

ABSTRACT

Despite skeptic forecasts and less encouraging economic progress reports, human resources development in Romania is undoubtedly fitting the parameters of the more developed states. As evidence stand the more frequent employment of Romanian specialists in top management positions within the headquarters of multinationals, the interest of large companies management to acquire the best employees, "head hunting" in order to fill key positions in companies that have entered a decisive growth stage.

The unprecedented development of training systems and specializing in human resources is a form of reaction, very clear and objective, to a functioning labor market.

Growing numbers of young people and also experts concerned with improving their skills are attending special programs in human resource management. Practical structuring of practical training offers and information sources reflects rapid adaptation to the acute needs of the providers to develop skills in people management.

Recruitment and human resources selection processes are vital to an organization that seeks not only survival, but also strengthening its position on this market and further penetrate new markets successfully. Following Romania's admission to the EU, the agricultural institutional system is constantly being renewed and transformed. Responsibility for carrying out the restructuring process will belong to the Agency for Payments and Intervention in Agriculture, institution founded five years ago. The main tasks of this institution are distributing the funds received from the EU funds and verify their correct use. The Agency manages a total of 96 types of subsidies, of which 26 are direct subsidies.

Also, developing a common understanding at European level, to protect farmers' income has created the Common Agricultural Policy (CAP), which is not only one of the first common policies, but also among the most important.

In its present form, the agricultural policy uses through a complex system of subsidies and other financial incentives about half of the common budget and is built around two pillars: the first, and initial one is the common market organizations and includes common measures governing the operation of integrated markets for agricultural products and the second pillar, which gained momentum in the past decade is one of rural development and includes structural

measures targeting the harmonious development of rural areas (diversification of activities, product quality, environmental protection).

APIA is the body that distributes the European funds by implementing support measures for farmers, funded both from the EU budget through the European Agricultural Guarantee Fund as well as the Romanian state budget within limits allocated annually by the budget law.

In the newly created context, the Romanian farmers must adjust to the economic reality existing in the world, adopt technical and economic methods to give them stability and secure economic efficiency, while being forced to produce according to the European market rules, make arrangements to inform farmers about the conditions that must be met to receive subsidies.

On the other hand, Verginia Vedinaş (2006), in the first specialty book that addresses solely the problem of the status of civil servants, states that a special place in the structure of government civil servants with special status belongs to APIA staff.

The qualitative aspect of human resources addresses on one hand the characteristics of somatic, psychological and moral characteristics, cultural facts, and the dominant religion etc., and on the other hand the educational factor, namely socio-professional readiness of the entire population – particularly professionalizing active and work-ready staff - the level of general specialized knowledge.

Based on the qualitative aspect of human resources, the present paper correlates between the quality of human resources for the Agency for Payments and Intervention in Agriculture (APIA) and one's public servant quality.

An important issue of current public policy and particularly of those involved in public administration, either managers or performers, is the motivation of the personnel of public institutions in fulfilling their tasks.

One of the main causes for the dysfunctions of the administrative system in Romania is the scarcity of personnel policies that do not stimulate civil servants to engage in general and specific objectives.

Thus, they are primarily concerned with the performing, sometimes to an acceptable level of their tasks and do not understand or are not encouraged / forced to understand their role within the system.

The paper is structured on six chapters that deal largely with the qualitative aspects of human resources for the Agency for Payments and Intervention for Agriculture (APIA), referring not only to the central apparatus but also the staff employed in the (APIA) and to civil servants.

A separate chapter is the one in which it can be seen to what extent, within the legal status of civil servants in Romania, can one find the specific European values of civil servants in the advanced countries of Europe and EU institutions.

In order that the theoretical discussion presented in this paper will not remain only a simple presentation of information, at the end of the paper is shown a comparative analysis of the positions of civil servants and employees, using the pattern of position characteristics.

The paper may be a theoretical and practical support for those who are interested to know where APIA employees stand in the public administration structure and correlations between the two statuses (employee and civil servant).

Analysis of the Human Resources at APIA Agency level has as its mobile the changes that occur as a result of regulations imposed by the EU and how this implementing of European rules and legislation will take place, taking into account that it is strongly influenced by the quality of the management.

We can say that a new type of management practice in the new public agencies is one of the main lines of action for improving the market economy.

Fundamental attributes of such management are: variety, flexibility, dynamism, creativity and efficiency.

The paper aims to be a true guide to highlight aspects of APIA Suceava, improving efficiency and quality of human resources through a detailed analysis of future prospects and possibilities.

Implementing an effective management system of public administration gains major importance, because it will lead to professionalizing the activities in public administration, to change in values and the mode of acting of public personnel, to the development of managerial concepts typical to modern government.

In this context, in the paper there was carried out a comprehensive analysis, with integrity, of the human resources management in the public administration in Romania, as a

result of which problems were highlighted, and made practical and well-motivated proposals, based on the implementation and development of public service.

The doctoral thesis is structured in two parts: the first Part presents the „Present state of knowledge in the field" and Part II presents in its four chapters the methods used in the research conducted for the preparation of the thesis and analysis of own results obtained from research.

The first Chapter "Bibliographic study at home and abroad in the field of human resource management" presents the definition and evolution of the concept of human resource management.

Research literature in human resources was analyzed in order to obtain the most comprehensive understanding of HRM's current content.

In the second chapter, "The necessity, objectives and methodology for research" APIA's problems and prospects are identified, research stages and the evaluation methodology for determining the economic efficiency of HR were proposed and the correlation analysis was applied, to determine its influence on the overall effectiveness of the institution .

The scientific algorithm of human resources management is also presented, as well as the methodology to determine human resource efficiency indicators.

In the third Chapter - "Study on natural, economic and social aspects of agriculture in the researched area" the natural, agricultural and social potential of the investigated area were analyzed together with the analysis of the dynamics of the agricultural structures.

To take advantage of these direct subsidies, farmers must meet a series of standards relating to consumer protection, environmental preservation, animal welfare and the terms of good manufacturing practice (cross compliance).

Control to achieve these standards is achieved through the Integrated Administration and Control System (IACS). Annually, it is required to check a sample of at least one percent of all registered farmers. If a farmer fails to meet these requirements, possible direct payments to be required can be reduced or even be withdrawn completely for that year.

In the fourth chapter, "Presentation and general diagnosis of APIA Suceava" the organizing methods and senior management of APIA over the last three years were diagnosed, also formulating strategies to improve public sector human resources.

Measures to improve human resource management scientific algorithm are also suggested for public institutions, the main activities of the human resources department are expressed, up-to-date systems for motivating diverse personnel categories are shown and explained.

Taking into account the thesis topic, the personnel function in the PIAA Suceava is assessed; the human resources management diagnosis is performed and the effectiveness of human resource indicators is determined.

After synthesizing all the strategy segments, an action plan on achieving it is proposed, at the same time highlighting that during implementation, some distortions might occur.

These in turn may adversely affect the process of implementation, but can be solved if all those involved in the implementation strategy will act to adjust the strategy to the present-time requirements.

Fifth Chapter - "Case study on improving human resource at CL - APIA Falticeni and APIA Suceava" - the interdependencies between the staffing and human capital efficiency of the proper conduct on different fields of activity of an institution are exposed as thoroughly as possible, thus the increase of the economic benefits based on full utilization of thoroughly selected and highly motivated personnel has to benefit from the permanent attention of managers, whose decisions are desirable to rely solely on detailed economic analysis on the development of production processes and services.

In order to fulfill this task, the human resources have been inventoried in the following aspects: number and age structure, sex seniority, etc., the competences of available staff, the mobility of employees.

Sixth Chapter, "Improving human resources management at CL- APIA Falticeni and APIA Suceava." consists of assessing the effectiveness of the personnel, both individually and as a group, and how the changes made reflected in an improvement of APIA's activity.

Improving human resources can be ensured only by an efficient management based on strategic principles that would promote continuous development of this potential. The status of human resources management increases and its implementation in the public administration system gets major importance.

“Conclusions and recommendations” summarize the results obtained during the research, the main suggestions and proposals on measures to improve human resources at APIA Suceava.