

PLANNING CAREERS IN PUBLIC INSTITUTIONS

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Abstract:

Planning careers, in any organization, but especially in the public ones, is a process of great importance. Today, in modern society, there is virtually no person who does not need a public service provided by trained staff, helpful, kind and involved. By judiciously prepared career plans, public organizations develop their employees. As a result, the administrative career planning is currently one issue that do not admit any delay.

Key words: plan, professional career, public administration, public servant/official, functional mobility

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1. Introduction

Human resource development policy and planning is an real of professional activity that is in the hands of leaders of the human resource development in an public administration system. This planning work can be thought as a component of, or annealed with, organizational policy and strategy.[13]

2. The professional career concept

People tend to seek jobs that keep them permanently anchored to their own ideas and principles. They reveal, as they progress in life, issues that before were unknown to them, about which forms a more realistic idea about what is most important issues for them.

Once employees have detected these dominant elements, the main problem remains the ordering of priorities.

Each person has their own vision about these items depending on who makes the decisions concerning their own professional career. Link to the post of work is acting by directing and limiting a person's career development.

E.H.Schein has distinguished six limits which are conditionals to a career [12]:

1. *Security, stability and identification with the organization.* There are people who need to feel that their professional life is safe and protected from the uncertainties around. This usually type of people is looking for work in powerful organizations, less exposed to turbulence, with reputation of stability and guaranteeing retirement

2. *Autonomy and independence.* For some people is the most important the feeling of freedom in professional life. To be related to work schedules, rules and procedures, by rigorous procedures and submissive to hierarchy is unthinkable for them. These people choose for flexible organizations.

3. *Creativity and entrepreneurship.* This type of people spend an initial time in traditional organizations in order to, subsequently, initiate activities that require a high degree of creativity, possessing initiative which inspired them to create their own business

4. *Functional and technical skills.* In this area we find people who develop a functional or technical capacity in a professional field, so they convert into experts in a particular field, specialized into a specific area that makes them integrate into a professional restricted core/nucleus.

5. *Leadership and management.* Some people also discovered that their real interest is to be leaders and to take responsibilities. They expect to be in positions where their decisions have real influence in the development of the organization

6. *Serving a cause.* There are people who choose a profession with the objective to satisfy a sense of solidarity with a powerful motivation for service. These people work for organizations with a social humanity purpose. The behavior feature of these groups is linked to a strong belief in the cause of defending the interests of the organization.

Today, the notion of professional career in administration has been long criticized because, according to some specialists, is allowing a much more flexibility of public administration. According to others, however, into the government actually is very easy to do/have career, being a more stable job[10]. There are also situations where depending on the position held (senior management) the professional career ends practically in a few years.

Professional career contributes in a direct form to civil servants professional specialization and conduct to improved management methods in public administration.

Leadership style of administration is very important, due the fact that the adoption of manners as close to reality makes the organizations, generally, to respond better to the needs of citizens-customers relationship.

The career is an evolutionary sequence of activities and professional positions which a person completes with the knowledge and skills associated, which develop over time. Three elements are important for a full understanding of what the career means:

First, the career concept means moving along a path during time. The road has two sides: one side is the objective succession of positions in the hierarchy or an external career. These roads can be planned and ordered or they could get out to the light in time, with major discontinuities in which the duties/responsibilities of a post do not exploit by itself the skills acquired in previous jobs.

The other side of the road is the individual, subjective interpretation of these professional experiences or the domestic career.

The second career item is the interaction between the individual and organizational factors. People reactions to a job depend on the match between occupational concept about himself and types of constraints, opportunities and applications which their roles offer in organizations

The third important element of career is that it provides an occupational identity. Each person is different in terms of skills, values, objectives and favorite activities, but people have many things in common.

Social scientists have developed ways to classify people that capture main patterns of similarities and differentiation in career orientation.(Ursachi,1997).

Always is looking for a career to be successful. The major responsibility lies with the individual person, and also the organization can play an important role, that one of a facilitator.

3. The professional career phases

Career planning is an integral part of the system of career. The system is a set of practices and policies used to meet the needs of the organization's human resources . [8]

The persons, throughout their working professional lives, are crossing different experiences that enrich, shapes the professional and human development. Into the professional life of one employer may exist four phases[17]:

1.Exploration: is based on learning and information accumulations Inside this phase there is a strong dependence and, during its duration, is tested various positions in search of a suitable professional expectations and discovery skills and abilities.

2.Establishment: the official already knows which the real capacities are and how he can contribute according to them to the organization development. Also in this phase, the individual begins to appreciate their own contribution.

3. Maintain: the individual begins to take on responsibilities and is able to share others his experience. At this phase, it may cause changes in career, which would result in a return to the exploration phase.

4. Decline: reduce the ability to influence others and the level of responsibility. It is a phase announcing the withdrawal period and the person begins to prepare for it

It is important to make certain connections between the concept of career and each of its phases in order to try to maximize the contribution of individuals to the goals of the institution, in other words they are trying to reach a consensus regarding individual expectations, organizational expectations, capabilities, real knowledge and potentials of individuals and the organization.

In this sense, into the exploration phase the rotation can be done between units; in the establishment phase is most suitable the rotation between functions, and in the maintenance phase – the rotation between positions of responsibility.

4. The individual carieer plan

A true and effective career plan should have as the main characteristic feature that it should be outlined to the individual, thus to be customized [1].

It is important to insist on this issue, because it is difficult to manage the human resources in centralized institutions compared with the management of employees from other institutions.

An individual career plan requires the ability to track a person in an organization, according to its potential, its preferences, previously identified and the future prospects offered by the organization.

Career planning programs represent a complex process that requires a strong individual actions and a strong support base, [4] namely:

- ✓ career planning requires proper positioning of the employee in the organization because it is necessary to know what it wants, how is desired, why and by whom?

- ✓ requires the continued involvement of officials as career decision, due the fact that the career must begin to be part of philosophy (culture) organization;

- ✓ requires a system of rewards and real opportunities for development the action planning: the relationship between the jobs, jobs description, organization, prioritization, assessment of yield.

Both the planning and career management involves participation of the following actors:

1. The staff concerned: the person or individual who expresses professional expectations, who knows his potential and expressing their desire to work in the organization. Responsibilities of the person interested in career plan are :
 - self assessment,
 - career options analysis,
 - taking decisions related to the objectives and needs
 - communication the preferences to career responsible person,
 - making an action plan both the responsible person in the frame of a mutual agreement .
2. The direct boss/chief: the person which know closely the real yield and the potential of the interested person. It involves into the development of its employees and provides for their needs according to the resources on which they rely. Responsibilities consist of:
 - acting as an catalyst,
 - assess in a realistic manner the employee objectives,
 - advice the employee and develop a career plan based on the agreement of both parts,
 - achieve the career plan and review when it is necessary,
 - give informations related to the free jobs that may appear,
 - use the informations in order to identify the applicants to the existing jobs

The organization deals with:

- establish a planning pattern of resources and informations for individual planning,
- training of employees and their bosses regarding the development of their careers,
- establishment of proper training programmes in order to achieve the professional development both in specialized schools as well as to working places
- keeping out the informations.

Independent by the career system, which is settled by the administration, any planning career system assumes a process which has to follow the main phases [6] :

1. Identify the potential. It is about to answer the following questions: „Which direction?”, „How far can and wants to reach the interested person?” Identify and assess the potential means to determine and forecast the development opportunities of one person and estimate the type of job that can reach within an organization, and therefore the trajectory and the most appropriate type of training suitable.

2. Shaping the career plan. The main objective of a career plan is to forecast the candidates for key jobs within the organization. As a manner to shape the plan, there are plans entitled the progressive plans, which contain bosses which could substitute the key jobs in organization, at any time, establish thus age pyramids, CV, according to these data approving the assessment job lists.

3. Plan achievement. The career plan is a long term plan and thus are necessary resources and a prolonged effort. Additional it is necessary a constant refueling which afford to review or to recover according to selected objectives.

Due to influences from the external environment, administrative organizations are forced to adapt to various situations of pliers and find innovative solutions to various problems. The change is permanent, and how they implement organizational change is different from country to country. We present below some aspects of career planning management in public administration in Spain, England of course, Romania. [3]

5. Professional career in Spain administration

Now, in this country are many categories of officials which work in public administration[3], thus :

✓ the career civil/officials who are under legal appointment develop permanent activities and appear in the general scheme of public administration. It is the most important group of public employees. Access to these posts is by competition.

✓ the civil officials are the ones which develop the confidence activities. There are two types, eventually or interim in the sense occupying posts in times of emergency or necessity

✓ the working officials which have not own duties; could be permanent or provisional.

Spain law creates five big groups of officials [15]: tehcnical, graduated, senior/diplomate engineer, manager, diplomate, administrative, auxiliary and subordinates.

Regarding the level of wages/salaries, these are from 7 to 30:

- group A from 20 to 30;
- group B from 16 to 26.
- group C from 11 to 22.
- group D from 9 to 19;
- group E from 7 to 17.

The official has some contract characteristics and a legal status which is described in the law of public official (Law no.30/1984). The official has an institution guarantee which settle the conditions within it is developing the official career related to the public administration.

The officials are invested with authority, their acts are administrative acts, expression of develop job in public administration system. When integrates in public administration officials have both rights and duties [15].

Some official civil rights are as follows: the right to a job, administrative career at annual holidays, the right to be remunerated, the right to medical insurance, the right to union affiliation, the right to be paid depending on the position and function occupied.

The right to administrative career is the opportunity that an official it has to entry to a degree or level therefore get more responsibility and a higher salary.

This right is non-equal in the sense that any public official after three years on a degree level have other features to pass to other levels after a competition/evaluation.

Among the duties an official has, may be included: being faithful to organization in the profession, do not make discriminatory acts between citizens, professional secret on duty, respect for superiors. Violation of these duties can result in permanent suspension following a disciplinary action.

6. Professional career in Great Britain administration

In UK, about 10% of the total population (approx. 5.3 million) work in the public sector and the officials represent about 2% of the active population. Almost 3/4 of civil servants are working for one of the 102 agencies created since 1988 through the "Next Steps" programme.

The public job is divided into degrees [17]. Each level consists of a group of stations that are eligible to officials. It organizes into a clearly differentiated structure predominantly the closed structure. The closed structure is divided in turn into generalists and specialists, depending on the specificity of jobs. The positions of administrative features forms a core curriculum called "Unified Administration Group" with 10 workers constituting a closed structure to which access is made only from a lower level.

The open structure, in turn, is based on the higher levels of the staircase hierarchical. Its officials are well employed in public policy structures, which are empowered to implement the programs undertaken by each ministry or agency. Departments and agencies tend towards a freedom to set their own criteria for promotion, based on the rule: all the advanced persons should be the consequence of decisions based on individual merit and preparation for major responsibilities.

The forecast for the jobs is done by agencies and departments that have the objective of this item and is public features [3]. The mobility of civil servants operates to a higher level and to the remaining categories of officials. Geographical and function mobility is usually voluntary. Looking for a greater yield and greater efficiency and therefore it uses this renew official form.

Geographical mobility of officials is basically voluntary, but may be compulsory for medium and senior officials if organizational needs require. This is not possible if the officials occupy lower positions in hierarchy, due the fact the geographical mobility is not part of working conditions.

In principle, functional mobility is expected to be voluntary, but if conditions and organizational needs require, it is binding, with full respect for rank and salary conditions. In some ministries changes in work stations are always required /compulsory. Among districts, ministries, mobility is rare although it can occur, for example during transfer of skills. It is not a mechanism to ensure the mobility between public services and the remaining sectors, such as the National Health Service and local authorities. Officials belonging to these sectors can apply for selection only if they have exceptional qualities, professional experience and professional guarantees [17].

The White Paper on public service called "Continuity and Change" from June 1994 reveals that many of the key principles of modern public bodies adjacent to public administration have been reported in Northcote -Trevelyan work in 1856. These key principles that were decisive for future administration public are "integrity, impartiality, objectivity, selection and promotion by worth, settlement of accounts between Parliament and Ministries"[5].

These principles are found reflected in an order of the Board of Public Administration in 1991 and the Code of Organization of Public Administration, published in 1999, who came to substitute and streamline the old status code officials and public administration salaries. The UK public administration system, after the tradition known, is based on

the royal prerogative and the order imposed by the Council. Management of public services is one of the aspects that define the powers of ministries exercised on behalf of the Crown.

7. Professional career in Romanian administration

Administrative models presented above have facilitated us the opportunity to present the situation of public officials in Romania.

Reasons for choosing the two administrative systems is not accidental and is justified by the fact that Spain, in terms of organizational culture is closer to the Romanian system (at one point even being a manageable model for Romanian administration) while, on the contrary UK presents a model excessively formalistic.

Next we analyze the career model established by the Romanian administration for its officials.

We will start by making the observation that, although welcome and long overdue public administration in our country, Law 188/1999 on Public Function Status [16] does not bring into question nor enshrines the concept of "career of officials/civil servants" and on the other shows and regulates very bushy and laborious internal structure public function, with obvious negative consequences for the efficiency of the administrative bureaucracy and encouragement.

So, in essence, this observation is that the way in which the legislature intended Romanian civil service structure, over splitting that made her famous (not more than 26 subdivisions) has a corresponding not adequate in terms of competence and usefulness of each public office.

According to the statute, the first element is the degree of public official, the law resumed to define the degree as "a step in the career civil servant." All three categories of officials, A, B, C, have two degrees.

The second element is the class of the public official. Each degree is divided into three classes, which in turn are divided into three *steps*.

In the selection of civil servants/officials in Romania, the 188/1999 law establish principle of their selection by competition, thereby aligning to European regulations. This principle enables such as public administration is carried out by agents chosen for their skills and abilities and also requires all citizens to ensure equal access to public office without discrimination. From this rule there is an exception, also provided by the current status. It concerns entry into the civil service career directly after graduation (no contest), but only for junior officers.

Maintaining the spirit of European law, the law provides that persons which successful are appointed as junior officials. The internship period is mandatory for all officials.

If the civil service duties performed properly, is entitled to be advanced.

Romanian legislature recognizes the rule of law, the right to advance in their professional careers. Maximum number of holders per degree, in relation to the total number of civil servants in each public authority shall be established by Government decision or, where appropriate, County or Local Council. The solution seems obvious, based on the Constitutional principle of local autonomy and decentralization.

In the individual career plan, which as noted above involves a complex process for each civil action in part, current Status does not embody this notion. He brings into question the notion of "public official's professional file" which must include documentation on the annual assessment of their work, advancements in features, steps, classes, grades, etc., files which is clearly distinguishable from the concept of "individual career plan".[16]

8. Conclusions

Administrative Career planning is a process whose need is accentuated by qualitative and quantitative changes in the administration's constant activities. In order to face new challenges, the organization must constantly adapt to new requirements.[6]

Planning and career management is a complex and expensive process in any organization, especially in the public organizations. Can't forget that generally the public administration rely on many government officials. Therefore, it is utopian to think that we can keep thorough records for each amount of resources and time necessary to invest. The complexity and diversity of public services hampers the development of general human resources policies to serve as a model for career development [14].

In general, can be defined as obstacles to proper implementation of a system of careers, the following items:

1. Departments connection or the possibility for officials to plan individual access to a competition, which involve to each organization the impossibility to plan the officials career.
2. Institutions autonomy is to manage vacancies; hence unable to plan their careers unit which is already a big/huge problem to these institutions
3. The absence of a culture in career planning is a circumstance that leads to improvisation of competitions/contests without being connected to a genuine strategic definition. Lack of planning causes unpredictability about the future and leaving the other public institutions of officials.
4. Protection interests of each category of officials generate areas of exclusively use for the members of that class, which prevents undue professional development of individuals competent in that area.

5. Use of academic titles for institution bureaucratic posts.
6. Lack of official efficiency evaluation system because if it is not known this, then can't shape his career.
7. Political pressures - sadly observed that successive governments do not dare to take steps for a genuine professionalization of administration, using different methods to reward friends and militants although they do not possess the knowledge and skills required for the job.

Based on these findings we believe are necessary following:

- ✓ Reducing staff, unification of groups which exercising similar activities is a way to improve and streamline the activities.
- ✓ Empowering the decision officials in order to orientate own employees, because direct supervisor know their real potential.
- ✓ Implement evaluation efficiency system because, currently, by its absence was granted access to the administration of incompetent persons or persons without the will to improve public services.
- ✓ Stimulation of double posture/stance to decision taker and executing person will start faster spontaneous motivation and leaders will get/take faster viable strategic decisions.
- ✓ Until both the political parties and public institutions leaders with the society will not understand the importance of maintaining a professional and neutral attitude in democracy service, in our country is not seen an administrative career in order to serve the general interests.
- ✓ Gathering the exertions to management jobs level eforturilor in order to realize an administration of careers aplyed for each ones, closed to employees The plan training and professional development in public administration should concentrate the efforts in order to identify potential employees which are potential future leaders of institutions

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