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**The Research of the Administrative Phenomenon within the European Space
from the Perspective of the Organisms Specialized in Professional Trading**

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Abstract: The problematic of the continuous training, specialization and perfection of professional training of public servants and contractual personnel in the public administration has constituted the reason for which the European Commission sustained the establishment of the National Institute of Administration in September 2001, with the purpose of the EU adhesion. The purpose of its establishment was to respond to the reasonable requests for the European Union adhesion but also to the realities existent within the European administrative space, in the context in which most of the member states in the EU have an institute which is specialized in programs of continuous professional training and at the level of the EU the European Administrative School already exists from 2005. To this end, its dissolution has brought a double prejudice so that it is imposed with necessity to reestablish the National Institute of Administration as specialized organism in programs of continuous professional training but as structure autonomous or subordinate to the Government and the creation, in Romania of a genuine school for the training of the personnel working within the public administration.

Keywords: professional training; public administration; public administration personnel; public servant; public administration institute

1 Introduction

Any modification in economic and political context at the level of a state has implications on the structure and organization of the public service. *The EU integration has determined important changes within the system of public service, the reform objectives of public service aiming at certain standards existent at the level of each public office at the level of the European administrative space.*

As a response to these challenges, the national systems had to approach new principles, some of them being borrowed from states with tradition in Europe regarding the exertion of public office.

2 Problem Statement

In Romania, the professionalization of the public office has been an important objective within the reform programs and government strategies especially starting with the period of preparation for the EU adhesion. Therefore, *the problematic of the continuous training, specialization and perfecting the professional training of public servants and contractual personnel within the public administration* have represented the purpose for which the European Commission supported the establishment, in September

2001 of the *National Institute of Administration*. The purpose of its establishment was to respond to the requests and realities existent within the *European administrative space*.

The objectives imposed by the EU were not reached completely and they were felt especially at theoretical level. Therefore, together with the dissolution of the *National Institute of Administration* a double prejudice was caused: firstly, from material point of view, because the financial resources of its establishment came from the European Union and the money were obtained following a project supported by the European Union and secondly, the dissolution of the *National Institute of Administration* represented, from democratic point of view, a return to the past.

On the other hand, the politicization of the *National Agency of Public Servants* determines the necessity to create an autonomous statute that would remove it from the subordination of the ministry, solution which is presently used by most of the member states of the European Union. For example, in France, the *General Directorate of Public Service*¹ organized within the *Sub-directorate for information and legislation* with the *Interdepartmental Committee for social actions of the state administration* as organism functions under the guardianship DGFP, ENA- respectively the *National School of Public Administration*.

3 Concept and Terms

a. Organisms specialized in professional training existent at institutional level within the European Union

At the level of the member states of the European Union most of the states have an *Institute specialized in continuous professional training* and at the institutional level of the European Union, since February 2005, there is the *European Administrative School*.

The *European Administrative School* is an inter-institutional organism of the European Union with the role of organizing training courses in specific fields for the personnel of the European Union, while the *European Personnel Selection Office* functioning since January 2003 has the task of organizing recruitment contests for personnel that will be hired in all institutions of the European Union. The *European Administrative School* organizes training courses both for the personnel that has been recently recruited as well as for the one already exerting leadership roles within an institution, office or agency of the EU.

b. Organisms specialized in continuous professional training existing at the level of the member states of the European Union

Mostly, the member states of the European Union are affiliated to some groups of public administration, with European or international vocation and within these groups there are schools or academies of public administration. Thus, in the member states of the European Union, such as Austria, Belgium, Czech Republic, Cyprus, Denmark, France, Germany, Greece, Finland, Ireland, Italy, Luxemburg, Malta, Poland, Portugal, Great Britain, Romania, Spain, Hungary are affiliated to the *International Institute of Administrative Sciences*² while Austria, Belgium, Bulgaria, Czech Republic, Cyprus, Denmark, Estonia, Finland, Germany, Greece, Italy, Ireland, Lithuania, Luxemburg, Malta, Great

¹ Was submitted to an important process of reorganization beginning with 2007 (Decision on January 16th, 2007 on the organization of the General Directorate of administration and public office and Decision on January 16th, 2007 on the organization and attributes of sub-directorates and general secretary of the General directorate of administration and public office).

² <http://www.iias-iisa.org/e/service/members/europe/Pages/default.aspx/>.

Britain, The Netherlands, Poland, Portugal, Spain, Sweden, Hungary are affiliated to the *European Institute of Public Administration (EIPA)*¹ being part of the Executive committee. At the level of the member states, the existence of schools, institutes or academies of public administration can be noticed, being organized at national, federal or regional level. In France, the National School of Public Administration (*Ecole Nationale d'Administration- ENA*)² was established in 1945 by Charles de Gaulle with the purpose of organizing courses for initial training of national or international chief executives and for their continuous vocational training; specialization in domains such as public government and administration, community field, international relations etc., while at regional level functions the *Regional Institute of Administration in Bastia*³.

In Germany, the *German Institute of Research in Public Administration (FÖV)*⁴ was established in 1976, its statute being of non-university institution whose objective is research applied in administrative sciences, namely: the modernization of the state and the administration, multi level government, administration by public and private actors. At federal level, the *Federal Academy of Public Administration*⁵ was established in 1969 as independent structure from the Federal Ministry of Internal Affairs but in tight collaboration with the public administration, private and academic sector.

In Belgium functions the *Training Institute of Federal Administration*⁶ (*L'Institut de Formation de l'Administration fédérale*) which is concerned with the continuous training in professional careers of the personnel within the federal administration, but also contributes to the training and improvement of the quality of the services offered to the citizens. The training programs are dedicated to statutory public servants and contractual ones within the federal public service as well as institutions, public interest organisms and federal organizations that have a special agreement with the *Training Institute of Federal Administration*.

In Denmark, beginning with 1963 functions the *Danish School of Public Administration*⁷ (DSPA) created as an agency of the Danish government with the purpose of training and providing consultancy for public servants at all levels of the administration, the activity of this structure being sustained by a research and administrative development program.

In Greece, the *National Center of Public Administration (NCPA)* comprises the National School of Public Administration, (Nspa) and the National School of Local Government (ESTA)⁸. The National School of Public Administration is a scientific-educational unit of the National Center of Public

¹ http://www.eipa.eu/files/BoardofGovernors02_2010.pdf/.

² <http://www.ena.fr/index.php?fr/institution/>.

³ It has the role of training state public servants and the public servants within the local public administration in Aquitaine, Midi - Pyrenees, Languedoc - Roussillon, Provence - Alpes - Côte d'Azur and Corsica; <http://www.ira-bastia.fr/>.

⁴ The activity of research performed by the German *Institute of Public Administration* is supported by the studies performed in the following centers: "Agency for administrative surveys", "Center for scientific management", "Center of scientific documentation on the modernization of the German lands"; http://www.foev-speyer.de/home/home_engl.asp/.

⁵ The Mission of the Academy is high level training of the administrative personnel existent at federal level, namely: professional general training for promoting within the superior public service, permanent training in community areas, IT training, training for high level executive personnel, etc.; http://www.bakoev.bund.de/EN/00__home/homepage__node.html?__nnn=true/.

⁶ Within the Institute there is the *Study and Documentation Center* and *Self learning Center*; http://www.fedweb.belgium.be/fr/formation_et_developpement/IFA/

⁷ <http://www.dfhnet.dk/>.

⁸ The *National School of Public Administration* is represented by the six departments: *executive communication, general administration; social management and health service management; administration and regional development; management of information systems; economy and tourism development*. At the level of the *National School of Local Government* there are four departments: *management department, department for financial management; department of immigration policies and department of public protection*. http://www.ekdd.gr/esdd/index.php?option=com_frontpage&Itemid=1/.

Administration and has the objective of training the public servants at executive level for the central, regional and local government public service.

In Spain, the *National Institute of Public Administration*¹ functions as an autonomous organism of the state administration, belonging to the *Ministry of Public Administration* with the role of cooperating with other schools and institutes for training and research in public administration.

In Ireland, functions the *National Institute of Public Administration*² established in 1957 being the sole Irish organism performing activities exclusively with the purpose of developing the public sector, its activity being focused on organization of training courses in the following areas: auditing and government, specific programs for public service, financial management, management of the health system, human resources management, information technology, leadership and management of development, local government management.

In Italy, in Rome, beginning with 1957 functions the *Superior School of Public Administration*³. The *Superior School of Public Administration* is subordinated to the Cabinet of the Prime Minister – responsible for the training of the public managers and high level public servants. The objectives of these structures are the following: initial and advanced training in public administration; organization of symposiums or courses related to the modifications within public administration; collaboration with other schools of administration in other states with the purpose of initiating courses for professional training in the area of public service.

In Luxemburg, the *National Institute of Public Administration*⁴ was established in 1999 with the statute of partner of the administration and state and communes' services regarding the initial and continuous training, in tight collaboration with the *Ministry of public office and administrative reform* and the *Ministry of interior and territorial planning*.

In The Netherlands functions the *Netherlands Institute of Public Administration*⁵ focused on programs for the public sector at local, national and international level. It offers training and professional counseling, consultancy and feasibility studies, initiation in projects and public policies evaluation, consultancy regarding the administrative reform and good government. Also, the *Netherlands Institute of Public Administration* cooperates at international level with the EU member states in public policy drafting, local government actions and is responsible for the training of the OSCE presidents, diplomats exerting their activity in the ministries of external affairs as well as the training of public servants within the departments collaborating with similar departments in non European states.

In Austria, the *Federal Academy of Public Administration*⁶ functions beginning with 1976 with the statute of training agency subordinated to the government. It has the purpose of general training of the

¹ http://www.inap.map.es/ES/_INAP/Organigrama/estorg.htm/.

² The *National Institute of Public Administration* is structured in five departments: *Center for international cooperation*, *Center of advanced studies in public service*, *Center of advanced local and territorial studies*, *School of selection and training and Publication Center*. <http://www.ipa.ie/Education,Training,Publishing,Research/>.

³ The *Superior School of Public Administration* is organized in the following specific departments: Information, Studies and Research Office, Initial training Service, Advanced training and e-learning service, studies and research service, Communication and international relations office, Communication and institutional relations service, Training Monitoring and exploitation, International relations service. <http://www.sspa.it/>.

⁴ The *National Institute of Public Administration* has two departments: a department for state personnel training and state public institutions personnel, structured on two directorates, namely the directorate for initial training and directorate for continuous training; and a department for training of personnel within the communes, syndicates of the communes and public institutions of the communes, structured similarly with the department for state personnel training and state public institutions personnel. <http://www.fonction-publique.public.lu/fr/structure-organisationnelle/inap/index.html/>.

⁵ <http://www.roi-international.org/>.

⁶ <http://www.austria.gv.at/site/3327/Default.aspx/>.

public servants, offering training programs in management and leadership or high public servants, advanced programs of training in women management, training programs for personnel and human resources management, general programs and specialized training programs for European integration and consultancy and training programs for public officials and training in Central and Eastern Europe.

In Portugal, the *National Institute of Administration*¹ performs its activity subordinated to the prime minister and having scientific and management autonomy. The activity of the Institute is focused on the organizing initial professional training courses as well as continuous training for senior personnel, top management and administrative personnel; research and development; training in information systems and technology; e-learning training, teaching and communication, research and publications.

In Finland, the *Haus Finnish Institute of Public Management*² performs its activity since 1971, functioning as government agency for training public servants but beginning with 1995, became state enterprise in virtue of a parliament law and is currently coordinated by the parliament, together with the Ministry of finances.

In Sweden the *Swedish Institute for Public Administration – SIPU International*³ functions as a government agency organism since 1979, with the purpose of offering consultancy and training for the public sector. Beginning with 1992, the Institute became a joint company, being registered in private administration sector.

In Great Britain, the *Public Service College- Government Management* is part of the *Center for management and political studies* ensuring training programs for public servants in central government as well as local government and public sector, both in Great Britain as well as at international level. Also, in Great Britain functions the *National school of government*⁴ focused on training in leadership and strategy, policies and government, business management, management development, personal and career development, training program dedicated to ranks 6 and 7 and beginners in superior management, as well as for those willing to accede in the superior public service (central and regional), management programs at high level, ministerial programs and training programs for the highest level of management.

In Cyprus functions the *Public Administration Academy*⁵ whose mission is to provide strategic management programs, leadership and professionalism programs, ensure quality services for the citizen, coordinate and facilitate cooperation with similar organizations, offer modern services in the relation between the state and society and promote a greater transparency and social participation in public management.

In Poland functions the *National School of Public Administration (KSAP)*⁶ the activity of the School being focused on initial training and continuous training in public administration in the following areas:

¹ http://www.ina.pt/index.php?option=com_content&view=article&id=77&Itemid=127/.

² The *Public Management Institute* has the competency to offer assistance in the following areas; management and leadership, administrative professional know-how, skills in EU and international management, international and technical assistance, administrative structures, public administration reforms, quality management and organization of public service, legislation and legislative procedure, public service structure and training, development in financial and budget administration based of performance, activities together with the International Institute of Administrative Science (IIAS), OECD/PUMA, SIGMA and EIPA. <http://www.haus.fi/en/>.

³ <http://www.sipu.se/>.

⁴ <http://www.nationalschool.gov.uk/>.

⁵ The activity of the *Public Administration Academy* is structured on the following departments: management and development, providing introductory courses for beginners, development of personal and interpersonal skills, organizational development, consolidation of the learning capacity of public service organization, aspects of EU, cooperation programs for public servants in other states, applied research. http://www.mof.gov.cy/mof/capa/cyacademy.nsf/index_en/index_en?opendocument/.

⁶ http://www.ksap.gov.pl/ksap/index.php?option=com_content&task=view&id=144&Itemid=103.

administration and public management, economy and public finances, issued relate to the European Union and external policies.

c. Organisms specialized in professional training existing at national level

At national level we do not have a school of public administration with attributes in the professionalization of the entire personnel within the administration, as shown by the experience of the EU member states presented above. Currently, these attributes are performed by the *National Agency of Public Servants* (ANFP), established by Law 188/1999, through the reorganization of ANFP the *Continuous training directorate* being established. The main responsibility of ANFP is channeled on the *professionalization of human resources in public administration, by developing recruitment and promotion systems based on merit and open competition, adequate levels of payment, a transparent and predictable payment scheme as well as a better human resources management and professional training*. Still, *the drafting of the procedure handbooks in recruitment and evaluation of public servants is yet an unaccomplished fact*. **Since its hierarchical subordinated, ANFP shifts off from the necessity of a better local government.**¹ Thus the reconsideration of the principle of local autonomy is imposed, based on which the authorities of local public administration, in tight connection with the central management structure in public office, are the most suitable in assessing the necessities of local collectivities, in occupying the public office. At the same time, given the attributions taken over after the dissolution of INA, the Agency will be able to focus also on the professional training of the personnel in public administration, which has to have a unitary character, respectively in the management issues of public office at the level of territorial- administrative units.

4 Analysis of Results

Analyzing the experience of the member states of the European Union in research of the administrative phenomenon through the perspective of the professional training organisms, we assert that the reestablishment of the *National Institute of Administration* is imposed, as organism *specialized in continuous professional training programs, as autonomous structure or subordinated to the Government* and the establishment, in Romania, of a *genuine school for professional training for the personnel working in public administration*. Since the dissolution of the *National Institute of Administration, the National Agency of Public Servants has taken its attributes and we assert that the Agency will not be able to fulfill, in this context, the requests converging towards a better local government*. From this point of view, in virtue of the constitutional dispositions and national and European regulations in local autonomy, *we assert that the local authorities are the most suitable to appreciate and decide that are the needs of the locale collectivities in the area of occupying the public office*.

¹ Analyzing the current judicial frame, especially the constitutional and dispositions and those of Law 215/2001, respectively the provisions of the *European Charter of Local Autonomy*, we can conclude that the *local administration authorities have, by law, the right and effective capacity to solve and manage, on behalf and in the interest of local collectivities, their problems, for a better local government*.

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