

CAREER MANAGEMENT OF PUBLIC OFFICERS

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Abstract: *The choice of the theme entitled "Management of the career of civil servants" started from the desire to identify the direct link between the planning of an effective management of the career of civil servants and the results obtained by them in the public sector. The purpose of the proposed scientific research is on the border between planning an effective career management of civil servants and the results obtained, with the main objectives being the optimization of management performance within the organization, in order to maximize the proposed results. In addition, considering the need to professionalize the activities of local public administration in order to facilitate the formation of a modern concept in the field of local public administration, and produce results by increasing efficiency and achieving high performance results in the activity of the employee performance evaluation institution in relation to internal and external performance standards. Thus, we highlighted, on the one hand, a standard unitary approach regarding the definition of the career concept of civil servants in the specialized literature and in the practice of successful organizations. Institutions that have a tradition of using the career concept of civil servants as an integral part of effective leadership, aimed at providing long-term results by using mechanisms to eliminate disruptive factors in management decision-making.*

And in the last section of scientific research, the general conclusions are presented, with limits and future directions of the research in the scientific approach, by formulating the contributions and conclusions resulting from the empirical research and the bibliographic study that formed the basis of the presentation of the scientific research approach.

Key words: *Career management of civil servants, planning an efficient career management of civil servants, performance optimization;*

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Introduction

According to human resource management literature and practice, career planning is the process of identifying career needs, aspirations, and opportunities within an organization, and the process of implementing the human resource development program to support those careers.

Career planning is therefore a highly complex and systematic process of setting career goals, developing and implementing strategies, self-assessment and analyzing opportunities, and evaluating outcomes. This career planning process also involves the responsibility of both the individual and the organization. Thus, the individual must identify their aspirations and skills or capabilities, and through assessment and counseling understand what training and development efforts or requirements are needed.

The organization, in turn, must identify its needs and opportunities, plan its staff and provide its employees with the necessary information and training for career development, which means that organizational needs cannot be met if individual needs are neglected. Therefore, career planning must take into account many aspects, including the following: organizational members must be recognized and treated as individuals with unique needs, desires and abilities; individuals are more motivated in an organization that responds to their aspirations; individuals can develop, change and discover new courses of action if they are shown the most accurate opportunities or if they are encouraged and guided. Career planning also involves matching individual needs and aspirations with organizational needs and opportunities. This means that, to be most effective, career planning must match individual career goals with the organization's staffing needs, individual development efforts with the training and development program.

These characteristics of leaders who show good self-knowledge help a lot in building self-confidence, based on a balanced pragmatism, giving them determination, uniqueness and a correct approach. Thus resulting from self-knowledge, deciphering one's own emotions and precise goals,

which generate self-control and the power to reach the proposed objectives.

1. Relationship management - career - public institutions

There is a close relationship between management - career - public institutions. Among the main objectives that must be considered by a responsible and competent leadership and that must be achieved with maximum efficiency for the sustainable development of a nation are the extremely complex process of institutional consolidation, reforming institutions so that they adapt to the needs of economic processes, social, political and cultural that take place in a society at a given point in time. Public administration reform is a broad concept that includes all aspects of public sector organization, including: "architecture" ministries and agencies, local level organizations and institutions, systems, structures, processes, motivations and how to monitor and regularly adapt the system⁷.

This would be achieved by satisfying the needs and requirements of citizens, together with those of the staff within public institutions and establishing a relationship of mutual respect, given that in the budget system, especially in public administrations, efficiency depends on professionalism and behavior the staff.⁸

Within the public organization, career management can raise a number of issues, which make it difficult to implement adequate "planning" in this area. The main problems are:

- if a properly trained employee is repeatedly put forward for promotion, but each time is rejected, or the line manager does not respond to his

⁷ Profiroiu, M., Andrei T., Dincă, D., Carp, R., Administrative reform in the context of European integration. Study no. 3. The European Institute of Romania - Impact Studies III, Bucharest, 2006, p. 4.

⁸ Manolescu, A, Management of human resources, Bren Publishing House, Bucharest, 2013, p.22

requests, the employee begins to believe that he has reached a point where opportunities for promotion are limited;

- • promoting an employee to a higher position, but which does not correspond to his qualifications or experience, may have undesirable effects, as the employee may feel that there is no logic in the promotion and that the solution is to leave the public organization;
- • although there are immediate opportunities for promotion, the employee's desire to transfer to another position is not satisfied because the manager believes that the employee's skills or abilities are properly used in the existing position;
- • despite having real opportunities for promotion, some employees, bored and frustrated, give up trying to achieve such goals or realize their own potential. All of these issues, and there are certainly more, suggest a lack of attention and concern on the part of organizations about careers⁹.
- Some aspects of poor career management are: a) inadequate feedback regarding career development opportunities; b) a low concern for staff promotion; c) avoiding justified transfers; d) prolonged maintenance of well-qualified employees in existing positions without encouraging their development; e) lack of support for those employees who are not known to have promotion potential; f) little concern about development opportunities for employees; g) marginalization or even alienation of those employees who do not conform to career development models.

However, it should be noted that:

- vocational training has two main components, training and continuous training;
- training has a double impact on the organization and on individuals;
- the impact on the organization is the need to promote professionalism in the profession;
- the impact on individuals refers to their professional career.

⁹ *Idem*, p. 24

Thus, career management can be defined as the process of designing and implementing objectives, strategies and plans that enable the organization to meet its human resource needs and individuals to achieve their career goals.¹⁰

Career management can also be seen as the process of planning and shaping the progress of individuals within an organization in accordance with assessments of organizational needs and the individual performance, potential and preferences of its members. In short, career management can be said to encompass the integration of career planning and career development and, in a broader sense, involves the multiple functional interdependencies of individual career planning, organizational career planning and career development.

On the other hand, career management also has multiple links with other human resource management activities. For example, career planning is an integral part of human resource planning, and performance appraisal is one of the prerequisites for career development.

Understanding career management, the mechanisms that regulate and control this process, requires a detailed analysis of the two main components: career planning and career development.

According to the literature and managerial practice in the field, the main objectives of career management are the following¹¹:

- to promote an adequate career development policy in accordance with the nature of the work carried out, as well as with individual and organizational needs and possibilities;
- integration of individual needs and aspirations with organizational needs and objectives;
- satisfying organizational development needs and increasing the positive or favorable image of the organization by recognizing the training and development needs of employees;

¹⁰ *Idem*, p. 27

¹¹ *Idem*, p. 33

- identifying and retaining the best employees or those with clear career prospects by meeting their professional needs and personal aspirations in the short and long term;
- developing career plans or introducing special promotion schemes for competent employees for whom suitable positions are not available;
- guiding and supporting employees to achieve personal goals in accordance with their potential, needs and aspirations and their contribution to the organization;
- supporting employees in identifying the skills and qualities needed for both current and future positions;
- providing the necessary training and development for employees to enable them to face any level of responsibility, provided they have the potential or ability to achieve it;
- the development of new career paths that lead individuals in as many directions as possible;
- the revitalization of employees who show some stagnation or constant in their careers;
- obtaining benefits for both the organization and its employees.

2. Redefining and adapting the career management concept in the public sector

Human resources career planning and development must balance both the interests of the organization and the individual, seen as a set of assessment of strengths and weaknesses, opportunities for advancement within the company, and regularization of career goals and plans.

From here, the SWOT analysis assessment of both the organization and the individual is considered to be able to see the connection between the two and whether they are compatible for a long-term professional collaboration or not.

The individual must meet the requirements of the organization or at least want to meet the standards set by the organization to be effective and achieve results¹².

The career as a whole can be based on several plans or even ideas.

3. Harmonization of the career management concept of civil servants

The word career, from the French "carrière", has several meanings. They differ in definition over time. A career consists of work experience other than actual work performed for pay. Volunteering, household chores, student or student activities, involvement in civic affairs or politics are increasingly important in careers¹³.

According to the same author, career can be: external, that is, involving objective aspects such as the sequence of positions that make up one's career, or internal as an individual subjective interpretation of professional experiences.

Career can be defined as a totality of professions, trades, occupations, social roles, family roles, functions, work experiences, leisure time, hobbies - it is life itself¹⁴.

According to Aurel Manolescu, career definitions are as follows¹⁵:

- advancement - advancement in an organization or in the professional hierarchy;
- profession - according to this view, certain occupations constitute a career (managers, professionals, military), while others are considered "jobs" (waiters, unskilled workers or salespeople)

¹² Plumb, I., Modern approaches in management and economics, Economic Publishing House, volume 1, Bucharest, 2013, p.70

¹³ Shirlez, J., translated by Cristina Dragomir, Career guide for young graduates, Curtea Veche Publishing House, Bucharest, 2020, p.27

¹⁴ *Idem*, p.30

¹⁵ Manolescu, A, Management of human resources, Bren Publishing House, Bucharest, 2013, pp.322-323

- succession of jobs - throughout life;
- a series of roles throughout life – related to experience;
- individual perceptions of the sequence of attitudes and behaviors – associated with work experiences and activities throughout personal life;
- the dynamic framework in which a person perceives his whole life and interprets the meaning of various personal qualities - actions and things that happened to him.
- Career can be defined as an evolving sequence of professional activities and professional positions that a person achieves, as well as attitudes, knowledge and skills developed over time. Career is defined as an integral part of work that provides: a source of income and also varying degrees of job satisfaction.
- Career means awareness of career path, past, present and future, with directions that have been pursued or abandoned. It can be said that a person can "live" several careers in a lifetime. Career is based on hard work, studies, family and surroundings.
- A professional career is the professional development of an individual throughout life. Within the same profession, a person's career may include specialization, further training or promotion.
- A career can also be seen from an economic, sociological or psychological point of view.
- From an economic point of view, a career represents a succession of professional positions held by a person as a result of his training and professional merits.

Considering the sociological approach, it constitutes a sequence of roles played by a person, each of them forming the basis of the other. In terms of the psychological approach, emphasis is placed on the choice of roles and the success in exercising them depends on the skills, interests, values, needs, previous experience and aspirations of the person

concerned.¹⁶ Career planning is not possible without going through decisive steps such as: self-assessment, researching the labor market and making decisions to achieve the goal, selling.

Self-assessment: Making a career decision means knowing your skills, personal competencies, interests, concerns and values. All these are crucial elements in choosing a profession. The career path should be adopted in relation to the specific skills and talents. The education received at school is more than studying a few subjects. Vocational training means the acquisition of knowledge, but also the transfer of skills, which can be improved through extracurricular activities.

Lifestyle or work values are equally important in making a career decision. Careful consideration before making a choice means avoiding possible later career setbacks, as there are personal values that are incompatible with some careers. The research of the labor market in Romania consists in the establishment of career counseling or labor mediation centers. It is advisable to meet directly with people from one of the jobs you are looking for to start your career. This type of personal discussion can provide much more interesting and detailed information than any other source. As a starting point for choosing a career, and taking into account the fact that it involves the analysis of several variables, it is advisable to draw up a series of questions whose honest answers avoid unwanted paths.¹⁷

(Goian Maria, "Introduction to management"). Career guidance and education, as method, structure, practices, human resources considered, as well as the human occupational structures considered, as well as the occupational structures available, have all evolved significantly. Educational and vocational guidance and counseling represent the search for a solution favorable to the individual, through which his specifics are productively combined with those of the social and professional environment.

¹⁶ Shirlez, J., translated by Cristina Dragomir, Career guide for young graduates, Curtea Veche Publishing House, Bucharest, 2020, p.35

¹⁷ *Idem*, p.40

Career counseling and guidance does not necessarily mean removing a person from the development path, but alerting the individual to the fact that they exist and can be avoided.

The process of career counseling and guidance can address several aspects of nature:

- cognitive: providing information, training in job search techniques; affective: improving self-image, crystallization of a positive attitude towards work;
- action-oriented: decision-making, planning and implementation;
- These new situations could also lead to a career reorientation. Career reorientation can also be the result of:
 - wrong educational and professional orientation
 - the dynamics of the individual's motivational system
 - the evolution of professions
 - the individual's personal failure
 - economic and social progress

In the future, counseling and career guidance will have to take into account new situations such as: the globalization of the labor market; the increase of surplus labor, especially of young people; organizational changes at the workplace; the increasing importance of knowledge, reading, numeracy, communication and lifelong learning skills; the implementation of new government policies on economic development, schooling and vocational training.

Consequently, educational and professional counseling and guidance aims to inform and advise people about choosing the educational and professional path that the individual considers optimal for him and that will bring him satisfaction, a desirable standard of living and participation in public life.

The organization of the career counselor's work means that he will identify the tasks to be solved, the means at his disposal and the category of beneficiaries who are the object of his work.

The main solutions that can be found in this context are:

a. Individual counseling - The main purpose of career counseling is to re(invest) the individual with the ability to present his skills, knowledge and competences in a positive, action-oriented and motivated light, to restore his confidence, to -rebuild his self-image and become convincing and interesting to employers. The main objectives of individual counseling are: changing career behavior; to stimulate the ability to act rationally;

b. Group counseling - The organization of a group aimed at career development involves the mutual exchange of information between the participants regarding their personal experiences of success or failure in the labor market. The purpose of these meetings is to inform, train and teach the members of the group to deal with situations that have arisen or will arise in the future and to provide them with the means to become self-sufficient in their search for employment or to adapt better than the existing ones¹⁸. At the same time, we must consider the integration of disadvantaged people in the field of work, by offering specialized counseling to people with disabilities - The most common disability conditions encountered in counseling and professional guidance and which are the subject of special attention are: sensory, mental, motor, communication disorders, socio-emotional and behavioral disorders, social forms of disability. Therefore, career orientation is the process of maximizing the synchronization of personal and social aspirations regarding work. This process involves: competence, competition, selection, competition, success, failure, learning, lifelong learning, taking responsibility, guidance is seen as a means of: development, change and personal fulfillment of individuals; the compatibility of social and individual needs; improving social and institutional structures; social control because it places individuals in the labor market according to the general interests of society and not personal interests.

In the following, the development of the notions used will be presented, in order to clarify their meaning and avoid possible errors in the

¹⁸ *Idem*, p.67

formulation of the semi-structured individual interview as a research method.

Therefore, the main coordinates considered are those related to the basic notions as follows:

- **"Teamwork"** - consists of teams and, in particular, teamwork varies, they are never identical. Definitions and assumptions have probably changed over the past 30 years. For this reason, Guzzo describes teamwork in four subjective and temporal stages: teams have only an indirect tool of training and experience to improve management. Subsequently, teams have been observed to reduce isolation among workers. In the 1960s teams were used as an asset to increase productivity and quality because a growing team in the sphere of globalization is an inherent component in almost all organizations.

- **"Work satisfaction"** - implies two standards of satisfaction: objective and subjective. If performance can be measured objectively, the standard is satisfactory. Would a reasonable person be satisfied? Objective standards are more likely to apply where performance can be measured mechanically. For example, an engineer has agreed with a manufacturer that the manufacturer will match the performance of a particular machine designed by the engineer with the payment obligation that would require performance for a reasonable person. A performance with a subjective standard implies high, unrealistic expectations of a subject. Suppose an artist agrees to paint a portrait that will please the person ordering the portrait, but for purely personal reasons, uninfluenced by the quality of the painting, the client is not satisfied.

- **"Management"** - is the coordination of an organization's resources to achieve predetermined objectives. It is an art, a skill and a discipline that explores the practice of management and tries to discover the rules and techniques of increasing efficiency in the organization of human action.

- **"Performance"** - is defined as a cognitive process that involves favorable expectations for results closely related to optimism. The source of achievement, moral skills and satisfaction is perseverance.

- **"Rewarding"** - Rewarding is the process of rewarding the progress and performance of employees with certain benefits after careful monitoring. Rewards are in accordance with orders followed by subordinates.

Quality leadership is one that is based on a success rate of eliciting positive actions, emotions, and behaviors in others without the promise of reward or threat of punishment and producing tangible results through others. The purpose of a public organization is to serve the public interest.

There are situations where private initiative is not enough to meet society's needs and this has become the task of public organizations.

A very difficult task of public entities is to motivate their employees to fulfill, from the point of view of efficiency, the public interest of citizens, giving full responsibility for each task they have to perform.

Since a public organization has a very important role, we believe that every public employee, as part of the public system, must obtain professional skills definitively certified according to explicit standards focused on the basic principles of public management, a necessary condition for increasing performance. at every level of the public organization, for good anticipation of future trends, for managing activities, for better management of limited resources, for gaining public motivation, for obtaining control and people processes. The value of any public organization lies in the quality of its human potential, not in the amount of material and financial resources available. The best laws do not give the expected results if they are not applied in the interest of society, in the interest of each citizen in a professional body of civil servants well trained to carry out certain activities. There are differing views on the ignorance or neglect of professional and managerial qualifications, and a large number of civil servants are kept in structures that substitute quality for quantity. So, let us give due value to every human being and the enormous potential available in the public system, the talent and unknown capabilities of the individual, manage their career to achieve the required performance.

The development of the public career is an organic, continuous, creative, innovative process, not mechanical according to a predetermined program. Each stage of personal life and professional career brings a higher level of experience and self-confidence, as an effect of validated success and as a result of acquired failure, each time reshaping the way in which the individual is perceived in relation to the universe in which he lives, to the potential and limits imagined by his inner convictions, to the determination against the awareness of the needs to be achieved, to the self-realization and self-fulfillment of his own capacities and in relation to other individuals.

Understanding the concept of career and career management in a public administration depends on establishing some perspectives on the concepts: either from the point of view of each individual or from the point of view of the organization.

"Public administration is a set of authorities, institutions, entities which, under the impetus of political power, aims to ensure the various interventions of the state and modern local authorities in the lives of individuals, through the central power, territorial extensions or local public authorities"¹⁹.

Considering that with a balanced approach it could have a real chance today, highlighting the potential benefits both in terms of individual development and the development of public organizations that actively play the role of public career management and planning.²⁰

If individuals and public organizations are involved in the establishment, formation, development and advancement of public careers, it becomes one of the meeting points between the aspirations of the organization and the interests and desires of individuals. Thus, successful careers of employees would be helpful in creating successful organizations. Various authors argue that these different meanings of the concept of career

¹⁹ Dincă, D. V., Mihaiu, M., 20 years of public administration reform in Romania. The Romanian administrative system - French and adaptive inspiration. Economic Publishing House, Bucharest, 2012, p.7.

²⁰ *Idem*, p.80

management have two aspects that need to be highlighted. First, personal identification with work, which allows one to be seen as "I am the doer" and vocation, which allows one to say "my life is a work."

Second, society tends to measure the value of the individual, his professional success, risking social evaluation. Public career success systems depend on the processes that take place between the individual and the public organization.

They can be understood differently in the context of several dimensions:

- internal - the way an individual understands his career development through aspirations, values, objectives;
- external – the way in which the external environment perceives success, from the point of view of status, hierarchical position, income, power; organizational - from the point of view of influence and power exercised over the organization; social - labor market developments, professional development, globalization.

Public organizations must quickly disseminate knowledge to those who need the information immediately.

Some knowledge acquisition and knowledge retention is technologically driven, some by embodied knowledge, but much is knowledge that resides in people. Data and information are highly valued, not for their intrinsic value, but for the human capital that enables their use efficiency. The knowledge industry creates innovative career paths.

Knowledge can now be captured through Internet connections and shared through cell phones, video conferencing, and email. For personal advancement, networking has become more important than ever.

Also, within traditional industries, the growing need for knowledge management requires the establishment of specialized positions. Employees in these positions search for the information needed to make effective decisions and then send it to those who must implement organizational policies.

"In the knowledge society, information and communication technology is increasingly becoming an important factor in good governance. The

transformations and evolutions of the constitutive processes of good governance fully fit into the context of innovative governance"²¹.

The most important research, at the level of the European Union, highlights that the traditional career-based system and the position-based system that many countries are replacing are under pressure, and the actions taken tend to be adaptations of certain employment tools to address specific issues with less attention to their impact on the public management system as a whole.

Human capital is measured in terms of knowledge, and knowledge management is required of public organizations. People's acquired knowledge and skills become career assessment. The ability to learn is more valuable than formal qualifications.

Human capital is the source of innovation and renewal, and its management is mediated through career management.

Human capital includes critical knowledge, skills, talents and behavior in any public organization. "Globalisation, climate and demographic changes, the focus on increasing public value, the economic, financial and medical crisis require governments to solve complex social and economic problems, as well as to apply appropriate and relevant policies and strategies.

Other important challenges relate to improving the quality of public service, reducing costs, efficient and creative use of resources, improving the quality of life of citizens, promoting the active participation of citizens in the decision-making process in order to achieve a citizen-centered administration."²².

The main objective of these reforms is to achieve greater efficiency, accountability and responsiveness in the public service through more flexible and open frameworks, while maintaining the benefits of

²¹ Săvulescu, C. (2015) Innovative governance. The impact of information technology, Economic Publishing House, Bucharest, 2015.

²² Săvulescu, C., Antonovici, C.G, (2020) Promoting innovative governance through information technology, Economic Publishing House, Bucharest, 2020.

institutional continuity and memory, generally considered to be systems-based.

Human capital refers to the collective value of employees' intellectual capital (skills, knowledge and abilities) within the organization.

Therefore, human capital is the collective value of the knowledge, skills, abilities, motivation and life experiences of a public organizational workforce.

A few years ago, Nobel Prize winner Gary Becker extended the view of human capital, pointing out that the country that manages human capital better is more likely to have better economic performance.

Recommendations for improving the performance of civil servants in the public sector

Considering the analysis carried out, the recommendations for improving the performance of civil servants in the public sector are:

- promoting an appropriate career development policy in accordance with the nature of the work performed and the needs and possibilities of the individual and the organization;
- integration of individual needs and aspirations with organizational needs and objectives;
- satisfying organizational needs and increasing the positive or favorable image of the organization by recognizing the training and development needs of employees;
- identifying and retaining the best employees or those with clear career prospects by meeting their professional needs and personal aspirations in the short and long term;
- ensuring the necessary training and development for employees;
- developing career paths to guide individuals in as many directions as possible;
- the revitalization of employees who show some stagnation or a career plateau;

- obtaining mutual benefits for both the organization and its employees.

In addition, in order to achieve our central goal of having a performance-based public administrative system and smart public policies aimed at increasing the quality of citizen's life, we must increase the speed of reforms towards digitization and decentralization as well as attract the best specialists to the right place with the right salary.

There needs to be a re-planning of the way things are done through: electronic reforms at the administrative level, decision-making decentralization and the implementation of financial autonomy when it comes to the implementation of vital community projects through a different thinking framework and a performance management of officials civil servants based on the general competence framework, recently adopted by the National Agency of Public Servants.

On the other hand, we need a regulation and self-control mechanism to prevent deviations from strategic development objectives in the form of integrity warnings and continuous performance optimization, by monitoring and controlling performance indicators, through ERP-type IT applications.

All in all, the success of the development strategy of the Romanian public administration can be achieved, through the implementation of digital reforms and of the public administration through strategic management, the promotion and implementation of a general development plan in laws, which determines the political class, regardless of color politics, to collaborate when it comes to the national strategic interest for the sustainable development of society, for increasing the quality of life of citizens.

Conclusions

Civil servants are natural persons vested with prerogatives of public power to fulfill their duties and responsibilities, and are subject to a

special statute that regulates the conditions of access, appointment, promotion and advancement in office, in a special law called the Law of Civil Servants. The theoretical and practical professional training of public administration personnel becomes all the more important as the specialized and complex character of administrative activity must be understood through the lens of the major transformations that public administration undergoes as a direct effect of the environmental changes in which it operates. The efficiency of the administrative system is largely determined by the professionalization of the civil service, one of the declared objectives of the administrative reform process in our country.

The professional training of civil servants is reflected in the quality of public services provided. No public office can be filled unless a public servant is prepared to perform a certain complexity. The educational training carried out in educational institutions is complemented in the work process by the active participation of civil servants in training and improvement. The consistent and correct management of the career of civil servants through appropriate salaries, incentives and normal working conditions, in order to respect the principles of stability and continuity in work, have become benchmarks in the activity of the public administration, which understood to build a series of tools for institutions to coordinate, support and control the achievement of these objectives. There is no public position in the state administration that does not require some kind of professional and/or managerial training.

Professional and public management skills are absolutely necessary to achieve efficiency in the administrative system by adequately anticipating future developments, organizing work and managing resources, motivating employees and controlling how processes are carried out. Overall, the career management of civil servants is a real challenge most of the time when we talk about public administration, and especially when it comes to implementing a performance system, which takes into account the competence framework, coaching and feedback motivating employees by introducing personal development plans and continuous optimization of performance.

Moreover, a key role in public administration is played by senior civil servants who have the highest degree of responsibility, who, in addition to the role of interface between the political and administrative levels, are responsible for the implementation of legal provisions and political strategies.

Ensuring the coherence and effectiveness of government activity, with a focus on optimizing the performance of public administration employees. One of the solutions that can be used to streamline the activity in the public administration at the level of recruitment and selection is the attraction of well-paid specialists and the creation of self-regulation mechanisms in case of deviation from the proposed plan. The main role is to optimally support the performance and development of employees at work, to achieve organizational goals, models used and successfully tested in the private sector.

Therefore, the identified solution is the realization of a general plan for the development of the public administration in Romania and the introduction of intelligent integrated management systems to monitor the implementation of the general plan of implementation actions with the right people in the right place to be paid. with competitive salaries based on the performance and development of the critical technological infrastructure on the three coordinates: time, money and quality, to carry out legislative reforms and the establishment of clear, specific, measurable, achievable and relevant objectives in a well-defined time, as a course for redesigning the public administration.

Considering the creation of a monitoring and recalibration system in collaboration with the National Integrity Agency, which would function as a control and warning mechanism in case of deviations from the original plan and in case of conflicts of interest.

The success of the development strategy of the career management of civil servants in the public administration from the point of view of attracting quality human resources, in the entire administrative structure, by implementing digital reforms and public administration through strategic management, promoting and implementing a national strategy in the form of action plan in laws, which causes the political class, regardless of political

color, to collaborate in the national strategic interest and increase the quality of civil servants, for long-term sustainability and harmony, in order to develop society for current and future generations.

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