and the implementation of the reform programmes by the ministries and other central authorities.

The services provided by the NAPS are focused on the counseling in the field of organisation and functioning of local and central Public Administration and on the counseling in the field of management of the projects carried out by the local and central Public Administration.

Exercising its tasks, NAPS carries out the strategy, regulation and representation functions and authority in state. Specific activities, as they are foreseen in the status, cover a number of areas with specificity for this body. NAPS is responsible for the elaboration of politics, strategies and proposals for specific normative documents, for the organisation of the professional training system for public servants. It establishes the criteria for public servants activities evaluation, it creates and organises its own data base, which comprises the registration of public functions and public servants. It provides professional care to local and central public administration institutions and collaborates with international organisations in the field of the management of human resources.

As organisational structure, NAPS comprises four directorates (Registration of Functions and Public Servants Directorate General, Politics, Strategies and International Relations Directorate-General, Budget-Financing and Human Resources Directorate, Juridical Regulation Directorate), one service (Public Relations Service) and a control structure.

The internal structure of leadership is represented by The Managerial College, which has chosen a paritary commission to participate in the establishment of the measures regarding the conditions at work, health and security at the workplace of the public servants during the exercising of their tasks and also the appropriate development of the activities within this institution.

NAPS is active within The Ministry of Public Administration together with The National Office of Cadastre, Geodesy and Cartography, The National Inspectorate for Emergency Cases, The National Inspectorate for Public Registration.

Presently, there are 77 employees within the National Agency of Public Servants. 80% of them are under 30, the majority being women (65%).

Recently, according to an initiative of the Managerial College, the location of the National Agency of Public Servants moved out of a building, which had become inadequate for the developing of its activities, into a building situated in the central area of Bucharest. During the structuring activities for the new location, the indicators of noise, light-

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ing, ergonomics and colours were given special attention, but the employees' proposals were also taken in consideration, these being actively involved in the planning and policy-making processes

WHP and policy of the institution

The measures of the WHP are perceived as a managerial responsibility and, through this project, have been included in the already existing managerial systems. That is why some WHP measures are specified in the regulation of organisation and functionality of the National Agency of Public Servants. The paritary commission, mentioned above, as a part of leadership structures, is the one that takes care of the implementation of these measures.

The National Agency of Public Servants carried out the PHARE Project RO 9707.01 - Public Administration Development in Romania component by which it emphasised the activities for the improvement of the workplace conditions by introducing WHP measures. This approach appeared as a necessity, because WHP involved new activities, which were not previously taken into consideration when the public administration unities were sketched and established.

WHP projects directed at the workplaces in public administration have not been carried out yet in Romania. Yet among the objectives of some projects carried out in public administration, there are component parts for WHP, too. The activities carried out at Public Administration level are mainly for financing the budget funds; only a small

part of the funds are financed by an international organisation, obtained as a result of carrying out certain projects.

About the project

All the employees of the institution have participated in this project and they applied a questionnaire for the analysis of work conditions (filled in during the initial period of the project) and which was one of the methods of needs assessment. The team, which executed this project in practice, was made up of volunteers, whose selection was made by the management group formed by the members of paritary commission.

Meeting objectives

The main objective of the project was the design of the workplaces, giving consideration to the physical-chemical factors, administrative factors, psychosocial factors of work, the design of the work place referring to sex, age, human relationships at work, satisfaction at work. Each of these categories was presented in detail in the questionnaire given to the employees.

Another objective taken in consideration within this project is the component part regarding the endorsement of certain WHP measures, which are to be introduced in the functioning regulation of the National Agency of Public Health, keeping its features in mind. Some of these measures have been used by other public administration institutions as an instrument for the development of its own functioning regulation.

Putting the project into practice

A general employee report was issued before beginning this project. Some activities have been developed in order to involve the employees in the preparatory activities of the project. In this respect, some working groups divided into departments proposed the ways of involving the employees in making decisions: the questionnaire was the common result. For a better result, different working groups have been organised and worked at the elements comprised in the questionnaire. At the end of these preliminary activities a common meeting of all working groups was arranged and the final design of the questionnaire elaborated. In the following stage the questionnaire was applied and after that another common meeting of all working groups was organised.

Workplace analysis

Each one of the four NAPS departments named a presenter, who analysed and documented each of the working positions present in his department. These reports together with job description and analysis-type occupational health, formed the basis for the reorganisation of jobs in each department.

Analysis of absenteeism

The elaboration of the work-presence indicators of the last year was made possible with the help of the Human Resources Department and the leaders

of other departments. Together with an analysis of the workload of each position these formed the premises for building a classification of all the work positions.

The way from analysis to action

The WHP activities comprised in the project wanted the implementation of some WHP specific measures within the NAPS functioning in the regulation and in the modalities of work. These included changes of the regulation by introducing specific WHP provisions, thus becoming statutory, and changes in the work conditions using the results of the questionnaire to identify the needs assessment. This final objective involved investment in furniture (ergonomic chairs), IT equipment, air-conditioning systems etc, made to improve the workplace conditions.

Looking at the results

This was one of the most important stages of the project. One of the expected results was the increase of the level of representation of NAPS in public administration institutions within the ministry, using the functioning regulation as a model for other institutions subordinated to the Ministry.

Increase of job satisfaction

The evaluation of the project's results showed that there has been an increase in staff satisfaction. This satisfaction was

measured through the increase of addressability, which was possible by diminishing the necessary time per work.

Decrease of absenteeism

The decrease of the absenteeism indicator in the year consecutive to the termination of the project is proof of raised compatibility between the staff and the new positions, as they resulted from the alterations made by the project. The physical spaces where the activity is carried out (microclimate, lighting, colouring etc) were re-designed, each of the departments being reorganised from the point of view of the availability of the IT equipment.

Reorganising tasks

The functional circuits among different departments were also reorganised, emphasising the regular activities which are NAPS tasks with the fluidity of these activities being ensured in this way. A new measure was the possibility to change the positions occupied at NAPS so that the individual level might be increased by the enlargement of the type of problems, which any of the employees was confronted with. In addition, this measure was accompanied by a new provision, according to which civil servants can obtain approval for changing their department, authority or public institution due to health problems still keeping their rank and position.

Certification

One of the project's most important results was the certification of the position of NAPS as main supplier of counseling services in the public administration field by suggesting high standards of organisation, functionality and financial administration, which are used as models by other institutions.

Transfer of WHP

The first step towards the reproducibility of introducing some measures by WHP in functioning regulation of public administration unities has been taken by the institutions activating within Ministry of Public Administration, using the model of NAPS, which have suggested the change of their own functioning regulation.

Unfortunately, there are obstacles in the financial field because support for these kinds of measures is low. One of the solution was the counseling provided by NAPS in favour of these public institutions to bid some projects which want to achieve, among other measures, the implementation of WHP in Public Administration institutions.