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**IMPLEMENTATION OF EUROPEAN STANDARDS  
REGARDING PERSONNEL POLICIES IN THE PUBLIC  
ADMINISTRATION SYSTEM OF ROMANIA AND THE  
REPUBLIC OF MOLDOVA**

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## CONCEPTUAL FRAMEWORK OF THE RESEARCH

### Relevance and Importance of the Investigated Topic

Personnel policies in the public administration of Romania, as a member state of the European Union, and Moldova, as a candidate country for EU membership, present significant theoretical and practical interest from the perspective of implementing European standards. These standards are expected to guide the quality of personnel policies, which, in turn, affects the efficiency of public administration and the respect for human rights in the administration-citizen relationship.

Public administration involves a complex array of approaches, ranging from classical to postmodern theories [2, p. 66-103]. We can discuss legal, political, managerial, economic, sociological, technical, philosophical, historical, public communication, and other approaches, treated interdisciplinarily as specific issues within administrative science. Theories, discoveries, and concepts already researched can be re-examined from different angles or perspectives, developed in relation to societal evolution, and updated with the dynamics of understanding reality. Divergent or convergent opinions, separate or competing viewpoints, and different or common understandings seek acceptance and precision within scientific conventions. The transgression of disciplinary boundaries today makes it possible to scientize administration, study its rationalization, and establish it as a science— *administratology* [37].

As we know, the means by which public administration operates include human, material, and financial resources, as well as competence. The levers through which public or private administrations operate are precisely the human resources represented by individuals organized within an institution. The function is an essential element that reflects the nature of the activity to which the person has committed through a public or private legal relationship [47].

Public administration in Romania and Moldova, both at the central and local levels, has undergone major transformations since 1989, culminating in Romania's accession to the European Union in 2007. This process has led to the alignment of public administration with European governance mechanisms and coordination with other administrations in EU member states.

Despite positive developments, there are still several deficiencies, mainly in terms of efficiency, effectiveness, and image. These deficiencies are primarily reflected in a conservative organizational culture, focusing more on the formal aspects of administrative activity. The limited attention to the real impact of its results on society and the insufficient involvement of stakeholders (academic environment, business sector, civil society, relevant social partners) in the decision-making process generate a degree of mistrust between officials and citizens on one hand, and between officials and political decision-makers on the other.

Implementing effective management in public administration is a crucial condition for carrying out current and future reforms. It requires a coherent and coordinated approach to decision-making processes, human resources, information technology, internal processes, quality assurance, and research and innovation as prerequisites for future development.

True administrative reform can only be achieved with well-trained public officials, both theoretically and practically, capable of applying the law. As Bismarck stated, an administration performs better with bad laws and good officials than with good laws and bad officials. "Without a technical body on which to rely, we will not be able to build a healthy administration," Mihai Antonescu also observed [3].

One of the fundamental rights enshrined in the Treaty establishing a Constitution for Europe is the right to good administration, whose positive effects should also be felt by citizens. Therefore, any reform of the public function should aim to improve the performance of the administration in achieving development policy objectives. The specific goal of the reform should be to enhance the professionalism of the public function and its efficiency within the framework of public law and political responsibility.

In Romania and Moldova, the existence of an inefficient public administration, coupled with high levels of corruption, affects service delivery and limits Romania's ability to implement structural reforms and access EU funds. In line with the requirements of modernization and European integration, one of the priorities is the reform of the public function and public administration.

We believe this can be achieved through the development of human resource management strategies and professional training, the creation of a stable and politically neutral professional body of officials, and the implementation of a unified and coherent legislative framework. The relevance of the research topic is also determined by the fact that governments are required to demonstrate efficient results in the shortest possible time, a condition that can only be met through the professional performance of public officials. In the context of public administration reforms underway in Romania and Moldova, the public function system plays a substantial role, with the primary aim of improving service quality, the effectiveness of program results, state strategies, and policies. In these conditions, there is a growing need for personnel with professional knowledge and skills to enhance the efficiency of the administrative process within a modernized socio-economic, political, and legal system. Romania and Moldova are making significant efforts to prepare, requalify, and advance the training of public officials, which has had a positive effect on increasing their professionalism, competence, and capacity to perform their duties. However, tasks are

becoming increasingly complex, advancing new requirements for the quality of personnel in public service delivery.

## Description of the context in the research field

The researched topic is addressed and studied in the specialized literature, particularly as a careful analysis of one of the most important issues specific to public service, in accordance with its objectives and strategies for evolution, development, and progress. It aims to respond to the personnel needs of an efficient European administration, correlated with a solid corps of public officials.

From ancient times, in publications and public speeches dedicated to the subject of governance, philosophers and ancient thinkers such as Plato [28], Aristotle [5], and major periods significant for the development of humanity—such as the Renaissance and the Enlightenment, with key figures like Machiavelli [20], Grotius [15], Montesquieu [22], or Alexis de Tocqueville [42]—and continuing with representatives of liberal doctrines such as H. Spencer [39] and conservative doctrines like Edmund Burke [8], we identify either visions and concepts related to local autonomy or opposing ideas.

A valuable contribution to the study of public service issues comes from Romanian researchers, particularly in formulating the concept of public service and observing certain laws regarding the management of personnel with public official status. Notable authors include P. Negulescu [24], A. Teodorescu [42], M. Oroveanu [25], I. Alexandru [1,2], A. Iorgovan [17], I. Vida [47], C. Ionescu [16], C. Manda [21], M. Preda [33], D. Apostol-Tofan [4], I. Plumb [30], I. Popescu Slăniceanu [31], among others.

The works of Moldovan authors are particularly important as they approach public service in Moldova from various perspectives. Key contributions include those by M. Platon [29], A. Sîmboteanu [35,36,37], V. Moraru [23], I. Dulschi [12,13,14], C. Solomon [39], S. Cornea [11], A. Popovici [32], T. Șaptefrați [41], A. Boguș [7], A. Varzari [45], and others.

Additionally, the research draws on contemporary bibliographic sources from researchers such as M. Armstrong, R. Walton, R. Schuler, D. Torrington, and E. Fillipo, who have developed theoretical and conceptual aspects of Human Resource Management (HRM), argued different models and characteristics of the field. In Romanian literature, the concept of HRM has been explored by A. Manolescu, O. Nicolescu, P. Nica, C. Rusu, while in Moldovan literature, by M. Jalencu, A. Bircă, and S. Cojocar. The concept of public personnel management, emerging in the era of New Public Management, has been researched and developed by D. Klingner, J. Nalbandian, R. Baker, J. Cheminai, and E. Loffler, who focused on its complex definition, analysis, and classification of public personnel management systems.

The research methodology has been based on the works of Romanian scholars such as M. Oroveanu [25], I. Alexandru [1,2], A. Iorgovan [17], V. Vedinas [46] and Moldovan scholars such as M. Platon [29], A. Sîmboteanu [35,36,37], S. Cojocaru [10], S. Palihovici [28], T. Şaptefraţi [41], and I. Dulschi [12,13,14], who have investigated the theoretical, methodological, and practical foundations of administration: definitions, structures, typologies, principles, resources, including public service, public function, public officials, and the role of personnel in public administration.

The documentation support for this work consists of legislative and normative acts in the field, regulations for EU as well as those of other international organizations, strategic documents, monographic works by national and international authors, manuals, collections of scientific articles, and specialized scientific journals. The informational support includes reports from public authorities, the National Agency of Public Servants (ANFP), the National Bureau of Statistics of Moldova (BNS), the State Chancellery of the Government of Moldova; data from comparative sociological research; information collected from the internet regarding public function and public officials at national, regional, and international levels.

The empirical support of the work is based on the results of investigations into various aspects of personnel policies and procedures implemented by public authorities, as well as the author's professional experience through observing the administration process, participating directly in the development and implementation of reforms in public administration, as well as in the management of the public function and the public officials.

In summary, addressing public administration and public function issues in the specialized literature from Romania, Moldova, and other countries constitutes a theoretical and empirical foundation for the development of knowledge regarding public administration in general, as well as concerning the functioning of specific institutions, including the public function.

**The purposes of the current research are:** the theoretical and conceptual determination of the legal status of public functions and public officials in public administration, through the perspective of specialized doctrine, national normative provisions, and the experience of European countries; the analysis of the evolution and quality of normative regulations regarding the legal status of public functions and public officials in public administration in Romania and Moldova; the detailed examination of the main components of the legal status of personnel in public administration to identify the causes hindering the successful performance of their duties and to propose ways to remove these obstacles; the proposal of recommendations for revising, systematizing, and adjusting the normative regulatory framework of public administration in Romania and Moldova to enhance the efficiency of public officials and ensure the successful implementation of administrative reforms; the proposal for the codification of the regulatory framework for public administration, including

norms regarding the legal status of all actors involved in the governance process, following the best practices of EU countries.

To achieve the proposed purposes, the following objectives have been outlined:

- Elucidation of the theoretical and methodological frameworks of public functions and the status of public officials;
- Research on public function management policies and strategies from a comparative perspective in several EU member countries;
- Evaluation of the evolution of the legislative framework regarding public functions and public officials in Romania and Moldova;
- Examination of the implementation of public function management in Romania and Moldova;
- Analysis of the implementation of European conduct standards in public administration in Romania and Moldova;
- Development of recommendations to enhance the management of public functions and public officials.

**The synthesis of the research methodology** for this thesis implements a series of research actions that provide theoretical-methodological, informative, statistical, and synthetic benchmarks. Throughout the thesis, we will apply several research methods from the field of social sciences, specifically: document analysis, direct observation, operationalization of concepts, and processing of information and results.

The scope and diversity of the issues under investigation necessitated the use of a managerial scientific research methodology, which brought together a set of methods, techniques, tools, and procedures for research and implementation, such as:

- Examination of general and specialized literature, both domestic and foreign, to understand the state and dynamics of the studied administrative phenomena and processes, and to provide a scientific foundation for the research endeavor;
- Study of a significant number of specialized works to build a comprehensive understanding of personnel policies and administrative management, the historical evolution specific to public administration, and to assess the current state of research in this field;
- Absorption of essential elements from previous studies and research in the areas of social orientation and public administration management;
- Identification of relevant paradigms concerning personnel policies in the public administration of Romania and Moldova.
- Application of both qualitative (observation and interviews) and quantitative (experiments,



opinion surveys) research methods, as well as communication-specific research methods (content analysis).

In accordance with the established goals and objectives, a complex of universal-philosophical methods has been applied, including the principles and laws of dialectics, which serve as a mode of logical reasoning. General-scientific methods were also used, containing methods and principles applied across various sciences, but which can serve as instrumental support for other scientific fields. These methods include induction, deduction, comparative analysis, systemic analysis, document analysis, statistical analysis, etc.

An indispensable method in scientific investigation is the *bibliographic method*, which allows us to document the extent of research on the proposed problem, deepen our knowledge in the studied field, and verify our own views and perceptions regarding the studied issue..

*Documentary analysis* is the method used to gather information from official sources, necessary for describing and analyzing the situation in the field. This includes selecting national and international normative acts, *examples of best practices, and case studies applicable as precedents.*

*The comparative method* allowed for both quantitative and qualitative analysis of public function management in European Union countries, Romania, and Moldova.

*The historical method* contributed to the evolutionary analysis of the development of public function management in Romania and Moldova and the role of European principles and standards in shaping personnel policies.

*Sociological methods*, such as interviews and surveys, were also essential in the research process, as were statistical methods, which provided necessary information on the actual state of personnel policies and public function management.

The scientific novelty of the work lies in approaching European standards as benchmarks in personnel policies as a fundamental principle of public administration, from the perspective of the legal and institutional framework in a complex formula: from European and international norms and institutions to legislation and institutional functions within EU member states.

**The significant scientific problem addressed.** The results obtained pertain to the comprehensive study conducted, considering the broad diversity of norms regarding public functions at the European, international, and national levels. As a result, an overview was achieved concerning the functions and institutions involved in ensuring high-quality public service at the European level, but especially at the national level. An important element is also the mutual relationship between the legal framework and the institutional framework in the field of public functions, with specific stages of development at various levels (international, European, regional, national, local).

**Theoretical Significance and Practical Value of the Work.** The theoretical significance of the work lies in the historical and conceptual analysis of public functions and public officials, considering the norms and regulations at the European and international levels. The practical value of the study is explained by the identification of the practical responsibilities of various European and national institutions involved in managing public functions. The relationship between the legal and institutional frameworks becomes indispensable in the process of implementing reform measures in European states concerning public functions and officials.

**The practical value** of the work will manifest through the willingness and receptiveness of legislators to use the research results in the modernization of public functions and officials within public administration. The theoretical significance is reflected in the extensive use by researchers continuing investigations in administrative law and public administration science, university faculty teaching these subjects, as well as practitioners in various roles (decision-making, executive, or control) within local public authorities.

Furthermore, the work aims to contribute to the process of reviewing, systematizing, and adjusting the regulatory framework governing local public administration activities in line with the principles and requirements of good governance.

**Approval of Results.** The doctoral thesis was developed within the Doctoral School of Social Sciences at the State University of Moldova. The preliminary evaluation of the doctoral thesis took place successively during meetings of the Guidance Commission and the Department of Political Science and Administrative Sciences at the State University of Moldova. General recommendations for improving public administration through optimizing the performance evaluation process of public officials were submitted for implementation to the State Chancellery of the Republic of Moldova

**Publications on the Thesis Topic.** The core results of the thesis have been reflected in 15 scientific publications, including 12 articles in international conference materials and 3 articles in specialized scientific journals.

**Volume and Structure of the Thesis.** The thesis is presented over 141 pages of main text, structured into an abstract, introduction, three chapters, general conclusions and recommendations, a bibliography of 174 titles, 10 appendices, 9 figures, and 1 table.

**Keywords:** public administration, personnel policy, European standards, public function, public official, human resources, public service, European Union.

## CONTENT OF THE THESIS

The thesis includes the introduction, three chapters, each divided into subchapters, general conclusions and recommendations, and bibliography, each with their own subchapters.

**In the introduction**, the relevance and importance of the researched topic are argued, the purpose and objectives of the work are defined, the research hypothesis is presented, the applied methodology is outlined, the scientific novelty of the thesis is discussed, the scientific problem addressed by the thesis content is identified, the theoretical significance of the research is explained, the practical value of the work is described, the approval of the results is stated, and a summary of the thesis sections is provided.

**In Chapter I, "Theoretical and Methodological Dimensions of Personnel Policies in Public Administration,"** aspects related to the historiography of public service research, conceptual issues concerning personnel and personnel policies, concepts of standards and standardization in personnel policies are addressed, and conclusions for the chapter are formulated.

**In the first subchapter, "Historiography and Methodology of Public Administration Personnel Research,"** the theoretical approaches of authors representing social-political thought from the United Kingdom and Continental Europe are analyzed and synthesized. From this perspective, the works of British authors are particularly relevant, especially regarding the essence of public service as a state institution with a key mission in organizing and ensuring its effective functioning. [9].

The studies by the authors mentioned in the thesis content reveal a vision of the public service institution and the requirements for the quality parameters of this institution. Additionally, the reviewed works outline the demands placed on personnel with public servant status. The concept of public service is analyzed in close relation to concepts such as activity, authority, and organ, primarily belonging to administrative law.

The published works indicate a generally accepted approach regarding the place and role of public administration within state institutions, particularly the public servants who ensure the entire chain of social actions, including problem identification, development of resolution mechanisms, organization of implementation, and execution control. Each of these actions constitutes a separate research topic, depending on the specifics of manifestation and the applied scientific paradigm. From the perspective of achieving the goals and objectives proposed in this research, the syntheses serve as a theoretical and methodological foundation for a better understanding of administrative phenomena and processes, related to the realities in our countries, Romania and Moldova.

**Subchapter 2: Conceptual Aspects of Personnel Policies and Public Service Management.** Personnel and personnel policies are fundamental aspects of public administration.

They are related to the management of human resources in the public sector and encompass a set of principles, rules, and practices aimed at the recruitment, selection, development, evaluation, and compensation of public administration employees.

To understand the notion of personnel or human resources, it is necessary to note that there is no single definition in the specialized literature. This is because the term is used to define or explain other concepts such as public function, public service, public official, and person with a position of responsibility. Each of these concepts has its own significance according to normative acts.

In conclusion, the quality of the state apparatus is determined by the components of personnel policy, and indeed depends on how each of these components is implemented. This highlights the theoretical, practical, and political importance of the organizational activity of top authorities, especially those responsible for personnel policy. The persistent shortcomings and mistakes made in this context, as well as their serious consequences, are well known. To be as objective as possible, it is necessary to study thoroughly the competence of individuals capable of fulfilling managerial functions, which require a high level of professional preparation.

### **Subchapter 3: Concepts of Standards and Standardization in Personnel Policies.**

Clarifying the concepts of standards and standardization is considered very important for our research, from the perspective of achieving the proposed goals and objectives. Scientific knowledge of social phenomena and processes is inconceivable without using the generally accepted scientific framework within the academic environment. Transitioning from some general aspects regarding standards and standardization to the field of personnel policies, we will specify that even in this dimension, standards play a significant role. By developing the content of personnel policies through the lens of standardization, we aim to specify the dimension with which personnel policies will operate to reach a common ground in the European space, particularly within the European Union, from the perspective of content and procedures related to selection and functional characteristics in the field of public administration personnel, as well as its management.

What is mentioned in this subchapter allows us to observe that in European countries, there is an increasing trend toward unifying requirements related to the staffing, management, and execution of public functions. Although we do not find the existence of a qualified requirements catalog using the terms standards and standardization, essentially, they express these two categories.

**Conclusions for Chapter I:** The theoretical study is a crucial aspect of scientific research, and this sections guide us in achieving the proposed objectives in a logical and coherent sequence. Examining the issue stated in the thesis title in the context of implementing personnel policies in Romania and Moldova through bibliographic documentation and the theoretical-conceptual and

methodological foundation of the investigation allows us to conclude that the methodology for investigating this issue encompasses a complex of principles and research actions that provide theoretical-methodological, informational, statistical, and synthesizing benchmarks. The investigation is based on a scientific methodological framework grounded in principles and research methods specific to social sciences.

**In Chapter II, European Personnel Policies in Public Administration**, documents related to personnel policies in the European Union's public administration are studied, ethical standards related to public function in the EU's personnel policies are examined, and conclusions for the chapter are formulated.

### **First Subchapter: Approaches to Personnel Policies in Public Administration in EU Countries**

Familiarizing ourselves with the institution of public service in EU countries has provided us with a closer understanding of the administrative landscape of EU member states in all its complexity. The trend towards simplification and standardization is a process demanded by contemporary managerial systems to enhance the efficiency of the social systems, including the administrative system. The European Union, consisting of twenty-seven states with deep social, political, and administrative histories, has developed traditions in all areas of social life that cannot be ignored, even though the argument for standardization is plausible. From our efforts to understand the administrative systems, the institution of public service, and its dimensions in member countries, we have observed that they are very different, both in terms of identification and the structuring of public service, the rights and duties of public officials, career development, etc. All these aspects have technically posed a challenge to unification and standardization in the field of public service and public officials. However, with a new paradigm, solutions are possible.

### **Subchapter Two: Modernizing Public Service in European Union Countries – Trends in Standardization**

Summarizing the above, we will mention that modernizing the public service involves creatively utilizing the premises of the Common Assessment Framework. In other words, it requires developing and delivering services and products for citizens/clients by engaging them in the development and improvement of these services and products (through interviews, feedback, discussion groups, or surveys asking citizens about the usefulness of services and products, taking into account their diverse needs by gender, among other things); incorporating citizens and other stakeholders in designing quality standards for services, products, and information provided to citizens; creating clear, readable, and simple legal rules; involving citizens in designing and shaping

information sources and channels; ensuring access to adequate and reliable information by providing assistance and support to citizens; expanding access to the organization (flexible office hours, various forms of documents: in different languages, including Braille, documents, posters, pamphlets etc.); promoting electronic forms of contact and interaction with citizens; and developing efficient systems and procedures for providing responses and reacting to complaints.

The main recommendation is to introduce conduct standards that public officials should adhere to in order to perform their duties professionally, fairly, and in a way that earns citizens' trust while remaining politically neutral. The model code includes provisions to help avoid potential conflicts of interest, such as employment or economic activities outside the public service; offering or accepting benefits; responding to attempts to offer gifts, favors, or other benefits; and how to handle cases of illegal or unethical acts.

### **Subchapter Three: Ethical Standards Regarding Public Service in European Union Personnel Policies**

The implementation of ethical norms as standards of conduct for public administration personnel has been deemed relevant by both national and supranational European government institutions. Considering that public agents are key elements of an effective public administration, and from this perspective, corruption represents a serious threat to the rule of law, democracy, human rights, fairness, and social justice, as it compromises or hinders economic development and endangers the stability of democratic institutions and the moral foundations of society, the Committee of Ministers of the Council of Europe adopted Recommendation R/2000/6 [34].

Believing that raising public awareness and promoting ethical values are important means for preventing corruption, the Committee of Ministers recommends that the governments of member states promote, in accordance with national legislation and principles governing public administration, the adoption of national codes of conduct for public agents, inspired by the Model Code of Conduct for Public Officials attached to the Recommendation.

The attached recommendations to the Model Code of Conduct [34] provide specific details regarding the interpretation and application of the document. The code of conduct applies to all public agents. In its provisions, the code applies to all persons employed within a public authority. It can also apply to all persons employed by a private company tasked with a public service mission. The code's provisions are not applicable to elected public representatives, members of government, or staff of authorities performing judicial functions.

**Conclusions to Chapter II:** Ensuring the quality and efficiency of public administration is elevated to the status of a social value and is directly linked to the public perception of institutions. The implementation of selected and clearly defined ethical value standards is based on ethical management, which – by adhering to norms and values, including the criterion of social

responsibility and the development of ethical principles among public administration employees – ensures the practical application of the concept of public ethics. From the analysis, we can summarize that the institution of public service and public officials in the European Union operates within a common framework, as solutions have been identified for their unification based on generally accepted standards. Although these are implemented based on national legislative recommendations, they do not affect the sovereign principles and rights of member countries.

**Chapter III, *Personnel Policies in Public Administration in Romania and the Republic of Moldova***, examines issues related to the organization and functioning of the personnel management system in public administration in Romania and the Republic of Moldova, the management of the public service in Romania and the Republic of Moldova, and the implementation of European ethical standards in the conduct of public officials in Romania and the Republic of Moldova. Conclusions are drawn at the end of the chapter.

### **Subchapter 1: The Organization and Functioning of the Personnel Management System in Public Administration in Romania and the Republic of Moldova**

The transformation of the national administrative system based on the principles of the European Union is complex and long-term. The use of the term *European Standards* in the title of this thesis is conventional from two perspectives. First, we must specify the absence of a precise list of standards regarding public service with exact parameters that would indicate mandatory indicators for personnel policies in the public administration of European Union member states or European option countries.

Personnel policy, as stated by Professor Aurel Simboteanu, represents "a totality of actions and norms that regulate the preparation, recruitment, promotion of staff, as well as the evaluation of staff activities in public service" [35]. From this definition, we can identify several components that a personnel policy encompasses, which, as expected, express the will of the state authority concerning an area of activity related to ensuring the proper functioning of public administration institutions.

This clarification is important for better structuring the analysis of the implementation of personnel policy in Romania and the Republic of Moldova, considering this approach to the structure and content of the researched phenomenon. In Romania, everything related to ensuring the vision and regulatory norms in the field of personnel policy falls under the competence of the Parliament, which has clearly formulated the objectives related to public service and the ethics of public officials.

The issue of alignment with European standards in personnel policy is a key criterion and concept for the supreme representative body in the country. Through the adoption of Law no. 188/1999 on the status of public servants in Romania [18], and later the Government Emergency

Ordinance no. 57/2019 on the Administrative Code [27], significant actions have been taken to create a regulatory framework that governs public administration from modern, moral, and ethical perspectives. These were important personnel policy documents based on European policy standards and national experience. We consider that the most sensitive issues arose when the need to fully and concretely implement the provisions of the new law with the necessary speed and decision was discussed.

In this logic is also the concept of personnel policy in public service, approved by the Parliament of the Republic of Moldova through Decision no. 1227-XV of July 18, 2002.

The concept provides for the methods of recruitment and selection of personnel, evaluation of their activities, professional development, career descriptions for public officials, informational assurance of the human resources management process, and provisions that were later updated in other normative acts

**In Subchapter Two: The Management of Public Service in Romania and the Republic of Moldova,** a comparative analysis exercise was carried out regarding the implementation of European standards on personnel policies, with the objective of observing the documented implementation of European Union parameters in the national regulations of Romania and the Republic of Moldova, concerning the recruitment conditions and career development of public officials.

The personnel policies in public administration in Romania and the Republic of Moldova, regarding recruitment conditions, are reflected in Article 465 of the Government Emergency Ordinance 57/2019 on the Administrative Code of Romania [27], and Article 27 of Law 158/2008 on Public Service and the Status of Public Servants. The legal framework regulating the recruitment conditions of European officials can be found in Article 28, Chapter I, entitled *Recruitment*, under Title III *Career of the Official* in the Statute of Officials in European Union.

It is important to mention that the requirements outlined in this document serve as a reference for European Union member states, which adapt their national regulations according to their specific contexts. Therefore, the statute formulates the requirements for officials of European Union institutions, serving as a model for the development of national statutes on a recommendation basis. In the Romanian specialized literature [25], the clauses stipulated in Article 28, letters a-f of the Statute of European Union Officials are examined.

The conditions regarding the recruitment and career development of public officials essentially present a framework of European standards regarding the qualities that individuals aspiring to become public officials must possess. Through personnel policies, the competent public authorities in Romania and the Republic of Moldova have taken actions to align legislation in the



field of personnel management in public administration, with the aim of implementing these standards in their personnel policies.

### **Subchapter Three: European Standards of Conduct for Public Officials in Romania and the Republic of Moldova**

From the perspective of examining the implementation of European standards regarding public service, we will conduct a gradual study on aspects related to the admission and career development of public officials, the ethical dimensions of public service, the conduct of public officials, and the resolution of issues regarding conflicts of interest. In the Republic of Moldova, the need to adopt a code of conduct for public officials became evident in 2004. According to the Action Plan for the implementation of the National Strategy for the Prevention and Combating of Corruption, approved by Parliament Decision no. 421-XV of December 16, 2004, the drafting and submission for approval of the 'Ethical Code for Public Officials and such codes for each category of public officials (police, customs, prosecutor's office, judiciary, etc.)' was foreseen. The Code of Conduct for Public Officials was approved in its final reading, becoming Law no. 25/2008 on the Code of Conduct for Public Officials [19].

The phrase *respect for the law* constitutes the essence of the rule of law and undoubtedly aims to cement social relations through this important mechanism. In a democratic society, respect for laws is an objective necessity, but also a subjective one, as the law—an expression of general social interests and will—represents the indispensable means of ensuring the orderly functioning of life in all its areas. At the same time, respect for a democratic legal system is both possible and necessary, being an expression of the true popular will that motivates the majority of individuals to follow rules that ultimately correspond fully to their needs. In this context, any violation of the law equally means disregarding the general will as well as individual interests, which undermines the democratic essence of the law.

Moreover, in a rule of law, the entire development and democratic stability imply firmly basing all social life on laws and norms, whose observance constitutes an objective requirement for social evolution.

### **Conclusions for Chapter III**

In summary of the chapter, we find that Romania, as a member state of the European Union, is taking the necessary actions to implement European standards regarding public service and public officials. The state institutions—Parliament, Government, National Agency of Public Officials, ministries, and other central and local public administration authorities—within their respective responsibilities and competencies, ensure the primary and secondary regulatory framework for public service. The issue of ensuring the exercise of public service in accordance with the

recommendations of the Council of Ministers is also reflected in government programs, public administration reform strategies, action plans, and more. That being said, we believe that in both Romania and the Republic of Moldova, the main issue lies not in the formal part but in ensuring compliance with the legislation by every public authority and each public official. This remains a significant challenge for the authorities responsible for this sector. Additionally, we would emphasize that the management of public service in the Republic of Moldova requires institutional strengthening through the establishment of a public authority with adequate capacity to address existing issues.

## **GENERAL CONCLUSIONS AND RECOMMENDATIONS**

The study of the implementation of European standards regarding public service in Romania and the Republic of Moldova allows us to say that the basic research problem has been solved. The aim and objectives of the research were achieved. The problem of the implementation of European standards in the public administration systems of Romania and the Republic of Moldova presents a stage of integration into the system of European values and requires the realization of several legislative and organizational actions. These allow us to formulate the following conclusions:

The study of the implementation of European standards regarding public service in Romania and the Republic of Moldova allows us to formulate the following conclusions:

1. The subject addressed is relevant for both Romania and the Republic of Moldova, as evidenced by a growing interest from researchers in both countries. The topic is explored by specialists from various scientific fields related to public administration, including administrative law, human resource management, professional ethics, leadership psychology, and more.
2. Modernizing public service is an important criterion for the European Commission when evaluating the performance of EU member states.
3. The management of public service in Romania is viewed from a material-functional perspective, with managerial means derived from the law, including the national plan for public service positions, recruitment, promotion, career development, and continuous professional development across the entire system.
4. The status of public service is closely linked to the career of public officials, a process that includes the recruitment of public officials, the procedures for organizing and conducting exams, the appointment of public officials, the probation period for new public officials, and their promotion.
5. The standards of personnel policies specific to European administrative systems serve as authentic models for modernizing public service and public officials in Romania.
6. In the Republic of Moldova, personnel policies in public administration are approached comprehensively, based on an adequate regulatory framework and implemented by competent institutional structures in public service management. However, the issue of implementing European standards is not reflected in a national strategy supported by adequate national institutional management.

In this context, professional strategies regarding personnel are essential for attracting the most competent staff. To implement tools for developing personnel policies as a key component in building a high-quality public administration, we propose the following recommendations:

1. Reconceptualize personnel policies in public administration in Romania and the Republic of Moldova through the lens of European standards and best practices.
2. Implement mechanisms to ensure the stability of public officials' positions and exclude direct political involvement in public service management.
3. Adopt a national strategy for implementing European standards in personnel policies.
4. Establish a national public authority in the Republic of Moldova for managing public service at the national level.
5. Implement ethical codes across all public administration units.
6. Adjust the system for training and professional development of public administration personnel, focusing on developing practical competencies in line with the quality standards of an EU member state.

**The future research perspectives on this scientific issue** lie in the development and deepening of scientific investigations regarding the impact of performance evaluations of public officials on the public administration process in Romania and the Republic of Moldova. In this regard, it is necessary to conduct in-depth studies to identify and measure this impact, develop real and measurable indicators, analyze the correlations between individual performance evaluation and organizational performance, and find more effective mechanisms for budgeting organizational performance. Additionally, it is important to study the experiences of countries that have advanced in this field, identify applied innovations, and extract what can be useful for Romania and the Republic of Moldova.

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## ADNOTARE

**Boghian Vasile, titlul tezei:** *Implementarea standardelor europene în politicile de personal din sistemul administrației publice în România și Republica Moldova*, teză de doctor în științe administrative; specialitatea: 563.02 – organizarea și dirijarea în instituțiile administrației publice; servicii publice Chișinău, 2024.

**Structura tezei:** introducere, 3 capitole, concluzii și recomandări, bibliografia din 174 titluri, 141 pagini text de bază.

**Rezultatele obținute** au fost expuse în 15 publicații științifice, inclusiv 12 articole în materiale ale conferințelor internaționale, 3 articole în reviste științifice de profil.

**Cuvintele-cheie:** administrație publică, politică de personal, standard european, funcție publică, funcționar public, resurse umane, serviciul public.

**Domeniul de studiu:** organizarea și dirijarea în instituțiile administrației publice; servicii publice

**Scopul lucrării:** studierea și analiza standardelor europene privind politicile de personal, și identificarea problemelor și căilor de soluționare în România și Republica Moldova.

**Obiectivele lucrării sunt:** elucidarea reperelor teoretice-metodologice a funcției publice și a statutului funcționarului public; cercetarea politicilor și strategiilor din domeniul managementului funcției publice sub aspect comparat în unele țări membre ale Uniunii Europene; evaluarea evoluției cadrului legislativ privind funcția publică și funcționarul public în România și Republica Moldova; elaborarea unor recomandări privind eficientizarea managementului funcției publice și al funcționarului public în România și Republica Moldova.

**Noutatea și originalitatea științifică** constă în abordarea unui subiect nou în practica investigativă autohtonă privind politicile și strategiile managementului funcției publice și al funcționarului public.

**Problema științifică importantă soluționată** în domeniul respectiv constă în găsirea mecanismelor mai eficiente de realizare a politicilor și strategiilor privind managementul funcției publice și al funcționarului public.

**Semnificația teoretică** este determinată de contribuția adusă la cercetarea și sistematizarea teoriilor ce vizează politicile și strategiile din domeniul managementului funcției publice și funcționarului public.

**Valoarea aplicativă** a lucrării este relevantă prin contribuția la o mai bună elaborare și promovare a politicilor în domeniul funcției publice, perfecționarea mecanismelor de realizare a raporturilor funcționarilor publici cu celelalte elemente ale sistemului social. Lucrarea poate constitui un anumit suport teoretic și orientativ în efectuarea unor cercetări similare.

Implementarea rezultatelor științifice. Prezenta cercetare se încadrează în principalele direcții de cercetare a Universității de Stat din Moldova.

## ANNOTATION

**Boghian Vasile**, thesis title: Implementation of European standards in personnel policies in the public administration system in Romania and the Republic of Moldova, doctoral thesis in administrative sciences; specialty: 563.02 – organization and management in public administration institutions; public services Chisinau, 2024.

**Structure of the thesis:** introduction, 3 chapters, conclusions and recommendations, bibliography of 174, titles, 141 pages of basic text.

The obtained results were presented in 15 scientific publications, including 12 articles in materials of international conferences, 3 articles in specialized scientific journals.

**Keywords:** public administration, personnel policy, European standard, public office, civil servant, human resources, public service.

**Field of study:** organization and management in public administration institutions; public services

**The purpose of the paper:** the study and analysis of European standards regarding personnel policies, and the identification of problems and solutions in Romania and the Republic of Moldova.

**The objectives of the paper are:** elucidating the theoretical-methodological benchmarks of the public function and the status of the civil servant; the research of policies and strategies in the field of public function management under a comparative aspect in some member countries of the European Union; evaluation of the evolution of the legislative the public office and civil servant in Romania and the Republic of Moldova; the elaboration of some recommendations regarding the efficiency of the management of the public function and of civil servants.

**The scientific novelty and originality** consists in approaching a new subject in domestic investigative practice regarding the policies and strategies of the management of the public function and the civil servant.

**The important scientific problem solved** in the respective field consists in finding more efficient mechanisms for the realization of policies and strategies regarding the management of the public function and the civil servant.

**The theoretical significance is determined** by the contribution made to the research and systematization of theories aimed at policies and strategies in the field of public function management and civil servants.

**The applicative value** of the work is relevant by contributing to a better elaboration and promotion of policies in the field of the public function, improving the mechanisms for achieving the relations of civil servants with the other elements of the social system.

**Implementation of scientific results.** The present research falls within the main research directions of the State University of Moldova.

## АННОТАЦИЯ

**Богян Василе, тема диссертации:** «Внедрение европейских стандартов в кадровой политике в системе государственного управления в Румынии и Республике Молдова», докторская диссертация в области административных наук; специальность: 563.02 – организация и управление в учреждениях государственного управления; государственные услуги Кишинев, 2024.

**Структура диссертации:** введение, 3 главы, выводы и рекомендации, 174 библиографических названий, 141 страница основного текста.

**Полученные результаты представлены** в 15 научных публикациях, в том числе 12 статей в материалах международных конференций, 3 статей в научных журналах.

**Ключевые слова:** государственное управление, кадровая политика, евростандарт, государственная должность, государственный служащий, человеческие ресурсы,

**Область исследования:** организация и управление в учреждениях государственного управления; общественные услуги

**Цель работы:** изучение и анализ европейских стандартов в области кадровой политики, а также выявление проблем и решений в Румынии и Республике Молдова.

**Задачи исследования:** раскрытие теоретико-методологических основ публичной функции и статуса государственного служащего; исследование политики в области управления странах Евросоюза; оценка эволюции законодательства о государственной должности и государственной службе в Румынии и Республике Молдова;

**Научная новизна и оригинальность работы:** состоит в рассмотрении нового предмета в исследовательской практике нашей страны: политики и стратегии в менеджменте государственных должностей и государственных служащих.

**Важная научная проблема,** решаемая в соответствующей области, заключается в поиске более эффективных механизмов реализации политики и стратегии управления государственной функцией и государственным служащим.

**Теоретическая значимость** определяется вкладом в исследование и систематизацию теорий, направленных на политику и стратегию в области управления государственными функциями и государственными служащими.

**Прикладная ценность работы:** разработка и продвижение политики в сфере публичной функции, совершенствованию механизмов достижения взаимоотношений государственных служащих с другими элементами социальной системы.

**Внедрение научных результатов.** Настоящее исследование относится к основным направлениям исследований Государственного университета Молдовы.

**BOGHIAN VASILE**

**IMPLEMENTATION OF EUROPEAN STANDARDS  
REGARDING PERSONNEL POLICIES IN THE PUBLIC  
ADMINISTRATION SYSTEM OF ROMANIA AND THE  
REPUBLIC OF MOLDOVA**

**563.02 – ORGANIZATION AND MANAGEMENT IN PUBLIC  
ADMINISTRATION INSTITUTIONS; PUBLIC SERVICES**

**Summary of the PhD Thesis in Administrative Sciences**

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