

ROMANIA – FORESTRY DEVELOPMENT PROGRAMME

HUMAN RESOURCES DEVELOPMENT PROGRAMME FOR THE DEPARTMENT OF FORESTRY



FINAL REPORT

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ROMANIA – FORESTRY DEVELOPMENT PROGRAMME

HUMAN RESOURCES DEVELOPMENT PROJECT FOR THE DIRECTORATE OF FORESTRY

CHAPTER 1 – Introduction

1. Introduction

The report presents the conclusions and findings from the training needs assessment performed for the Department of Forestry within the Ministry of Agriculture, Forestry and Rural Development and the decentralized structures (Territorial Inspectorates for Forestry Regime and Hunting). The conclusions are based on:

- Review of organizational structures,
- Review of job descriptions available from the DoF
- Interviews with the representatives of the Directions within the DoF, ITRSVs and representatives of other interested parties (forest owners, National Forest Company RNP, city halls).

The discussions represent the second part of the training needs assessment which followed the survey and questionnaire which has been filled in as a part of the present project in the period May-June 2005 by ALL employees of the DoF (which were in the office at the moment of administration of questionnaire) and 65% from the employees of the ITRSVs. The report and the analysis of the questionnaires have been submitted to the Project Management Unit, Forestry Development Programme, within the Ministry, as a part of the intermediary report.

There have been reviewed the job descriptions as well for the personnel within the DoF. It is to mention that there were 38 job descriptions available. More than 10 were for vacant positions within the DoF. When we think that at the moment of drawing up this report it was reported by the representatives of the Ministry that for the DoF there are 61 positions and only 35 were occupied, we would like to mention that it is impossible to draw up complete conclusions. Our main finding is that the job descriptions are very general, they include responsibilities overlapping between different positions and they don't have a standardized form. It is impossible to assess the compliance of the task by the employees. We recommend developing a model for the job description which should contain the roles and responsibilities of the employees which would allow the individual assessment of employees performances.

The list of the person interviewed can be found in the Chapter 5 of the present report. There have been considered the representatives of the DoF within the Ministry, ITRSVs and other interested parties. The interviews have been conducted at the location of the Ministry of Agriculture, Forestry and Rural Development, at the location of ITRSV Prahova, at Fiatest's location and also via phone conferences.

The conclusions and the present report are to be presented to the DoF representatives in a 1/2 days workshop. According to the feedback received the report shall be updated and as a final document there will be provided a synthetic table of the training courses suggested, possible suppliers and the estimate costs, as well as the Framework sheets for the trainings, their model being presented in the Appendix 3 of the present report.

The study has been performed under the coordination of FiaTest which has an extensive experience and expertise in the field of management system, Human resources development and project management oriented on adult education, vocational training and e-learning.

FiaTest is also the only private Romanian organization which is a member of the EFQM – European Foundation for Quality Management – Manager of European Quality Award. FiaTest has introduced in Romania the Romanian quality award opened for private companies, governmental organizations, NGO, having as main aim to increase the professional and economic performances at European level.

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CHAPTER 2 – Study development team

2 Study development team

In development of the report there were involved the following persons from the consultant SC FiaTest SRL

No.	Name and surname	Relevant experience for the project
1.	Ec. Carmen Balaban	<ul style="list-style-type: none"> • Project Manager • Manager of Projects Management Department within SC FIATEST SRL • Management systems consultant • Coordinator for job description analysis
2.	Prof. Dr. Eng. Ion HOHAN	<ul style="list-style-type: none"> • HR consultant • President of FiaTest • Coordination of TNA • Prof. TQM, Polytechnic University of Bucharest, University of Bucharest • Romania's representative at the Advisory Committee of the EU for Vocational Training • European Quality Award Assessor
3.	Marian Dragoi	<ul style="list-style-type: none"> • Expert in forestry management • Associate Professor, University of Suceava
4.	Simona Gitu	<ul style="list-style-type: none"> • Human resources consultant • HR responsible SC FiaTest SRL
5.	Daniela Clejanu	<ul style="list-style-type: none"> • EU legislation expert
6.	Mihai Cozariuc	<ul style="list-style-type: none"> • Forestry expert • Senior consultant in capacity building
7.	Daniel Turcu	<ul style="list-style-type: none"> • Junior expert in forestry management • Forestry engineer
8.	Bogdan Albu	<ul style="list-style-type: none"> • Project management assistant
9.	Nora Radulescu	<ul style="list-style-type: none"> • Sociologist, HR consultant • Identification of skills and knowledge needed for the DoF personnel for compliance with its tasks

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CHAPTER 3 – The actual organization, role and structure of the Directorate of Forests

3 The actual organization, role and structure of the Directorate of Forests

After December 2000, according to the new organizational framework envisaged by the Government, the Directorate of Forests has been transferred from the former Ministry of Waters, Forests and Environmental Protection (MWFEP) to the Ministry of Agriculture, Food and Forests (MAFF) by the Governmental Decision No. 12 issued on 4th January 2001 concerning the organization and functioning of the Ministry of Agriculture, Food and Forests.

After that, by a new Government Decision, the Ministry of Agriculture, Food and Forests has been changed into the Ministry of Agriculture, Forests and Rural Development (MAFRD) and some subsequent changes within its organization has followed as well. The updated position of the DoF within the MAFRD and its internal structure are presented in figure 1. According to the Government Decision no. 155/2005, referring to the organization and functionality of the Ministry of Agriculture, Forests and Rural Development, its mission consists of the following main tasks:

- Develops strategies and sectoral policies for sustainable use and management of the resources provided by the national forest fund and the forest vegetation, which is not included into the forest fund.
- Develops technical standards and instructions aiming at managing the forest fund in a sustainable manner.
- Exerts the legal tasks in order to observe the Forest Code provisions across the national forest fund.
- Prepares the adoption by the Parliament and implements the *acquis communautaire* for forestry.
- Coordinates and supervises the activity of developing managerial plans in a consistent way, according to the technical standards, for large forest estates, small forest estates and woodlands.
- Comes up with proposals for the maximum allowable cut for one year, on the basis of the total allowable cut provided by the forest managerial plans; the allowable cut is being broken down on types of final users (industry and local communities).
- Manages the forest informational system according to the 8th article of the Emergency Ordinance 41/2004 for modifying and updating the Law of Cadastre and estate advertising no. 499/2004; keeps the records of forest lands and woodland, irrespective of the type of ownership and provides the data needed for the cadastre system. *It also coordinates the topographic, photogrammetric and geodesic works.*
- Analyzes and, according to the law, approves the submissions for taking off some areas from the forest fund, for good or for a limited period of time; it also regulates the forest boundaries, regardless the type of ownership.
- Coordinates, along with other stakeholders, the afforestation works on badlands, inadequate for agricultural use, or forest belts. It also coordinates in a homogeneous manner the works on forest managerial planning.
- Organizes the national system of forest monitoring, and adopts measures for improving the health of the forest fund in accordance with the *acquis communautaire*.
- Pursues the development of the forest road network and supervises its funding.
- Supervises the state of the forest fund and produces annual reports for the Government.
- Certifies the professionals and the companies allowed producing projects and studies for ecological restoration, badland afforestation, and managerial planning works. Collaborates with other stakeholders for seizing the national forest fund.
- Organizes and coordinates the research activities, along with the technical development and forest extension.
- Standardizes the forest managerial plans for private forests as well as for forests owned by municipalities and other owners.
- Approves the forest zoning for the woodlands.

- Organizes the forest technical works financed by the state budget for the private forests, according to the law.
- Coordinates the public awareness and training campaigns in order to make the private owners to observe the forest regime.
- Develops and supervises the technical standards for producing the seeds and seedlings needed for forest regeneration.
- Authorizes structures able to manage the private forests according to the Forest Code provisions.
- Develops and analyses the information system for forestry.
- Makes feasible the international programs for forestry.
- Produces and delivers syntheses on the national forest fund, updates the national forest inventory and writes down prognoses.
- Checks and approves the documents that justifies losses produced by calamities occurred in newly regenerated areas.
- Coordinates the works for the forest inventory.
- Supervises how the SAPARD program is being implemented.
- Comes up with strategies and sectoral policies.
- Tenders, according to the law provisions, the hunting fields and supervises the game management.
- Develops regulations and technical standards for sustainable game management and for sustainable management of other non-wood forest products.

All further analyses regarding the human resources requirements will be focused on these tasks and training issues foreseen in the last section will refer to one or more of these tasks.

As for the institutions that stand for the public authority in charge with forestry at the territorial level, according to the updated organization chart, there are eight inspectorates for forest regime and hunting that overlap the territorial profile of the development regions.

According to the latest sectoral strategy developed for forestry, the role of DoF has been defined in accordance to the main topic addressed by that strategy. It should be highlighted that, contrasting the Government Decision referred to as the guiding document for drafting the needs for human resources, the sectoral strategy has been more clearly defined in some respects.

Some purposes were defined in a pragmatic manner, such as “The establishment of a Geographic Information System (GIS) for forest management in Romania” while other issues being completely forgotten, such as the *acquis communautaire* itself. It is just an issue of timing because when the forestry strategy was produced little was known about the odds and ends of the EU integration process. The following strategic actions are not regarded as actual responsibilities of the DoF, although the strategy has assumed the DoF would be in charge with:

- Drafting and passing legal basis for administrative and control mechanisms, and instruments based on market economy principles and private land ownership (1st priority)
- Developing administrative structures to suit the existing working units and forest districts, irrespective of land ownership (1st priority).
- Updating the forest administration information system at central and local levels (1st priority).
- Harmonizing of the forest administration system with European practice (2nd priority, now being turned out into a 1st priority issue).
- Extending the forest coverage over meadows and other types of land usually covered by wooden plants (3rd priority).
- Developing and implementing criteria and indicators for sustainable forest management (1st priority, accomplished now).
- Developing a National Program for sustainable forest management.

- Setting up a Geographic Information System (GIS) for forest management in Romania (1st priority, postponed now, due to the lack of money).
- Developing the National Forest Inventory.
- Upgrading of the forestland register/cadastral in compliance with the general land register/cadastral requirements.
- Identifying the forest ecosystems and habitats with high biodiversity value (a task that is impossible to accomplish directly, without coming up with adequate proposals for research projects that would be financed from the national budget).

In conclusion, a lot of first priorities stated by the sectoral strategy have been left aside, a few second priorities have been already accomplished more or less, due to the snow-ball effect of adhering to international conventions (most of all being related to biodiversity preservation), and some challenges, not even mentioned as second or third degree priorities, have been addressed by officially authorized initiatives or kicked-off projects just for tagging on the political.

Actually, when comparing the latest forestry strategy with the latest DoF terms of reference, one should consider that a forest strategy might reflect what the political power would have wanted to come up with in the forest sector, considering a tight network of connections within the national economy.

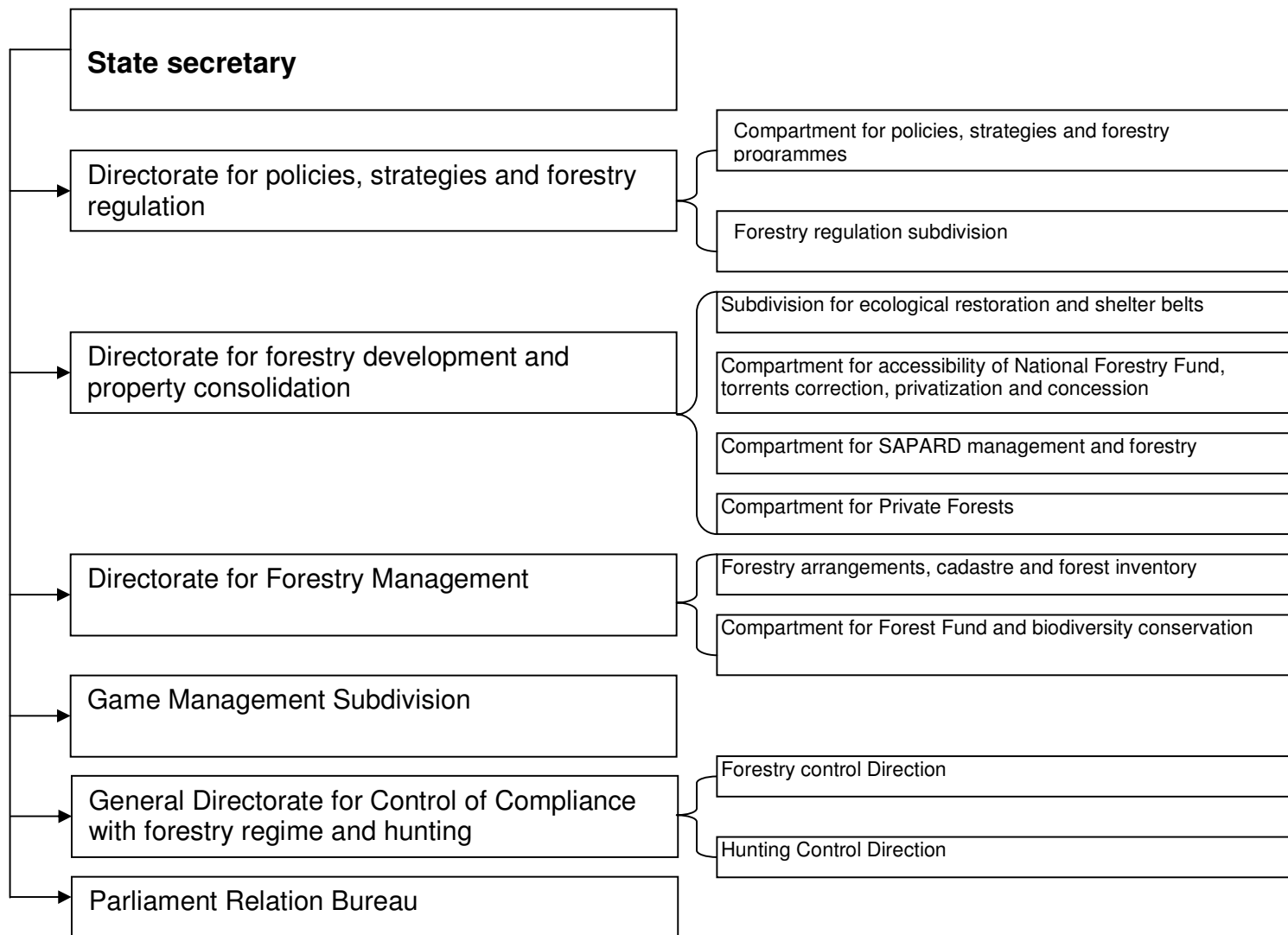


Figure 1: Structure of the Directorate of Forestry within the Ministry of Agriculture, Forests and Rural development

3.1 Directorate of Policies, Strategies and Forest Regulations

This body is responsible with conceiving and implementing the national sustainable forest policy and measures to preserve the forest vegetation beyond the forest fund, such as forest shelterbelts and woodlands where the density of trees is lower than 40%. In this category the alpine Swiss pine belt is also included, as well as isolated trees spread out on pasturelands. This body is also responsible for merging the forest strategy within the national economic growth strategy. Along with these objectives, in the Table 1 we present the roles and responsibilities for the personnel. We would like to note that the consultant didn't review the job description for the Direction Manager because it was not available.

Table 1 Structure of the Directorate of Policies, Strategies and Forest Regulations

No	Position	Professional degree	Aim of the job	Requirements	Roles and responsibilities
1.	Superior counselor	1 st degree Counselor	Promote activities on forest development	University degree in forestry Proficiency in PC usage English and French, very good level	Comes up the proposals for the national strategy on forestry and forest vegetation outside the forest fund Merge the sectoral strategy into the social and economic growth strategy Identifies the needs for prognoses on sustainable forestry development Monitors the way in which the forest strategy is being observed according to the economic, ecologic and social requirements Collaborate with international bodies on forestry Monitors the health condition of forests and pursues the commitments overtaken by Romania within the ICP forests program
2.	Principal Counselor	1 st degree counselor	Same as above	University degree in forestry PC proficiency English, advanced level	Collaborate with international bodies on forestry, comes up with reports and surveys Pursues the indicator of sustainable forest development Collaborate to develop the national strategy and policy on sustainable development Elaborates strategies and policies on sustainable forest development Analyzes and comes up with proposals on sectoral strategies the forest sector interferes with Pursues the commitments assumed by Romania at international level
3.	Beginner counselor	Apprentice counselor	Promotes actions on developing the forest policy and strategy	University degree in forestry PC proficiency English, advanced level	Pursues international programs and projects that have components in forestry Analyzes the statistics on forestry in order to pursue the sustainable forestry indicators. Collaborate on organizing scientific events, workshops and professional meetings referring pre-university and university

					teaching as well as specific campaigns.
4.	Senior Juridical counselor	Senior counselor 1 st degree	Comes up with or approves regulations on forestry in order to harmonize them with the acquis communautaire	PC proficiency A foreign language, intermediate level	Drafts bills for forestry Approves norms and regulations in forestry Analyses and comments projects on regulations for forestry Pursues a better correlation between forest regulation and European directives Collaborates with the Directorate for European Integration of the ministry for approving the position document of Agriculture chapter, sub-chapter forestry and woods
5.	Superior referent	Superior referent 3 rd degree	Takes over and distributes the registered documents	High school, secretarial courses, PC intermediate level	Prepares the correspondence Centralizes studies Distributes the documents and follows them up
6.	Principal juridical counselor	Counselor, 1 st degree	Underlies, elaborates and approves regulations in forestry	Juridical university studies PC intermediate level A foreign language, intermediate level	Underlies, elaborates and promotes regulations in forestry Endorses bills in forestry Analyses, annotates and endorses bill connected to forestry Organizes and tracks down the Romanian legislation in forestry
7.	Assistant counselor	Counselor 1 st degree	Promotes actions referred to political development and forest strategy	University degree in forestry PC high level French – intermediate language	Pursues and promotes the strategy on sustainable forest management and updates the strategy according to subsequent ecological, economic and social requirements. Pursues the way in which the forest strategy is being integrated within the national strategy Follows up the state-of-the-art of forest management at international level and comes up with necessary correctives on national prognoses
8.	Main referent	A class, 1 st degree	Office jobs, takes over and distributes documentations, assures the information flow	High school, PC intermediate level, foreign languages, intermediate level	Office jobs, provide phone information
9.	Superior counselor	Counselor 1 st degree	Elaborates regulations, technical standards bills on	University degree on forestry and forest logging	Underlies, drafts and edits bills on forestry keeping an eye on the Law 24/2000 Analyses, comments and/or approve bills on field related to

			forestry	PC intermediate level One language, intermediate level	forestry
10.	Superior counselor	A category, 1 st class, 2 nd degree	Deals with other tasks that have been neglected		

3.2 Directorate of Forest Development and Ownership consolidation

There are three compartments and a subdivision gathered into this directorate, their profile being rather a technical one. The Department of Ecological Restoration has to allocate the funds needed for reforestation of some badlands; it also has to track down these funds that implies a straightforward relationship with landowners or land administrators, such as the National Forest Administration. A sound comprehension of the reforestation or afforestation works is needed, including the knowledge related to the supply of reproductive material (seed reserves for seeds or nurseries for seedlings). In order to foresee the seedlings supply the most important piece of information this compartment actually needs is a catalogue of the most important nurseries.

The second department deals with forest road network, (forest accessibility), torrents control, privatization, estates and concessions. As the previous one, it is oriented to technical aspects of torrents control and forest roads. Nevertheless, the legal aspects of concessions and property rights are prevailing and this department might be overwhelmed soon, without having a reliable IT support.

The SAPARD department plays the role of middleman between woodland owners, the regional program implementation bureaus and the companies able to produce the technical documentation an application form relies on. Each of the eight forest inspectorates has two employees supposed to provide technical assistance to the regional implementation bureaus as well as to the landowners, associations or other legal bodies that might be eligible for co-financed investments.

Comparing to other departments, this is a temporary one and will last as long as necessary in order to smooth and encourage the process of submitting projects for being co-financed.

The last compartment deals with private forests, its main task being to coordinate the works necessary for improving the management for private forests. This department deals specially with strengthening the local association and the national ones and supply technical standards when required.

Positions and tasks are presented in table 2.

Table 2 Structure of the Directorate for Forestry Development and Ownership Consolidation

	Position	Professional status	Position competence	Education requirements	Tasks
1	Director	Superior counselor	Enforces laws and regulations focused on forest expansion and ownership consolidation	<ol style="list-style-type: none"> 1. University degree in forestry 2. Computer skills 3. Proficiency in one foreign language 4. Experience in implementing laws 5. Communication ability 6. Capacity to work in a team 7. Managerial experience 	<p>Coordinates the ecological restoration works on agricultural and forest badlands</p> <p>Contributes to outlining and advising technical standards and regulations on ecological restoration and ownership consolidation</p> <p>Comes up budgeting proposals</p> <p>Coordinates the forest shelter belts program</p> <p>Complies with International Programs on assessing and monitoring air pollution effects upon forests (ICP Forests) and the European Forest Monitoring in accordance with the EU scheme on forest protection against air pollution.</p> <p>Coordinates the syntheses on forest regeneration</p> <p>Comes up with reports on private and communal woodlands</p> <p>Promotes and implements specific international projects</p> <p>Supervise the extension of the forest road network and the rational use of money in this respect</p> <p>Comes up with proposals for forest road investments</p> <p>Supervise the “new roads for wood” barter schemes</p> <p>Analyses and supervises the technical and economical documentations</p> <p>Coordinates and follows up woodland concessions</p> <p>Follows up and checks the financial plans financed from the budget or external credits.</p> <p>Organizes and oversees forest management</p> <p>Organizes the forest-related works financed by the budget for private woodlands.</p>

					<p>Implements, along with the SAPARD agency, the forestry measure</p> <p>Collaborates with the Directorate of Rural Development, the SAPARD agency and territorial bureaus of SAPARD implantation of the forestry measure.</p> <p>Prepares and implants the program for consolidation and development of private woodlands.</p>
3	Counselor	Junior counselor 3 rd grade	SAPARD measure	<ol style="list-style-type: none"> 1. University degree in forestry 2. Computer skills 3. At least on foreign language, intermediate level 4. Experience in enforcing the law 5. Capacity to cope with and adapt to new situations 6. Communication skills and capacity to work in a team 7. Hard work resilience 8. Experience in working with the SAPARD beneficiaries 	<p>Cooperation with ITRSV and SAPARD</p> <p>Supervise the implementation of SAPARD measure</p> <p>Comes up with proposals for periodic training for the forestry-related delegated technical services</p> <p>Verify the SAPARD imbursement applications</p> <p>Reports to SAPARD agency</p>
3	Counselor	Same as above	Same as above	Same as above	Same as above
4	Counselor	Junior counselor 3 rd grade	Same as above	Same as above	<p>Cooperation with structures involved in implementing other SAPARD measures or other forestry program, for a better consistency of sustainable sectoral development</p> <p>Cooperation with ITRSV</p> <p>Monitors the whole activity of verifying the SAPARD financial applications</p> <p>Plus the same as above</p>
5	Assistant	Assistant referent	Office jobs for	High school	Keeps the records of all documents

	referent		the whole directorate, takes over documentation and distributes it to addressees, headquarters.	Computer skills Foreign languages (intermediate level) More than 2 yrs. length of service in public positions Communications abilities Hard working capacity	Taking over and handing over documents throughout the offices Signs the endorsement letters for regulations and bills to pass.
6	Counselor	Superior counselor, 1 st degree	SAPARD forestry measure	University degree in forestry High computer literacy Foreign language, at least one satisfactory Experience in enforcing forest legislation Communication and capacity work in a team, hard work resilience Experience with private woodland owners	Implements the national strategy on consolidating the private ownership. Learns the owners how to access the funds for sustainable development of the forest fund Collaborates with other bodies and structure for a better implementation of the SAPARD measure and other programs Same as counselor on the 4 th position but without monitoring the SAPARD financial flows.
Department of forest fund accessibility, torrents control, privatization and concessions					
7	Counselor or juridical counselor	Beginner counselor	A better use of the national forest fund by implementing the strategy for forest development	University degree in forestry, PC literacy (word processors), team working and communication	Law enforcement, drafting the bills, preparative works for the decision making processes, writes down ToR and opportunity studies for concessions

8	Counselor	Chief counselor, 1 st degree	National strategy of forest fund development and road network extension	University degree in forest engineering, computer literacy in Word and Excel, French and English languages, intermediate level, team working capacity	Law enforcement, collaboration with other institutions in drafting the bills, preparative works for the decision making processes Financial sources for forest roads Analyses the degree to which the existing network is adequate Prioritizes the new roads needed. Centralizes the proposals regarding the annual budget for road construction Verifies the back-up documentations for changing the forest land use in other uses and deforestation along the road paths' and pass these documentations to the forest fund department for approval
9	Counselor	Senior counselor, 3 rd degree	Same as above	Same as above	Law enforcement coordinates drafts for bills, advisory works, decision making and all attributes the 7 position has.
10	Counselor	Chief Counselor, 1 st degree	Supports the forest policy implementation and forest fund accessibility	University degree in engineering Computer literacy word and Excel, French and English, intermediate level Team working	Law enforcement, collaborates to bill drafting, organizes the work for drafting the bills, preparative for decision making processes Check up the documentations on calamities occurred on torrent control works Monitors the finished works in torrents control Monitors the maintenance hydro technical works Monitors new investments in torrents control
11	Counselor	Superior counselor, 1 st degree	Same as above	University degree in forest engineering Good management & business in forestry, visibility and sound organization capacity Computer literacy: word and	Law enforcement, coordinates studies, control, counsellorship, collaborates with other people in drafting the bills, decision making on forest road network development

				excel French & English intermediate level Team working capacity	
Ecological restoration					
12	Counselor	Superior counselor	Ecological restoration	University degree in forestry Average computer literacy One language – intermediate level	Comes up with proposals to budget the land improvement Supervises technical reports Collaborates to certifying
13		Superior Counselor 2 nd degree	Ecological restoration	University degree in forestry PC intermediate level One foreign language, intermediate level	Law enforcement on afforestations on badlands National program to improve the badlands Gauging the National Forest Administration annual program to purchase woodland from private landowners

3.3 Department of Forest Management

3.3.1 Tasks derived from the acquis communautaire for forestry

The European Forestry Information and Communication System (EFICS) was set up according to the Council Regulation No 1615/89, extended and amended by Regulations No 400/94 and No 1100/98 respectively. In 2003, which is the last landmark of this vast process, as a Network for a European Forest Information Service (NEFIS) has been created. NEFIS will be built on and continue the activities initiated under the initial European Forest Information System (EFIS) project; it will also contribute to the activities of the IUFRO Special Programme on the Global Forest Information System (GFIS). NEFIS will thereby concentrate on the issues related to data provision and prepare the ground for EFIS to become a European node of the GFIS. The main objectives of NEFIS are to maximize the value of existing data and databases by:

- Coordinating ongoing efforts to create forest information systems and services;
- Supporting data provision at the regional, country and international level to develop harmonized standards and procedures for data provision; and by
- Increasing the usability of available data and databases by the European citizens.

NEFIS will implement a set of specific tasks during the project duration:

- Review the state of the art in the technical development of information services using the internet as dissemination vehicle, especially in view of recent achievements of ongoing activities;
- Publish a follow-up version of the currently available EFIS prototype with features enabling European data providers and users to utilize the service;
- Develop metadata standards and controlled vocabularies for different forestry and forestry-related topics;
- Suggest unified and operable methods for communication between different internet-based forest information service activities;
- Test the forest information service using regional, national and international data sets provided by the consortium for the project;
- Evaluate the service from the user's data providers perspective; and
- *Develop strategies for the development of the service in the framework of the new EFICS regulation and international commitments.*

Though preparatory activities to set up the system have been ongoing since 1996, EFICS is still not operational and no clear rules have been developed for the Member States on how to contribute and/or benefit from EFICS or on measures that have to be taken by them in relation to this EFICS. Hence, the Regulation has still not given origin to specific requirements nor opportunities for Member States and/or Candidate Countries.

Nevertheless, the forestry Information System, irrespective of which extent it is not structured yet, must integrate the DoF within the network. For the DoF, the main task to undertake is to define, according to the existing legal basis and standards, the final structure of the forest database; the latter one is to set up the priorities and privileges for accessing and/or updating any data file included into the forestry database.

3.3.2 Ongoing tasks carried out in accordance with the existing legislation and common practice

This department is the technical core of the whole Directorate of Forests, as all of the most frequent technical problems must be dealt with, such as: forest cadastre, coordination of the forest managerial planning, natural reserves or supervising the way in which the forest legislation is being observed by all land users and landowners.

The main tasks of the Compartment of Forest Fund and Biodiversity Preservation are related to book-keeping the overall features of the forest area and biodiversity preservation. It should be said that another counterpart department has been created within the Ministry of Water and Environmental Protection, wherein the biodiversity issues are gathered with the food

security (Directorate of Biodiversity Conservation and Biological Security). It must be said that, according to the strategy that has been adopted for biodiversity conservation, special departments for biological diversity are to be set up wherever biological resources are being used or managed, in order to harmonize in a coherent manner the national strategy.

According to the strategy of biodiversity protection (project financed by the World Bank) within a period of ten years the management of all national and natural parks should be backed up by adequate managerial plans. Along with that, it is also needed a specific network for biodiversity monitoring, on which implementation the Department of Forest Fund and Biodiversity is in charge of.

According to the same strategy, the Department of Forest Fund and Biodiversity Preservation must contribute to a national program on analyzing both the biodiversity and the causes of some species decline, including threatened species.

Nevertheless, the frequency of getting to solve different problems related to biodiversity preservation is much lower than the rate of being involved in the day-to-day technical issues of forest cadastre or managerial planning.

Actually, coordinating and supervising the managerial planning works is the bottleneck of the whole activity the Directorate is responsible for. Although the officials of this department are being involved only in a few phases of the technical process of producing a new managerial plan (they have to attend the managerial conferences wherein the planners meet their clients, being supervised by a representative of the public authority) this kind of work implies a tight logistic coordination, especially at the beginning of the year.

Unfortunately for the time being, the quality of the forest cadastre has left much to be desired due to the lack of coordination and money. Hence the training and IT needs of this department must be carefully addressed in order to speed up the process of modernizing the forest cadastre.

As for the forest inventory, it will be carried out by another company or institution, the only role the Directorate of Forest Management might have being the coordination, in order to observe the same technical standards.

The tasks and responsibilities of the personnel within this Direction are presented in the Table 3.

Table 3 Tasks and responsibilities of the personnel within the Forest Management Directorate

No.	Position	Professional degree	Aim of the job	Requirements	Tasks
1.	Counselor	Senior Counselor 3	Compliance with the ministry attribution of the ministry related to compliance with the forest regime.	<ul style="list-style-type: none"> • Agricultural University degree, plants protection; • Computer operation - good; • English – medium level. 	<ul style="list-style-type: none"> • Monitoring the health status of forests from the NFF; • Organizes the system for surveillance the health of forests; • Monitors the achievement of obligations assumed by Romania which relate from the “International Cooperation Programme regarding the assessment and monitoring of air pollution on forest (ICP Forests)”; • Approves the measures for improvement the surveillance system for the health of forests; • Organizes the national monitoring system for soil and vegetation for forestry; • Measures for health of forests • Checks the documentation for forest protection (statistics and prognosis) sent by the own structures • Checks the compliance of legislation regarding forest protection
2.	Assistant counselor	A III 3	Forestry Management Department	<ul style="list-style-type: none"> •Agriculture Faculty within the Agricultural Science University. • Special courses: agronomy, soil and groundwater– agrochemistry. • PC Operation: - Windows, Word, Excel, Access, Power Point, • Foreign languages: - English - advanced. 	<ul style="list-style-type: none"> • Data base setting up for the forest planning; • Centralizing the data regarding the forest found and periodical updating; • answering to the enquiry and complaints; • Periodical training for Health and Safety and Fire protection with the employees of the direction • Translation from/in English for the materials of the direction.
3.	Chief Counselor		Compliance with the ministry attributions in the field of compliance with the forestry regime.	<ul style="list-style-type: none"> • University graduate in forestry field; • computer operation: very good; • Foreign languages: at least one international language. 	<ul style="list-style-type: none"> • reviews and suggest the requirements for changing the use category for the forestry lands; • reviews and suggest for approval the requirements for temporary or definitive removal of lands from forest circuit; • reviews and suggest for approval requirements for reimbursement of the warranties for temporary removal from the forest circuit • reviews and the suggest for approval the exchange of lands between

					<p>the state and private owners;</p> <ul style="list-style-type: none"> • checking the documentation on the field; • cooperates with other services for initiation and setting up legislation in the field of forestry; • checking documentation and develops the export approval for companies which are requiring permits for exporting wood (raw or primary processed) according to the GD 1527/2003
4.	Legal counselor III rd degree		Ensuring the technical assistance for compliance with the attributions of the Forest Management Direction	<ul style="list-style-type: none"> • University graduate: law school; • PC Operation Microsoft Office – medium; • Foreign languages French– advanced, English– medium. 	<ul style="list-style-type: none"> • Develops the documentation for approval of the forest planning based on the notices issued by CTAS; • Approves all the legal acts proposals developed by the Forest Management Direction; • Makes the answers to all the requirements for legal guidance received by the Direction; • Cooperates with the department in finalizing and approval of the legislation drafts; • Organizes and keeps the evidence of national legislation in the forestry field;
5.	Superior Counselor	Category A, Class I, Degree 3	Promotes the policy of the authority having as main aim to defend, preserve and develop the NFF having in mind the complex role of forests in the social and economic life of the country, regardless of the property type. Ensuring information on forest planning and the NFF	<ul style="list-style-type: none"> • University degree in the field of forestry; • Specialist: technology design engineer; • PC Operation: medium; • Foreign languages: medium. 	<p>Implementation and enforcement of legislation, control, counseling, coordination, development of regulations, taking decisions regarding forest planning and forest fund:</p> <ul style="list-style-type: none"> • Checks the implementation and application of legislation, attends training and gives suggestions; • Checks the implementation of an unitary conception in setting up forest arrangements for the national forest fund and for the vegetation out of the national forest fund considering the sustainable development of forests; • Reviews and justifies the National Annual Programme for forest planning mentioned in the forestry Act; • CTAS Secretary in the technological design commission; • Attends the checks regarding the process for forest planning in the field and the way there are respected the legislation requirements; • Reviews the way in which is developed the forest planning, summary planning studies, transforming of the forest area checking the compliance with the regulations • Development of CTAS notices and Orders for approval of the forest

					<p>planning</p> <ul style="list-style-type: none"> • Reviews and suggest for approval requirements for changing the provision of forest planning • approves the requirements of category changing; • Approves the requirements for temporary or definitive taking out the lands from forest found; • Suggests based on the forest planning the maximum annual forest harvest from public and private forests as well from the forest vegetation out of the national forest found, on categories, destinations and users; • Development of synthesis for the national forests found, studies on the wood market, pricing policies; • Attends at national level the forest events together with the interested factors from the Forest State Secretary; • Checks the activities of setting up the criteria and the indicators for sustainable development of forests and informs on the forests status in Romania; • Organizes the forestry inventory and develops prognosis on its evolution; • Attends as member the Commission within the Ministry; • Coordinates and checks the execution of the objectives for investments for the forest planning works; • International cooperation for taking advantage of possible funding opportunities for the development of national forest found; • Cooperation with the specialty services within the ministry for updating the National Strategy for Forestry development and the implementation of the Action plan for sustainable management of the private forests; • Development of the GIS in forestry area; • Initiation and cooperation for legislation development • Reviews and promote technical documentations related to its activity •
6.	Main reviewer	Main reviewer	Development of secretarial works for the department, correspondence, information on the papers specific to	<ul style="list-style-type: none"> • Secondary school • PC: Word, Excel, and Windows. • English at medium level. 	<ul style="list-style-type: none"> • ensures the evidence of documents for the direction • receives and the gives information requested by telephone regarding the activity of the department • types in the answers to inquiries; • centralizes situations; • other attributions and requirements coming from the Direction manager

			the direction		
Forest planning, cadastre, forestry inventory					
7.	Counselor		Achievement of the ministry obligations related to forest management	<ul style="list-style-type: none"> • Long time studies in the field of forestry and forest exploitation • Computer knowledge: Microsoft Office, email – medium level 	<ul style="list-style-type: none"> • Reviews and suggests for approval the requirements for changing the use category for the lands from the national forest found; • Reviews and suggests for approval the requirements for taking out of the forest circuit temporary or definite the lands, changing the use category; • Checking in the area the documentation regarding taking out the lands and the exchange of lands; • Cooperate with the specialty services in setting up projects for instructions and legislation related to national forest found or other legislation set up by other state authorities which are within the department.
8.	Service manager	Superior counselor, A Category, Class I, 2 nd degree	Promotion of the authority policy responsible for forestry in the field of forest rehabilitation having as main aim to preserve and to develop the forest found together with the complex role of forests in the social and economic life or the country, no matter of the type of property. Ensuring information	<ul style="list-style-type: none"> • University Degree for Forestry faculty, technology engineer, main designer engineer degree III; • PC operation: medium; • Foreign languages: medium. 	<p>Application and enforcement of legislation, studies, control, counseling, coordination, development of regulation, decision taking regarding arrangement of forests and forest found.:</p> <ul style="list-style-type: none"> • Controlling the application and implementation of the legislation, attending the trainings and suggesting improvements; • Checks the implementation of an unitary conception in setting up forest arrangements for the national forest fund and for the vegetation out of the national forest found considering the sustainable development of forests; • Reviews and justifies the National Annual Programme for forest planning mentioned in the forestry Act; • Reviews and suggest programs for the I st and II nd planning conference; • Attends or suggest delegates for attending the Forest planning conferences, monitoring the application of the technical norms for the forest planning • CTAS Secretary in the technological design commission; • Attends the checks regarding the process for forest planning in the field and the way there are respected the legislation requirements; • Reviews the way in which is developed the forest planning, summary

			<p>regarding the arrangement of forest and the national forestry found</p>	<p>planning studies, transforming of the forest area checking the compliance with the regulations</p> <ul style="list-style-type: none"> • Development of CTAS notices and Orders for approval of the forest planning • Reviews and suggest for approval requirements for changing the provision of forest planning • approves the requirements of category changing; • Approves the requirements for temporary or definitive taking out the lands from forest found; • Suggests based on the forest planning the maximum annual forest harvest from public and private forests as well from the forest vegetation out of the national forest found, on categories, destinations and users; • Development of synthesis for the national forests found, studies on the wood market, pricing policies; • Attends at national level the forest events together with the interested factors from the Forest State Secretary; • Checks the activities of setting up the criteria and the indicators for sustainable development of forests and informs on the forests status in Romania; • Organizes the forestry inventory and develops prognosis on its evolution; • Attends as member the Commission within the Ministry; • Coordinates and checks the execution of the objectives for investments for the forest planning works; • International cooperation for taking advantage of possible funding opportunities for the development of national forest found; • Cooperation with the specialty services within the ministry for updating the National Strategy for Forestry development and the implementation of the Action plan for sustainable management of the private forests; • Development of the GIS in forestry area; • Initiation and cooperation for legislation development • Reviews and promote technical documentations related to its activity
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3.4 Game management subdivision

This section is responsible with producing standards and norms on game management and all related activities, such as: conditions to comply with when company is interested in administering a hunting fund, legal issues, hunting quotas for different species of game or annual surveying of the game stock. Along with these tasks, this subdivision is also responsible with issuing special authorizations for game trophies or protected species of game, as well as with issuing all the documentation needed for attending international exhibition of game trophies.

Table 4 presents the Roles and Attributions of the personnel within the Game Management Subdivision.

Table 4 – Roles and responsibilities of the personnel within the Game Management Subdivision

No.	Position	Professional degree	Aim of the job	Requirements	Tasks
1.	Senior specialty reviewer	B II 2	Implementing activities specific for the hunting area	<ul style="list-style-type: none"> • Short term superior school in the forestry area where at least one topic was related to game and hunting; • PC Operation; • English – medium. 	<ul style="list-style-type: none"> • Suggestion for population with new game; • suggestions for organization and recognition for technical hunting experts; • Member of the commission for recognition of voluntary hunting inspectors; • Control of compliance of clauses by the managers; • Suggestions for actions for information on hunting activities, training of population in the hunting area; • Suggestion for approval of setting up game nurseries for commercial, consumption and population interest; • Suggestion for approval of captivity for wild species; • Suggestions for permitting for the companies developing operations for the wild species, game meat and other hunting products; • Member of the commission for examination for the hunting permit; • attends the works of the national hunting council; • suggests approval for hunting and capture of game species in order to reduce their number in periods when this activity is forbidden; • Attends control actions in the hunting field
2.	Senior counselor	A II 2	Implementing specific activities in hunting area	<ul style="list-style-type: none"> • University degree in the forestry area with topics on game or hunting; • Computer operation; • English – medium. 	<ul style="list-style-type: none"> • Assigning the right for management of hunting funds; • Suggests minimum tariffs for attribution of management funds and the ones required for Romanian and foreign hunters; • Development of methodologies for assessment of game, calculation of corp. ratios and regulations and practicing the hunting, criteria for licensing of operation for hunting funds manager; • Review of documentation and suggestions for licensing the managers of hunting funds; • Suggestions for framework agreement for management contracts; • International cooperation in the hunting area, approval for bears hunting; • Member of the commission for examination in order to receive the hunting permit; • Suggestion for the model of hunting permit and the regulation for

					<p>issuing and using these permits;</p> <ul style="list-style-type: none"> • Recognition of individuals and entities which can develop studies for sustainable development of hunting founts; • Attends the works of National council for Hunting; • Suggestion for restricting and extension of the hunting period for certain species; • Attending control actions in the hunting area
3.	Assistant counselor	A III 2	Implementing the activities specific for the hunting field	<ul style="list-style-type: none"> • University degree in the forestry area where one of the topics has been hunting related; • Computer Operation; • English – medium. 	<ul style="list-style-type: none"> • Registration of the hunting progress, dynamics and awards; • Suggestions for approval of training programmes which are connected with hunting and approves the research programmes hunting related • Suggestion for information programme in the field of hunting; • Control the compliance of the contractual clauses by the managers; • Suggests the approval of game capture as scientific research except for the hunting periods for protected species; • Suggests hunting for protected species in approved conditions; • Approval for expatriating the trophies with medals • Member of the examination commission for getting the hunting permit; hunting reservations and ensuring the necessary framework for sustainable development • Suggestion for delimitation and nomination of reservations for hunting preservation of special species • Control in the hunting field
4.	Assistant for the Legal Advisor		Ensuring the legal assistance for compliance of the attributions of the Office for Hunting Regime	<ul style="list-style-type: none"> • Graduate of the law school, • PC Operation - advanced; • English. 	<ul style="list-style-type: none"> • Fundamentation, development and promotion of legal act in the hunting field; Legal act, checking the legislation, approval and signature of legal acts • Finalizing and approval of draft legislation and approval of associations legal set up; • Monitoring on computer the Romanian legislation in the hunting area, files organization; • Suggests the attribution of the right to manage hunting founts. • Suggests approval operation license and management of hunting founts; • Content of management contracts • Checks the compliance of contract clauses • Suggestion for the model of the permit and licenses for hunting and the

					projects of regulation for using and issuing the permits
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3.5 General Directorate for control of Forestry and Hunting Regime

3.5.1 History of controlling the forest regime

The necessity of controlling the forest regime came up in 1998 in order to prevent any likely deforestation process that could follow the next stage of restituting the forest. It's worth nothing that the first law on restituting the property rights over agricultural and woodlands (Law 18/1991) was followed by a severe deforestations due to the lack of legal enforcements in deterring the landowners from cutting the trees on their own properties or preventing the wood thefts.

The first territorial structures deemed for controlling the forest regime irrespective to the forest ownership were created according to Government Ordinance 96/1998, which stated that the General Directorate of Forest Regime Supervision, which is subordinated to the Forest Department, is supervising the forest regime. In order to fulfill its main duties, the General Directorate of Forests has the following responsibilities:

- Oversees the way in which legal provisions are observed;
- Analyses and controls the way in which managerial plans have been observed;
- Controls the way in which the legal provisions referring to fire control measures have been observed;
- Controls the harvesting operations;
- Controls the road building and maintenance works, in accordance with the legal standards;
- Establishes forest felonies and misdemeanors;
- Verifies the written complaints;
- Approves the personnel employed by the private forest administration bodies, others than the National Forest Administration.

The job description of personnel within the General Direction for Forestry regime control and hunting were not available due to the fact that the Direction has just been reorganized within the ministry.

3.5.2 Territorial Inspectorates for Forestry and Hunting Regime

According to that Ordinance, a Territorial Forest Inspectorate (TFI) must be created in each county where the forest area exceeds 100,000 hectares; otherwise a FTI may be constituted over two or more counties in order to meet the area condition stated above. Another important condition, which has been stated by that Ordinance although it was never observed, refers to the forest area a forest engineer or technician may be responsible for; it was stated that a forest inspector might supervise up to 10.000 hectares while the control over the forest fund should be exerted by a technician for each 3,000 hectares in plains, 5,000 hectares in hilly regions and 10,000 hectares in mountainous regions.

Unfortunately, the regulation by which that ordinance has been enforced issued in 2000, (Government Decision 1046/2000) when seven TFI were created as shown in table 5.

Table 5 Territorial distribution of Territorial Forest Inspectorates created in 2000

Location of the headquarters	Coordinated counties
Iasi	Bacau, Botosani, Iasi, Neamt, Vaslui, Suceava
Zalau	Bihor, Bistrita-Nasaud, Cluj, Maramures, Satu Mare, Salaj
Brasov	Alba, Brasov, Covasna, Harghita, Mures, Sibiu
Buzau	Braila, Buzau, Constanta, Galati, Tucea, Vrancea

Timisoara	Arad, Hunedoara, Caras-Severin, Timis
Craiova	Dolj, Gorj, Mehedinti, Olt, Valcea
Bucuresti	Arges, Calarasi, Dambovita, Giurgiu, Ialomita, Ilfov, Prahova, Teleorman

In 2003 a new Government Decision (761/2003) was issued in order to separate two main types of tasks that must be exerted by the DoF: forest extension and control over the forest regime. At that time the National Environmental Guard was created, as a body of professionals aiming at preventing, identifying and suing environmental crimes. According to that decision, the inspectorates of forest regime and game management might employ up to 259 positions financed from the budget. There were 16 territorial inspectorates of forest regime and game management, subordinated to the National Environmental Guard, as shown in table 6.

Table 6 Territorial Inspectorates of Forest Regime and Game management created in 2003

Location of the headquarters	Coordinated counties
Bacau	Bacau, Neamt, Vaslui
Bistrita	Bistrita-Nasaud, Mures
Brasov	Brasov, Sibiu
Bucuresti	Calarasi, Giurgiu, Ialomita, Ilfov, Teleorman
Buzau	Braila, Buzau, Constanta, Galati, Vrancea, Tulcea
Resita	Caras-Severin
Covasna	Covasna
Tg. Jiu	Gorj, Mehedinti, Dolj
Harghita	Harghita
Deva	Hunedoara, Alba
Ploiesti	Prahova, Dambovita
Salaj	Bihor, Cluj, Salaj
Timis	Arad, Timis
Rm. Valcea	Arges, Olt, Valcea

In January 2004 following a new ordinance (41/2004 approved by the Law 117/2004) aiming at improving the consultancy system in forestry and game management, eight territorial directorates of forest regime and hunting were created. Doing so 102 positions were transferred from the National Environmental Guard to the Ministry of Agriculture, Forests and Rural Development.

3.5.3 Actual structure of Inspectorates of Forest Regime and Hunting

According to the Government Decision 333 issued in 2005, nine Territorial Inspectorates of Forest Regime and Hunting (TIFRH) have been created, being responsible with:

- Extension on forestry and game management;
- Monitoring and supervising the forest works carried out on forest fund;
- Supervising the way in which the forest regime is being implemented;
- Supervising the game management;
- Implementing the SAPARD measures;
- Consulting;

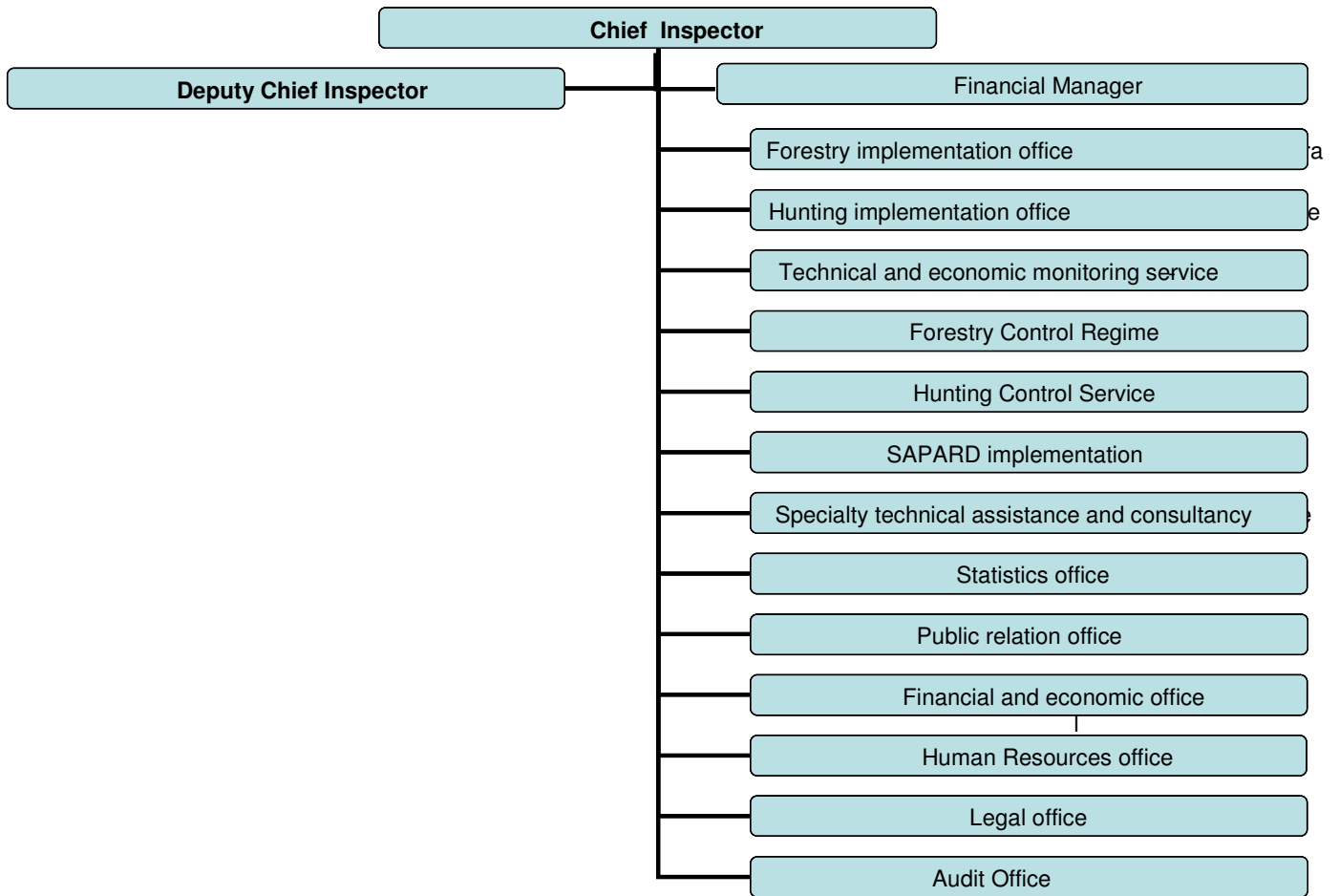
Human resources development;
 Statistics related to forestry;
 Public relations;
 Financial management;
 Audit.

Their scopes are shown in table 7.

Table 7 The actual network of ITRSVs

Location of the headquarters	Coordinated counties
Brasov	Brasov, Covasna, Harghita, Mures, Sibiu
Bucuresti	Bucuresti, Calarasi, Constanta, Giurgiu, Ialomita, Ilfov, Teleorman
Cluj-Napoca	Alba, Bistrita-Nasaud, Cluj, Maramures
Focsani	Braila, Buzau, Galati, Tulcea, Vaslui, Vrancea
Oradea	Arad, Bihor, Satu Mare, Salaj
Ploiesti	Arges, Dambovita, Prahova
Ramnicu-Valcea	Dolj, Gorj, Mehedinti, Olt, Valcea
Suceava	Bacau, Botosani, Iasi, Neamt, Suceava
Timisoara	Caras-Severin, Hunedoara, Timis

The structure of an ITRSV is presented below



ROMANIA – FORESTRY DEVELOPMENT PROGRAMME

HUMAN RESOURCES DEVELOPMENT PROJECT FOR THE DIRECTORATE OF FORESTRY

CHAPTER 4 – Justification of training needs within the DoF and territorial structures

4 Justification of training needs within the Department of Forestry and territorial structures

Romania's integration within the EU imposes complying with norms and regulations which include awareness and professional training for the personnel within the Department of Forestry and the territorial structures. Additionally there are other requirements for forestry management, a continuous adaptation on implementing the new exploitation technologies and also improvement of the communication process between partners and beneficiaries. These needs show up as a consequence of generation changes, introduction of new qualified personnel which needs not only training but also mentoring from the experienced personnel.

Forest privatization process and the mixed property generates the need of specialized personnel which could ensure the correct information, a good and efficient relation with the owners in order to fight the effects of irresponsible deforestation. In this activity sector the competition is increasing, this could generate a deficient management of private forest, all these leading to a negative effect on the Forest Fund.

The training needs assessment has been performed via a survey carried on in May-June 2005, on a sample of 150 persons from the Ministry of Agriculture, Forestry and Rural Development – Directorate of Forestry and 8 ITRSV. From managing this questionnaire there have been highlighted several possibilities for development of the professional training:

- a) Implementing a specific training system for the public officials,
- b) General information on the management, organization, communication and information management
- c) Computer training
- d) Foreign languages training
- e) National and international legislation in the forestry field

There have been organized 13 interviews with representatives of the Directorate of Forestry from the Ministry of Agriculture, Forestry and Rural Development, ITRSV, representatives of the forest owners, beneficiaries of the services in the forestry area. These interviews have been organized from the 14th until the 27th of 2005, and had as main aim identification of the problems of the personnel within these institutions and the main topics for training needed for overcoming these problems and optimal development of activities.

The methodologies used have been direct discussion (at the ITRSV Ploiesti, at the Ministry for Agriculture, Forestry and Rural Development), teleconference, email communication.

ROMANIA – FORESTRY DEVELOPMENT PROGRAMME

HUMAN RESOURCES DEVELOPMENT PROJECT FOR THE DIRECTORATE OF FORESTRY

CHAPTER 5 – Assessing the needs for training

5 ASSESSING THE NEEDS FOR TRAINING

5.1 Survey design

In order to improve the whole activities carried out by DoF and its territorial branches a unique survey was designed and distributed between all employees and staff. The survey is being presented in appendix 1 and it was structured into two parts. The goals of the first part were

- 1) assessing the overall degree to which the actual employees are satisfied with their jobs,
- 2) identifying the motives of dissatisfaction, and
- 3) Highlighting specific needs for training.

The second part was focused more on specific expertise issues, such as the relevance, accuracy and consistency of the legal system (addressed by questions 13, 14, and 15) and the visibility of protected areas from the standing point of ITRSV (questions 17,18, 19, 21, and 22). As one the main tasks of ITRSV is to track down any bunch of logs or lumber which is not legally sold, this issue was addressed in the same context of biodiversity preservation (question 20), although the outcome of illegal harvests is more important in terms of ecological threat. The supposed partnership with the local environmental protection agencies (EPAs) was scrutinized by question 23 in all respects, such as: non-wood forest products, managerial planning, putting into value the wood in buffer zones.

Two questions addressed two issues that can be regarded as “pure” public relations: the quality of harvesting operations and deterring private owners from harvesting more than the allowable cut. These matters were worded in terms of percents of the total time spent in field.

The question 26 is a tricky one, because the ITRSV personnel do not actually use the software that assesses the wood-by-stem volume. The question was put in order to appraise the extent to which the forest engineers are familiarized with a computer program which was frequently criticized for some inconsistencies. The answers are suggestive in this respect and they are commented in the following section.

The next question is being focused on a very controversial issue related to managerial plans developed by private companies for private woodland owners. It is a controversial issue initiated by the Forest Code: according to its provisions, on small woodlands the managerial plan confines to a harvesting program while the clear-cuttings adjacency issue, which is tremendously important in the mountainous area, has been completely left aside. Although this is the most important negative side-effect of promoting managerial plans on small areas, other negative aspects have also been reported, such as: flawed compositions of stands, different biased observations with respect to BHD for different species, and so forth).

Another undeclared goal was to identify the main sources of conflicts the ITRSVs' personnel might face with or actually are currently facing with. This issue was addressed by a direct question (number 28) addressing the nature of conflicts between stakeholders; the next question actually consists of two overlapping conflict matrices: the former (on lines) for severities the latter (on columns) for frequencies.

The third section starts with the 30th question, which has tried to identify the appropriate mean of communication with private landowners while the next three questions address the important issue of forest certification, namely the chain of custody wherein the wood-flow control function might be very important in implementing an effective chain of custody (question 33).

The 34th and 35th questions have addressed the computer literacy in two respects: the frequencies of using common office programs and a self-evaluation on those programs (Word, Excel, Access, and Internet browsers).

A couple of open questions have been addressed on different aspects, such as: the degree to which the legislative system is neutral with respect to the two types of ownership (Question 37), the extent to which the ITRSVs cope with forest crimes and specific needs to overcome the actual difficulties they are facing with (Q 38), and a self-evaluation of the actual expertise in forest-related domains (Q 39).

The 40th and 41st questions have scrutinized the needs with respect to foreign languages and specific gaps to fulfill (grammar, common conversation, and technical terms).

The last three questions were put just for statistical purposes, in order to stratify the data in a better way according to gender, age or education.

5.2 Survey results

This research was focused on the two institutional bodies the Romanian forestry will rely on after completion of property rights restoration: the Department of Forests, as the public authority responsible for forest sustainable management and the nine territorial inspectorates of forest regime.

The 158 responders cover a range of 14 different positions: forest engineer (38, 4%), field inspector (20, 3%), referent (10, 8) and other jobs, among which the most common is counselor (11, 4%). The contribution of each unit to this survey is presented in figure 2.

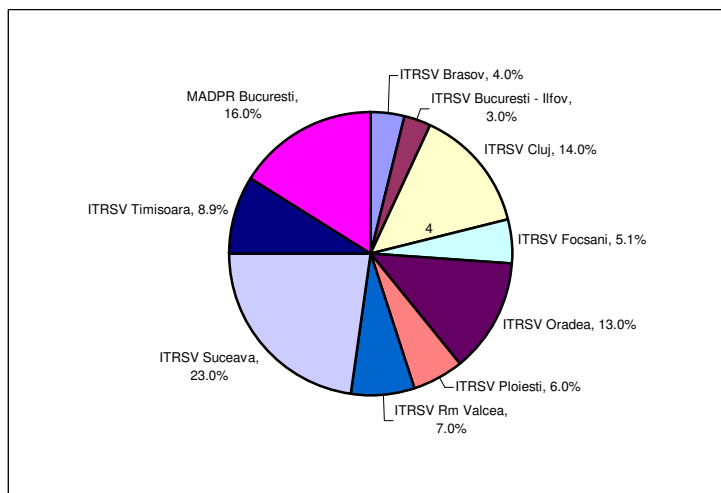


Figure 2 The shares of valid responses sent by June, 30.

In what concerns the period of work in the department, most of them (55%) have been working for 4-6 years, followed by the 1-3 years (24,7%). The ones working for more than 7 years are the fewest (7-13 years - 4,4%, 14-33 years - 2,4%). This young structure is important from the skill development point of view, because it influences the current education capital and the needs for future development. The investment in training is seen as a valuable one taking in consideration the personnel stability.

As stated in the prior section, an important aspect of the questionnaire was the job satisfaction. The general view is optimistic, 12% being very satisfied, 43,7% - satisfied, and 32,9% having a medium level of job-satisfaction. All in all, the percentages indicate an optimum level of job satisfaction.

As for the general degree to which the respondents have considered their capacities used in a proper way, 86,1% of respondents considering that their abilities are effectively utilized, only 8,2% consider they are underestimated and only 1,3% - overestimated. This result indicates no major personnel disruptions, conflicts and fluctuations on the long run.

Question 6 prioritizes the major problems that the employees are facing with in their daily activities, on a scale from 1 (major problem) to 15 (minor problem). The most important problems are the inadequate logistics (28,5%), hard working (22,8%) and bad information flows (10,1%). Summing up all the scores for each answer made another analysis on this question. It is important to mention that, in this way, the most important answers are the ones having the lowest general score: too much work (score 261), un-professional collaborators (score 265), lack of adequate logistics and lack of support from the inside (score 274). Nevertheless, as the lack of good collaborators has been frequently mentioned, the hypothesized non-conflict work environment is questionable.

A cross-tabulation analysis has been carried out for question 6 and the lack of adequate logistics was identified as the most important problem for ITRSV Suceava (24), in DoF Bucharest, and ITRSV Cluj (18), ITRSV Oradea (13), and ITRSV Timisoara (12). As for the

improper prioritization of problems to deal with, ITRSV Cluj and Suceava (13, 11 respectively) are by far in the poll position, followed by DoF (7). The “idle hours” caused by defective information flows were identified as major problems at Suceava, Cluj and DoF, along with the overwhelming deal of work. Computer literacy and lack of cash have also been identified as main problems and the same three units have reported them (Cluj, Suceava and DoF).

All in all, the main problems people are facing with are four: overwhelming work, idle hours, improper prioritization, computer illiteracy and lack of money. Appropriate top-down management could solve three of them, while individual training one of them. Surprisingly, the money issue was not reported a key problem as one could expect.

The next question (Q 7) addressed the main obstacles in solving daily problems DoF and ITRSV are facing with. Summing up the scores on the whole survey revealed that the main obstacle is the lack of freedom to penalize when needed (table 8). Lack of feedback from other employees (ranked on the 6th position) is another facet of this insufficient feedback within the institution.

The next obstacle is a constant underestimation of the effective amount of labor needed to solve most of the problems, while the third one is a poor relation with other employees. Connecting this information with the problem of un-professional collaborators identified above, and the feedback issues already discussed, it's clear that the DoF strategy on human resources relays not only on training and filling up the organizational gaps, but also on better salaries to attract good professionals. This conclusion is based on the fact that within a non-competitive labor system people do not usually complain about their income but they prefer to complain about their peers' efficiency.

Table 8 Main obstacles identified in achieving daily tasks

Difficulties	Total score
Freedom to penalize when needed	215
Overestimation of work volume	216
Bad relation with other employees	224
Lack of satisfaction of the public / clients	230
Others...	238
Lack of feedback from other employees	244
Long terms for the technical support	249
Contributors feed-back promptness and accuracy	253
Lack of transportation facilities	254
Lack of time	261
Health condition	274
Lack of determination from the superiors	289
Lack of support from the superiors and your team	294
Missing orgchart, or unclear rules within the institution	313

This chunk of data has revealed another hotspot of discontents: lack of satisfaction in public relations, identified as the third obstacle.

As for the most frequent obstacle identified by the 158 interviewees, the lack of time (not enough employees) and lack of transportation means have been identified as main barriers and they cannot be effectively addressed by training strategy. Linking this piece of information with the lack of cash it obvious the financial resources have been permanently at stake and DoF could not afford a sound management on human resources in such conditions. This issue is being resumed in the next open interviews sections.

As for the next three questions (Q 10), addressing the very issue of training needs, it's worth highlighting a slight difference between the three questions: the first one is meant to identify the training problems that can be solved by each individual by her or his own, without any support from the employer's side, the second question highlights the fields where informal training could be enough while the third question reveals the needs for formal training. The outcomes are synthesized in table 9.

English language and computer usage are highly prioritized when it comes to self-training, followed by techniques to improve the way in which time is managed and, inevitable, the

forest legislation. On the second priority communication techniques seems to be attractive for self-training, probably on the basis of sufficient affordable literature available on the Romanian market in this respect.

Appropriate subjects for informal training are forest management and related legislation, English language, computer usage, followed by conflict management. Ecological labeling, in other words forest certification appears not enough interesting for informal training, because people do not face with such problems (although they ought to, considering so many disputes around the private ownerships in protected areas, many of them being headlines in newspapers).

Finally, the formal training would be focused on English language, forest management (meant as forest management, not managerial planning as one could expect), computer usage, and European legislation in the forestry.

The 11th question was an open one: 'would you like to have another job?' the large majority said 'no' but a few different answers raise the same bottom line issue of better salaries. One respondent would like the position of head of a forest district (a sort of benchmark position in forestry), another one as sincere as the former one: 'I'd like to go back to the National Forest Administration, if nothing will change with my salary', one juridical counselor would like in the same position but in a bank, some probably non-foresters would like to work with the agricultural county directorate.

The 12th question referred to aspects related to work organization and logistics. Thus, the top priorities are task allocation (22,2%), motivation (19,6%), team extension through new employees – in order to decrease the volume of work (18,4%) - and logistics development, supporting the information flow (17,1%), as shown in table 10. As 'motivation' means better salaries (other fringe benefits being impossible to get from such a position), it is obvious that a successful human resource strategy should rely on a sound financial sustenance.

Table 9 Priorities for individual training, informal training and formal training (questions 8, 9, and 10)

Q8 Prioritize the aspects you consider to need improvements at personal level, for a higher efficiency at your workplace (%)				Q9 What new information / specific knowledge do you need?				Q10 Prioritize the skills, abilities and knowledge that you intend to get through training courses.			
Item	1 st place	2 nd place	3 rd place	Item	1 st place	2 nd place	3 rd place	Item	1 st place	2 nd place	3 rd place
English language	17,70%	10,80%	9,50%	Computer use	12.0%	7.0%	7.0%	Human resources management	2.5%	1.9%	5.1%
Computer utilization	17,10%	13,90%	9,50%	Institution's role and activities	5.7%	9.5%	0.6%	Forest management	15.2%	10.1%	2.5%
Priorities establishment	5,70%	8,90%	6,30%	Forest management and related legislation	18.4%	15.8%	8.2%	English	19.6%	10.8%	7.0%
Activities' effectiveness and efficiency	10,80%	5,70%	7,00%	English language	16.5%	3.2%	6.3%	Negotiation techniques	7.6%	7.0%	7.0%
Communication techniques	6,30%	20,30%	7,00%	Forest management	3.8%	5.7%	1.9%	Team work abilities	2.5%	3.8%	5.1%
Management techniques	6,30%	2,50%	8,20%	Other technical trainings	4.4%	7.6%	7.6%	Computer using	12.7%	13.3%	6.3%
Forest legislation	10,80%	6,30%	11,40%	Conflict management	10.8%	10.8%	6.3%	Management techniques	3.2%	7.6%	3.8%
Time management	2,50%	7,00%	3,80%	Ecological labeling of forest products	1.3%	6.3%	4.4%	Quality management	1.3%	1.9%	3.8%
Problem solving techniques	0,60%	1,30%	2,50%	Protected area management	2.5%	3.2%	8.2%	European legislation	9.5%	12.0%	8.4%
More perseverance	2,50%	3,20%	2,50%	Quality management	1.9%	3.2%	4.4%	Pubic institutions management	5.7%	3.8%	5.1%
Employers / colleagues closer relationship	1,90%	3,80%	3,20%					Communication and PR	1.3%	5.1%	6.3%

Table 10 Priorities for bettering the whole activity within the organization

Issue	Place 1	Place 2	Place 3
Better task allocation in accordance to his/her job description	22.2%	9.5%	8.2%
Effective communication on different levels	3.8%	8.2%	7.0%
Employees' honesty in dealing with daily problems	3.8%	5.7%	8.9%
Team extension through new employees	18.4%	8.9%	6.3%
Awareness of each one's role in meeting our common objectives	1.9%	4.4%	6.3%
Logistics development and a better information flow	17.1%	18.4%	8.2%
Sharing older employees experience	2.5%	3.8%	5.1%
Competition	1.3%	1.9%	1.9%
Motivation	19.6%	10.8%	12.7%

The 13th and 14th questions have addressed the core of the forest policy, which is the forest legislation. The first question has addressed the whole legislation (actually the Forest Code and all other ordinances, decisions and laws related to forest management on private woodlands).

The first row of radio-button questions addressed the preciseness of terms used in forest legislation: almost a half of interviewees share the opinion the language is confused. The situation is not better at all when it comes to accuracy: almost 73% respondents consider that the whole legislation system left room for more accuracy, while 54% consider the legal system as insufficient. Consequently, *about 67% of the interviewees consider the forest legislation is difficult to apply.*

The 14th question has addressed the forest code itself, as the core of the whole legislation on forestry. Two aspects have been considered: difficulties in applying it and possible sources of conflicts between stakeholders. Section four (see table 11), referring to forest fund safekeeping is on the top in both respects, either as difficult to apply or source of conflicts.

Table 11 Likely conflicts or misunderstandings generated by the forest code

Forestry Code components	Q14 Which components do you consider being difficult to apply?	Q15 Which components do you consider generating conflicts?
Forest resources management	4.4%	4.4%
Section 1	15.8%	12.7%
Section 2	29.1%	10.1%
Section 3	8.2%	2.5%
Section 4	50.0%	46.8%
Section 5	5.7%	5.7%
Section 6	19.6%	32.9%
Chapter III	31.6%	36.1%
Title III	65.2%	59.5%
Title IV	13.9%	19.6%
Chapter I	17.7%	25.9%
Chapter II	3.8%	4.4%
Title V	51.3%	36.1%
Title VI	22.8%	31.0%

Actually, forest fund safekeeping refers to wood itself, therefore the issue is so important on both sides of the legal system and should be clarified as much as possible.

Other sources of confusion or conflicts are hidden in the third title, which refers to private forest fund. The next part which is being considered as difficult to apply or is the one referring to the forest vegetation outside the forest fund (title V), a no-man's-land, which is a source of wood illegally harvested.

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The next section (Q 16 to Q 20) refers to protected areas. The 5/2000 on planning the national land uses has an important section protected areas, and 44.3% respondents considered the impact of this law as medium, only 14% as high and 2% very high, in accordance to the degree to which each respondent is familiar with the problem. They should be so, because 63% of respondents have protected areas in territories they are dealing with. About 73% considered this protected areas as justified, but a large chunk of respondents (about 20%) have no opinion in this respect, which is quite surprising. The same conclusion can be drawn with respect to the impact of international conventions on private woodland forest management: 22% of the interviewees consider this impact as medium, 10% as very high, and 18% as high. The motives of this medium impact are quite diversified according to data summarized in table 12.

Table 12 Arguments for the low impact of international convention on biodiversity upon the forest management on private woodlands

Arguments	%
Owners lack of interest	3.2%
Conflicts with the owners	1.9%
Social needs	3.2%
Owners mentality	1.9%
Owners lack of forest management experience	4.4%
Owners lack of legal requirements information	13.9%
Protected areas are established without the owners agreement	2.5%
No response	69.0%

What is concerning in these data is the high rate of no response (69%), which might testify the lack of interest in knowing all these conventions are aiming at, assuming that biodiversity preservation is an important issue just for those who administer protected areas.

Question 20 addressed another important issue, which is related to both biodiversity preservation and the control over illegal cuttings: people were asked to appraise how effective is the existing legal support in better controlling the timber flow and to motivate their answer. The outcome is reviewed in table 13.

Table 13 Summarized answers for the 20th question

Appraise the support given by the current legal framework on controlling the flow of timber?		Arguments for your answer	
Very good	0.6%	Confusing paragraphs of GD 427/2004	7.0%
Good	19.0%	Lack of protection for the field agents	1.9%
Medium	31.6%	Necessitates improvements	10.1%
Reduced	17.7%	Personnel, logistics and motivation needed	3.2%
Very reduced	7.0%	Confusing legislation applied in illegal forms	8.2%
No response	24.1%	Insufficient control	4.4%
		No response	65.2%

In the same context, people were asked to assess how much time they are spending on biodiversity preservation or monitoring. Figure 3 depicts the answers: about 39% of respondents consider they are spending 40 to 60% for biodiversity preservation, assuming the timber flow control is a sort of biodiversity preservation. The next question addressed the way in which ITRSVs collaborate with the local Environmental Protection Agencies. Results are summarized in table 14.

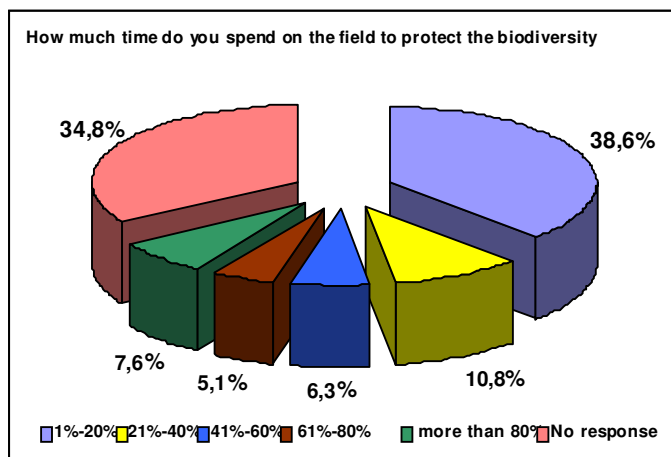


Figure 3 Answers referred to the time spent in the field for biodiversity issues

Table 14 Relationships between ITRSVs and EPAs

Very low	25.3%
Low	11.4%
Relatively important but occasional	17.1%
Important, but occasional	24.7%
Important and permanent	3.8%
No response	17.7%

Table 15 Areas where ITRSVs interrelate with EPAs

Control the logging companies activity	57.6%
Put into value the wood in buffer zones	18.4%
Control the way in which non-wood resources are collected	10.1%
Supervise the forest management planning works	1.9%
Conferences on managerial planning works	5.7%

Table 16 Time spent on communication with logging companies (Q24) and private woodland owners (Q25)

% of responders	Q24	Q25
1%-20%	46.7%	36.5%
21%-40%	22.2%	19.0%
41%-60%	3.8%	11.4%
61%-80%	1.9%	5.1%
Over 80%	0.6%	3.7%
No response	30.4%	24.1%

It is worth notifying that 24% of respondents consider these relationships as important and occasional, which is a sound premise for a better collaboration on biodiversity preservation and timber flow control. The answers to the next question (Q 23) reveal more, according to data presented in table 15.

As anyone would expect, the main area where the two institutions collaborate is controlling the logging companies (illegal cuttings in other words), followed by a specific foresters' activity: marking up the wood in the buffer zones (18.4%), followed by controlling the harvests of non-wood resources (berries, eatable mushrooms and so forth).

Questions 24 and 25 were put in order to assess how much time ITRSVs employees are spending on convincing logger to apply environmental-friendly logging technologies and woodland owners to keep a closed canopy of their own forests. It is clear that ITRSVs' inspectors have little time for what could be meant as forest extension. The large majority pays little attention to these problems of communication (table 16), which may bring the conclusion that not communication techniques are the key issue, but the way in which ITRSVs are being organized and their employees spend the time.

Table 17 Quality of managerial plans made for private woodlands

Good	25.3%
Forest mapping deficiencies	15.2%
Improper technical solutions	8.9%
Stand description doesn't match the reality	19.6%
Others	1.3%
No response	29.7%

Table 18 The nature of conflicts with forest stakeholders

Impossibility to the contractual requirements agreed with	12.7%
Insufficient and confusing legal framework	55.1%
Other interventions	11.4%
Low payment capacity	10.8%
Forest illegal activities	37.3%

Table 19 the most appropriate communication channel with private forest owners

Informal – occasional discussions	12.7%
Regular debating meetings	62.7%
Leaflets distribution	27.8%
Mass-media communication	32.3%
Others	9.5%

Table 20 Outcome of question referring to the forest certification issue

Q31 Evaluate the chances for implementing the forest stewardship certification (FSC) program within the private forest areas?

Low	43.0%
Medium	41.1%
High	3.8%
No response	12.0%

Q32 How do you appreciate the communication with the private forest owners and the institutions interested in the FSC program?

Low	55.1%
Medium	25.9%
Active	3.8%
No response	15.2%

both communication and chances to implement such a scheme were assessed as low, but on the other hand many interviewed foresters have not even the remotest idea about the custody chain system (78% respondents answered 'no' to the 33rd question) which is the most important tool to better controlling illegal cuttings, as it starts working at the demand level.

The next two questions referred, to the one hand, to the computer literacy and to the other hand how much time people are working at computer.

Table 21 Q34 Estimated frequencies of using the computer programs (Q34)

As for the question referring to the quality of the computer program used for assessing the timber volume (Q 26), 23 respondents considered the program as obsolete, with a poor user's interface, with some bugs; 73 respondents had a good opinion about it, and only eight respondents realized that the program *allows the user to alter the figures*, which makes room for fraud, in addition to some substantial errors in assessing the volume of mountainous broadleaved species. Actually the second issue is not a shortcoming of the program itself; it is an issue of *policy of research and forest extension*, because faulty volumes for those broadleaved species come from of yield tables produced at the national scale, not local scale. In such circumstances it is quite normal to have larger assessment errors wherever a species approaches one limit of its natural area (longitudinal, latitudinal, or elevation), and this is the case of those broadleaved species.

The next question (Q 27) addressed the issue of the quality of managerial planning works carried out on private woodlands. Many respondents criticized these works (table 17). It is quite obvious that, in many cases, the quality of stand description left much to be desired: sometimes an important species is completely neglected, thus being harvest as soon as possible, or the diameters or heights are being altered. All these misuses left room for illegal harvests and this is the main deficiency of having small and numerous managerial plans for numerous ownerships.

The nature of conflicts between the various stakeholders (Q 28) which interact in the forest management is given in a great part by the confusing requirements and gaps in the legal framework (55,1%) followed by the forest illegal activities (37,3%) – see table 18.

The matrix of conflicts (Q 29) shows that the intensity and frequency of the conflict between the ITRSV and private forest owners are assessed as high by more than 20% of responders, the same intensity of conflicts being reported for National Forest Administration.

As for the best ways and means to communicate with private woodland owners (Q 30), the results are summarized in table 19 and indicate that regular meetings with private owners are preferred by 63% of respondents.

The next tree questions were focused on the issue of forest certification because one component of such a scheme depends on the quality of timber flow surveillance: it is the custody chain. Results are summarized in table 20 and the skepticism in this respect is obvious:

Software	1%-25%	26%-50%	51%-75%	76%-100%	No response
Word	13.3%	34.8%	21.5%	16.4%	14.0%
Excel	41.8%	32.9%	4.4%	2.5%	18.4%
Access	16.3%	3.2%	0.6%	0.6%	79.1%
Internet browsers	44.8%	6.3%	0.0%	1.3%	47.5%

About 35% of the respondents declared they are spending between 26 to 50% of their office working time with test editing duties and spreadsheets, the next attractive application being the Internet browser. All in all, if the office job is so little dedicated to using adequate computer programs it means that a lot of time is being spent on different bureaucratic activities. As for the next question, it was addressed in precise way: 'assess the degree to you are controlling each of these computer programs, considering all the menus and commands you never have used or even you used then, the outcome was different from what you had expected'.

About one quarter of the interviewees are quite confident they know almost everything about Word and Excel (see table 22), which doesn't hold truth. Actually, the existing information system does not require special skills such as importing data bases into a document, or higher productivity in entering the data (which might require Access) or enquiries multiple tables. Actually there is no database of the woodland ownerships and this fact is the most relevant one when it comes to computer literacy¹.

Table 22 The self-appraised degree of controlling common office software (Q35)

Software	1%-25%	26%-50%	51%-75%	76%-100%	No response
Word	11.5%	17.6%	16.4%	26.6%	27.8%
Excel	17.0%	19.6%	10.0%	20.3%	32.9%
Access	15.1%	7.6%	2.5%	2.5%	72.1%
Internet browsers	19.5%	13.2%	8.9%	10.2%	48.2%

Considering the big deal of data stored by an ITRSV is more than a necessity to get people knowing Access (which is the least known computer program) and some theory on databases in order to improve their capacity to better handle the electronic information instead of hardcopies and binders. As for the word processors and spreadsheets people are overestimating by far their knowledge. If they knew all the possibilities such a software, they would be not so proud of they knowledge.

Question 36 raised another logistic issue: how much time is spent on traveling during field inspections. Unfortunately the valid answers were very few comparing to the rest of the questionnaire and some average figure would be futile. The next question was an open one and numerous answers were quite impossible to synthesize in a few words. More suggestive in this respect would be some quotations that reflect a realistic attitude in this respect: 'National Forest Administration is a state within a state', 'the ITRSV poor logistics shades its capacity to deal with forest crime', 'some regulations deal with NFA in a different way and some discrimination may be made by the law when it comes to different types of forest administration'.

Question 38 refers to a very annoying subject: the degree to which ITRSVs cope with forest crime. The opinions are not encouraging at all: about 40% of the interviewees share the opinion that the outcome is weak, 11% have tried to justify this weakness by inadequate means for fighting against forest crimes, 22% have considered the outcomes as good enough while 27% didn't respond at all.

Question 39 refers to the most needed professional knowledge. A note from 1 to 3 was given to each likely subject, according to its importance. The number of occurrences of each note was multiplied with 1 for 3, with 2 for 2 and with 3 for 1. Table 23 Prioritization of subjects where particular training is needed (Q39).

¹ Excepting ITRSV Suceava where a spreadsheet with ownership data has been filled in along with the process of issuing certificates of property.

Summing up these results the priorities presented in table 23 reflect the main preferences for specific training subjects. The most demanded subject is by far the forest legislation, followed by computer literacy, managerial planning, English language, technical standards (in other words, forestry), management and negotiation techniques, forest management, communication skills, leadership and accounting.

Subject	Cumulated frequencies
Forest legislation	156
Computer usage	76
Managerial planning	63
English language	52
Technical standards	42
Management & negotiation techniques	19
Forest management	11
Communication	9
Leadership	6
Accounting	3

As for the foreign languages identified as the fourth priority where particular training is needed, the 40th question revealed that 77% of respondents would prefer a training course, instead of self-training, 16.5% answered 'no', which means they would prefer self-training or continuous-self-independent-training. As for the preferred foreign languages, English is the most preferred on by far (74.1%), followed by French (only 2.5%) and German (0.6%). As for the specific needs, 62% prefer to enhance their capacity to be ready for conversation, about 39% would prefer to know more technical terms, 34% are more focused on grammar and 26% would be focused on general knowledge.

5.3 Conclusions to survey

This research gave a series of useful conclusions, able to sustain the decision making process for the development of the target human resources, which will be presented below. Considering the diversity of the questions include in the questionnaire, the conclusions are grouped in three different categories, as follow:

5.3.1 The Psychological – Social Working Environment

This aspect directly influences the team performance and it came out to be roughly optimistic, considering that 43,7% of responders are satisfied with the job they currently have. From this point of view, one can consider that the level of job satisfaction within the analyzed institutions is appropriate to the institutional development objectives.

The level of job satisfaction is a consequence of various factors, one of these being the fact that the employers' professional capacities are utilized in general in an appropriate manner, although there are many of them being over- or under-estimated.

Nevertheless, we underline that several factors are able to determine the deterioration of the working environment in these institutions, on medium and long term, such as: too much work in report to time and logistics (a daily working problem, mentioned by 22.8% of responders) and the bad communication and lack of constructive relation with the private forest owners.

Moreover, there are certain organizational issues (q6), the most important being the lack of a clear and operational organisational chart (10,1%). When they were asked to identify and prioritize the aspects that can increase the department efficiency, 22,2% of them score as a top priority – a better task allocation for each employee, in report to each one's position.

5.3.2 Identified Problems

The lack of an appropriate logistics is a problem for 28,5% of the responders (especially from ITRSV Suceava, DoF Bucharest and ITRSV Cluj), who placed it on the first property.

Another important set of problems is considered to be the lack of time (19,6%) and too much work (22,8%), which affects IRTSV Cluj, ITRSV Suceava and DoF Bucharest. Behind this issue is actually the insufficient personnel within DoF and ITRSV.

The insufficient transportation facilities (cars) affects 19,6% of responders, especially in ITRSV Suceava, ITRSV Cluj and ITRSV Timisoara.

A good communication (both within and outside the institution) can be an important advantage for the daily efficient activities (most affected are ITRSV Cluj, ITRSV Suceava and DoF Bucharest). The internal communication is mostly based on the circuit of information and decisions. The external communication is particularly relevant due to its closed links with the conflict management between the forest authorities and the private forest owners; quantified, these conflicts have a high intensity for 23,4% of the responders and a high frequency for 22,8% of them.

The conflictual relation with the private forest owners is also present within the RNP structure, appreciated as high (in intensity and frequency) by 20,9 % of the responders. The indicated general solution for these conflicts is also based on a better communication and stakeholder's management, within the framework of regular debating and informative meetings. These activities are also able to act as back-ups for the gaps in the forest management legislation and institutional capacities.

One of the defective external communication and conflict management consequences is the perspective of forest stewardship certification, 43% of responders considering that there is a reduced chance for that to happen on a large scale in Romania, in the years to come.

Another relevant stakeholder included in this research is the Environmental Protection Agency (EPA) and its county branches. Cooperation of ITRSVs with the EPAs is considered to be insufficient, and it mainly refers to the wood mass control in the processing units.

As forest management is a highly regulated field, we as an additional aspect in the questionnaire, the perception of Romanian legal framework on forest management. The legislation is considered to have several gaps and difficult language, while leading to misinterpretations and difficult application. The legislation language is considered confusing by 48,1% of responders, self-contradictory by 72,8%, insufficient by 54,4% and difficult to use by 66,5%.

Referring to the Forest Framework Law (Forestry Act), the responders consider that its main points generating conflicts and are difficult to be used are Title III – Private forest ownership, Title V – Forest vegetation outside the main forest areas and Section 4 – Security of forest areas.

ITRSVs' relation with private forest owners associations is also considered to be difficult due to the specific legislation gaps and confusing interpretations by more than half of responders.

In what regards the international legal requirements of forest management (particularly important due to the European Accession process) its impact on the biodiversity conservation and forests management is not considered to be consistent. This gives a ground for the training on legal requirements.

5.3.3 Training Requirements

Firstly, we draw attention that no conclusion can be drawn in regard to the gender influence upon the answers, partly due to the fact that more than 80% of the responders are men.

The general conclusion is that a comprehensive training program is needed for institutional development of ITRSVs and DoF Bucharest. A human resources development system can positively influence the daily activities efficiency within these institutions. It is to notice that there is no need for an extensive budget for that to take place, as a more appropriate training approach is to target small groups of key employees for specific training topics.

An important advantage for the application of a training program is the relatively young personnel and the university education background of many of them.

The training program needs not a standardized „all-in-one” training package for all of the employees, but a specific targeted, hierarchic oriented and adapted to job descriptions and org-chart. Among the main training areas that the human resources development program should focus are the following ones:

Organizational and strategic management, with a focus on org-chart using and decision making processes;

Information management and communication – with a focus on flow of information and decisions within and outside the institutions, and including conflict & stakeholders management (private forest owners communication and involvement);

Computer using training – a need identified by almost all responders, with a focus on the ones more than 40 years old;

English and particularly (over 60%) SPOKEN ENGLISH is another area where training is needed, with a focus on the top management and employees older than 30 years.

Legal requirements in the field of forest management (but other areas, too!) – With a focus on the ones that can and/or must be interpreted in different ways, depending on the context. The international

legislation is also considered important – given the European Accession process and the various partnerships developed on technical, financial or management themes.

Developing these know-how areas will influence significantly – the efficiency of forest management workers in DoF and ITRSVs, on long term. This is why the necessary time and efforts should be given to planning and giving regular and occasional trainings for various groups of employees in these institutions.

5.4 Interviews

In order to establish the training needs for DoF and the territorial structures additional to the questionnaire. There were interviewed persons within these structures and also from the interests groups as it follows:

No.	Name and surname	Position	Experience in forestry
1.	Maria Moise	Manager, Directorate for Forestry Development and Ownership consolidation	Forestry engineer PhD in Genetics Over 30 years experience in forestry
2.	Ilie Mihalache	Game Management Subdivision Manager	Forestry engineer 10 years he has been working in the private sector in forestry area Since 2005 he works in the Ministry for Agriculture, Forestry and Rural Development
3.	Dan Iacob	Manager, Directorate for Forestry Management	Forestry engineer Designer degree It has been working for 2 years (until 1992) in forestry planning and from 1996 he is working within the Ministry
4.	Vasile Ciurea	Forestry inspector, General Directorate for control of implementation of forestry regime and hunting	Forestry engineer He has been working in the field for ever 20 years, coming from ITRSVs
5.	Mihai Gasparel	State Secretary Counselor, Intermarry Manager for general Direction for control of implementation of forestry regime and hunting	Forestry engineer He has been working for 3 years with ITRSV Suceava and starting with 2005 he works within DoF
6.	Temistocle Visoiu	Chief inspector, ITRSV Timisoara	Forestry engineer For 11 years he has been Manager of Forestry Fund Service in Tulcea County, after he has been working for 10 years at the Forestry Department Timis, and starting with 2005 he become Chief Inspector at ITRSV Timisoara

7.	Marinescu Badea	Inspector at ITRSV Ilfov	Protection forestry engineer He has been working at manager of forestry department Scrovistea and in 1999 – 2003 he has been the Director of ITRSV Bucuresti
8.	Daniel Raducan	Deputy Chief Inspector at TRSV Ploiesti	Forestry engineer
9.	Viorel Georgescu	Vicepresident, Romanian Civic Forum	President for the Association of Forest Owners, Dambovita County, potential forest owner
10.	Barbulescu Emilian	Vice-mayor Gaesti town	Forestry engineer He has been deputy manager for the RNP in 1995-1996 and afterwards, until 2003 he has been Manager Forestry Fund within RNP
11.	Marinescu Viorel	Manager, Directorate for Policies, Strategies and Forestry Regulations	Forestry engineer with over 25 years experience He works within the DoF since 1997, before he has been Manager of Forestry Department Dragasani
	Claudiu Zaharescu	Referent, Directorate for Policies, Strategies and Forestry Regulations	Forestry Engineer with over 20 years experience Until 1986 he has been working in research and afterwards he has been working in central administration
	Radu Sbârnea	Deputy Chief Inspector, ITRSV Suceava	Forestry engineer, over 20 years experience in the area. He has been working at Forestry Direction Suceava Forestry Fund Service for more than 5 years afterwards he has been working for ITRSV where he has been chief inspector in 2004-2005.

5.4.1 Conclusions of the Interviews

Maria Moise – Director Department of Forestry Development and Property Consolidation

In the Department of Forestry Development and Property Consolidation there are 15 positions and 10 employees. The insufficient staffing is due to the lack of demand of jobs, the only category interested in these positions being the young graduates. On this line, there is an important necessity to train these young personnel by mentoring systems and specialized training programs.

Although job demands in this field of activity are few and there are vacancies in the Department of Forestry Development and Property Consolidation, personnel satisfaction is high in terms of work atmosphere and job stability. In comparison with work teams in agriculture, team cohesion in this field of activity is higher, forestry specialists having a high sense of belonging to their family and team. But

there is still a concerning problem that the job offer for specialized personnel lacks attractiveness due to low budget funds allocated for salaries.

There is also an attempt to reach the European standards regarding public awareness on forests importance and value. On this line, there is a need to train personnel to ensure the transition to the European system which will ensure awareness, information, guidance, inspection and control of forests.

There has been proposed to develop a specific competence for all the personnel of the Forest Department and ITRSV, namely FORESTRY ACTIVIST.

Ilie Mihalache – Head of Game Management Office

The Game Management Office has 8 positions and 6 employees. In this department the manager's opinion regarding the level of personnel satisfaction is that professional satisfaction is high, because the members of this team have reached a high level of social and professional maturity. In this team personnel motivation is a priority objective, employees being able to take part in training courses and other forms of professional performance improvement as often as possible.

Even if there is a high interest in personnel training, the necessity of specialized training (in the game field) is pointed out, as there is a low offer of specialized courses. On this line, a number of training programs has been proposed to cover the training needs specific for the activity of the employees of the Game Management Office, such as: The Management of Habitat Fragmentation due to Anthropogenic Actions, the Management of Fight against Poaching, the Management of Biodiversity Preservation, the Management of Gaming Fund of National Interest, EU Requirements and Tools in the Game Field. There has also been pointed out the need to develop an occupational standard for the competence of Forestry Activist; this role is quite complex, and one of the major attributions is making people aware of the importance of forestry protection.

Dan Iacob - Director Department of Forestry Management

In the Department of Forestry Management there are 17 positions and 11 employees. In this department there is pointed out the need to update the knowledge of forestry techniques, as well as specialized courses with a pronounced practical side. This need is generated by the existent state of this field of activity, as the forest exploitation in Romania is not always made by specialized technical personnel. At the same time, in order to improve performances in view of EU joining, it is important to know the new trends in forestry techniques especially forestry treatments and economic forestry, EU requirements and forest protection.

In 2006 exploitation by conscription will turn wood to good account. In this field there are no specialists and there must be trained personnel to draw out ten- year plans and establish cutting quotas, to develop and check forest planning studies.

Vasile Ciurea – Forest Inspector General Department for the Control of Forest Policy Observation and Game Control

The General Department for the Control of Forest Policy Observation and Game Control has 160 positions and 64 employees. There has been pointed out the need to develop training programs with a pronounced practical side with examples of best practices from the experience of EU countries. Another issue which has been pointed out is that a forestry engineer needs additional training to the basic one in order to fulfill the requirements of the position of forestry controller. On this line, it is recommended to develop a program of specialized training in the fields where these controllers work. At the same time, there has been pointed out the possibility to develop an occupational standard for forestry controllers in order to help the process of professional competence certification for this position. The participation of specialized teams with representatives of EU Forestry Authorities would contribute substantially to increase the professional level of personnel.

Găspărel Mihai – Intermarry Director General Department for the Control of Forest Policy Observation and Game Control and State Secretary Counselor

A major priority in the personnel professional training in the Department for the Control of Forest Policy Observation and Game Control is the acquirement of juridical knowledge specific for forestry. At the same time, there has been pointed out the need to specialize personnel in fields such as: Geographical Information System, Auditors Training for Forest Management Systems, Sampling, and Forestry

Statistics. Another line of interest has been the identification of institutions with similar roles in EU countries and the development of information programs referring to the work experience in forestry of these countries. There has been mentioned the issue of developing certification bodies of the forest management system and environmental management, all of these in support of the development of specific competences required by the personnel of the Department for the Control of Forest Policy Observation and Game Control.

Marinescu Viorel - Director Department of Forestry Policies, Strategies and Regulations

According to the opinion of the managing team of the Department of Forestry Policies, Strategies and Regulations, the personnel employed in this department is insufficiently trained and lacks managerial knowledge and skills, as well as specific competences for this activity field. On this line, there has been pointed out the need for training courses such as: Excellence Models in Forestry, the Management of Key Performance Indicators, Balanced Score Card, and Training on how to know and observe the specific legislation of forestry.

Claudiu Zaharescu – Referent, Department of Forestry Policies, Strategies and Regulations

There has been pointed out the priority to develop information programs starting with acquis communautaire (on forestry issues) and going on with the presentation of real problems in forestry which Romania will face when joining EU. These programs will start with an awareness stage, followed by the personnel training stage. Thus, such courses referring to the European system of forest management and control, The European system of penalties for law breaching, the correlation between forestry policies and the rural development and environmental policies in EU will have a special impact on the development of specific competences of employees according to EU standards.

Eng. Radu Sbârnea – Deputy Chief Inspector, IRTSV Suceava

According to the opinion of an ITRSV representative, there is a need for courses of: Management of Change, Management of Key Performance Indicators, Forest Management Systems, Database Management, ECDL, Forestry Cadastre, Courses for updating the legislation knowledge.

There has been also pointed out the need for an informatics' program of database management, as well as the promotion of awareness programs for population/forest owners on the importance of forest preservation and protection by means of well structured, easy-to-read leaflets.

Another issue was the training of the top management which will have to be a permanent activity in correlation with the forestry policy.

Eng. Vişoiu Temistocle – Chief Inspector, ITRSV Timisoara

The major problems of Romania in this field of activity are related with the trade of erect wood, the massive tree cutting by the process of forest exploitation, the need of performant systems of wood sorting, and so on. Taking into account all these issues there is a need of raising forest owners' awareness on the importance of forest preservation and of their sensible exploitation. In order to achieve this goal, there is also a training need for ITRSV and of the Forest Department personnel. There have been requested courses of forest management correlated with agricultural management, game management and forest private ownership management. There is also a need for the information of forest owners on the access to national and European funds which support this sector of activity.

Marinescu Badea – former Chief Inspector ITRSV Ilfov

Another point of view referring to the personnel activity in the Forest Department of the Ministry of Agriculture, Forests and Rural Development is the need to equip and staff the institutions in order to be able to cope with the territorial demands. This implies having a large staff with complex specific competences. Here there has been pointed out the problem of recruiting and maintaining such competent personnel, as the remuneration level is low and does not satisfy their needs. There has been suggested to develop training centers which will hold training sessions focused especially on practical aspects. These centers are seen as "training centers on activity groups", with trainers with a large practical experience and an important specialized theoretical background. There is no need to train

these trainers, but only to select them carefully on competence criteria, the most important issue being the development of selection criteria for internal trainers. At the same time, courses on communication are not seen as essential for the completion of the specific competences in the envisaged field of activity. As for the specialty subjects, the following topics have been considered for the curriculum: the implementation of the forest cadastre in the general cadastre, the understanding and the correct use of legislation by the specific control bodies, examples of practical works of forest regeneration, brush care, assisted care works.

Georgescu Viorel – Vicepresident Forumul Civic Romanesc, representative of Romanian Forest Owners Associations, President of Romanian Forest Owners of Dambovita County.

There have been pointed out as important for the personnel training within ITRSVs and the Ministry of Agriculture, Forests and Rural Development to develop courses on communication techniques (external communication), specialized knowledge, correct knowledge and understanding of the specific legislation for forestry, conflict management.

At the same time, there is a wish to eliminate “wood language” (academic language) in the communication between the ITRSV representatives and the forest owners. As for the training methods, there is a large option for practical training, held mainly at the workplace, or by simulations of real work activities.

All these training sessions aim at a better communication of ITRSV and the Ministry of Agriculture, Forests and Rural Development Ministry representatives with the environmental protection agents (on issues of biodiversity), in order to mediate the social dialogue with the forest owners and NGOs (involved in environmental preservation).

Daniel Raducan - Deputy Inspector - ITRSV Ploiesti

In ITRSV Ploiesti there are 32 positions and 20 employees, the rest of 12 being vacant. There has been pointed out the need for courses such as Conflict Management, Patrimony Management, Computerized Accountancy, Civic and Social Education.

At the same time, there has been pointed out the importance of the practical side of the training programs, with a specialized dendrological training, as well as of periodical meetings of the chief/ deputy inspectors for updating professional/managerial knowledge. Communication courses are considered as useful to ensure efficient relations between ITRSVs and the representatives of private forestry perimeters.

Barbulescu Emilian – Vice Mayor Town of Gaesti, Former Deputy General Director General Adjunct of The National Forest Administration

As a former forestry engineer, and former RNP deputy general director and former RNP forest fund director, Mr. Barbulescu identifies some issues that face the employed personnel of the forestry institutions. These issues refer to the lack of professional training of the ITRSVs and the MAPDR Forest Department personnel, to problems of institutional organization, as well as of institutional instability. A solution of these problems is considered to be the use of European tools in forest administration, a better knowledge of the forestry regulations in the forests of the EU countries. At the same time, there has been expressed the opinion that ITRSVs should be organized as production units, and forestry perimeters should be subordinated to the Government, not to the forest owners.

ROMANIA – FORESTRY DEVELOPMENT PROGRAMME

HUMAN RESOURCES DEVELOPMENT PROJECT FOR THE DIRECTORATE OF FORESTRY

CHAPTER 6 – List of professional training programmes

6 The list of professional training programmes suggested by the DoF representatives and the representatives of the beneficiaries

Based on the suggestions from the interviews and the conclusions from the survey there were identified some training fields which have been separated on general and specific training topics. For these training topics there were developed specific curricula so that a training programme will be implemented in the future.

The list of training topics is presented below with a detailed description of the trainings.

After discussing and finalizing the training courses structures we will submit to the Ministry of Agriculture, Forestry and Rural Development – Directorate of Forestry the synthetic sheets developed for each course. The general model for the synthetic training sheet in the Appendix III of the present report.

General Topics

- a. Communication in English
- b. General communication
- c. Computer use
- d. Train of Trainers

Topics for training the managers (from the DoF and ITRSV)

- a. General management
- b. Management systems (quality, environment, occupational health and safety, information security, risk management, complaints management)
- c. Conflict management
- d. Excellence models for the DoF and ITRSV
- e. Communication for managers
- f. Balanced Score Card for governmental organizations
- g. Benchmarking
- h. Standardization in Romania and in the EU, development of standards in the Forestry area
- i. Systems and methods for certification of persons and organizations

Topics for professional development for all the personnel within the DoF and ITRSVs

- a. Silviculture and tree measuring
- b. Forest managerial planning

Specific topics required by the different Directorates within DoF

- c. Game ecology in fragmented habitats
- d. Hunting management
- e. Biodiversity conservation
- f. Forest statistics
- g. Cadastre and Geographical Information System
- h. Auditors Training for the Forest Management system
- i. Forest legislation including EU Directives

6.1 Communication in English

6.1.1 Target group

The personnel within the DoF and ITRSV which has to work with the legislation, literature or the international experts. It is very important that the attendees will be tested in order to identify the exact level of knowledge they have and the module which has to be attended.

6.1.2 Course objectives

The training aims to improve the abilities of communication in English of the attendees in order to enable a better adjustment to the requirements of their professional and social life. The structure of the training should be flexible and adapted to the specific needs of the attendees (grammar, vocabulary, conversation ability).

6.1.3 Course Description

The course will be interactive with exercises and discussions, focusing on conversation and using audio-video tools and equipments.

6.1.4 Course structure

Beginner: Fundamental notions of grammar, verbs (modal and regular), verb times (general presentation), adjective, noun, forms of communication, jobs, free time activities, abilities and skills, time expressions, weather expressions

Preintermediate: Verb forms (present, past tense, conditional, modal verbs, might, infinitive as aim, present conditional, indirect speech, irregular verbs), quantity expression, number, time preposition, families of words, synonyms, antonyms, communications, words and expressions frequently used, quantity expressions, number, traveling by plane, clothing, food, jobs, preparing the dinner

Intermediate: Grammar: verbs, times, modal verbs, expressing obligation, expressing the ability, passive tense, indirect speech, polite requirements, conditional prepositions, communication forms, media relations, TV programmes, expressions used in traveling, words and expressions regarding the health status, giving the first aid, words and expression regarding the habitat elements (house, furniture).

Upper intermediate: Grammar: verbs/ times, polite requirements, comparing the adjectives, modal verbs, expressing the obligation, expressing the deduction, conditional preposition, expressing the passed/present usual actions, nouns and verbs with the same pronunciation, composed verbs, composed nouns, communication forms, words and expressions related to the life period, expression and words regarding professions, transport forms.

Advanced Verbs (verbal system: revision, verbal times, modal verbs, Perfect aspect, verbal constructions), perfect aspect, verbal constructions, composed nouns plural, adjectives, order of adjectives, indirect speech, using the personal noun, official language, forms of communication: clothing and fashion, official language.

6.1.5 Training method

Groups of maximum 15 persons, in training rooms with audio-video equipments. The didactic materials should be recognized and the use of computer should also be considered as an option. Each module has 50 hrs.

6.1.6 Assessment methodology

Written and oral examination in the end of the training course. We recommend European Certification for the attendees.

6.2 Communication

6.2.1 Target group:

All the personnel from DoF and ITRSV.

6.2.2 Course objectives

The course aims to improve the communication abilities of the personnel in order to ensure their better adjustment to the requirements of the professional life. The training course structure is flexible and adjusted to the specific needs of the attendees.

6.2.3 Description of the training

The training will combine theory with practice and is structured on modules. The training will present general communication topic and the way to adapt the communication depending on the receiver, the main aim being to increase not only the internal communication but as well the external one for the personnel within the DoF and ITRSV which could become opinion multipliers for the civil society regarding the importance of the forestry area.

6.2.4 Structure of the training

1. Communication

- **Main themes regarding communication:** what it is, how we communicate, why we communicate, what we want with communication
- **Communication process and its main components:** describing the communication process and the disturbances.
- Communication forms and exercises
- Barriers and ways to increase the efficiency in communication through exercises.

2. Work and business related communication

- **Aspects of communication in business:** how we communicate in business, why is it important, how to send messages
- **Communication in work groups:** internal communication within departments but also with other departments, exercise
- **Human relations and communication:** how we communicate with colleagues, what messages we transfer to them, exercise

6.2.5 Training methodology

Groups of maximum 15 persons, in training rooms with audio-video equipments. Flipchart and overhead projector use. The training will also involve roles playing activities.

6.2.6 Assessment methodology

Feedback from the attendees

6.3 Use of computers

6.3.1 Target group

Executive personnel within the DoF and ITRSV. We recommend testing the personnel before development of the training modules, in order to check the skills, knowledge on using computers and to establish the level of training required.

6.3.2 Course objective

- Acquiring knowledge for development of daily activities
- Acquiring knowledge regarding the use of internet as communication and information tool
- Acquiring skills and knowledge regarding the use of computer for development of presentations

6.3.3 Course Description

The training is structured on modules based on the recognized model of ECDL (European Computer Driving License). The training will be performed at the computer.

6.3.4 Course Structure

Module 1 Basic concepts in IT

- Short history of computers
- Computer components
- Network and internet
- Day to day computer

Module 2 Using the computer and organizing files

- Computer working environment
- Work space
- Organizing files
- Printing

Module 3 Text processors

- First steps in text processing
- Basic operations
- Formatting
- Introducing and changing objects
- Merging correspondence

Module 4 Table calculations

- First steps
- Using cells
- Working sheets
- Functions and formula
- automatic lists predefined by the user
- Formatting
- Graphs
- Sheer layout

Module 5 Data basis

- Concepts of data basis
- Tables
- Forms
- Interrogation/searching in data base
- Reports
- Preparing the results

Module 6 Presentation

- First steps in making presentations
- Development of a presentation

- Texts and images
- Graphs and diagrams
- Animation
- Preparing presentations
- export presentations in HTML and power point slides (pps) formats

Module 7 Information and communication

- **Internet:** Concepts and definitions, security. Using web browsers, changing settings, web surfing
- **Communication:** Concepts and definitions, using e-mail, sending messages, message management, address groups, revision,
- off-line favorites

Test simulation

6.3.5 Recommended training methodology

Groups of max 15 persons, in training rooms with networked computers connected to the internet, each person works at one computer. Implementation on real time for the knowledge's acquired.

6.3.6 Assessment methodology

Practical examination in the end of the training. We recommend the examination by an ECDL recognized examination so that the certificates are recognized at European level.

6.4 Train of trainers

6.4.1 Target group

Personnel within the DoF and the ITRSVs which will train new personnel or update the knowledge of practice and methodologies for personnel at local/regional level.

6.4.2 Course objectives

- Acquiring knowledge needed for internal training courses
- Acquiring knowledge needed for development training materials
- Acquiring training skills
- Acquiring skills needed for active involvement of the attendees of the training
- Acquiring knowledges needed for assessment of feedback and reaction of the attendees

6.4.3 Course description

The course is interactive using recognized training methodologies. The course will focus on development of presentation abilities and the capacity to generate and to require feedback from course attendees.

6.4.4 Course structure

Development of training materials: summarizing, development of slides and presentations, development of exercises

Using training facilities: flip-chart, overhead projector, video projector, pine table, as well as the use of didactic materials needed for practical trainings.

Presentation techniques: How to perform a presentation, how to establish the objectives of a training, how to monitor the effectiveness of the training message

Giving and requiring feedback from the attendees of a training course: feedback and its importance, presentation of methodologies for requiring feedback from the attendees and for giving feedback, changing the training course depending on the feedback.

Solving crisis: presentation of the most frequent crisis situation which can occur during training and how to answer to crisis. Practice simulation exercises, how to deal with “difficult trainees”.

Active involvement of the attendees: methodologies, case studies, exercises

Exercises and role playing activities, development of presentations: which are the training methodologies used, short description with case studies and examples

6.4.5 Recommended training method

Group of max 15 pers, training rooms with audio/video equipments. We recommend the use of tools and didactic materials recognized and the use of computer. The training will consist of maximum 40% theory we recommend the use of role playing, workshops and practical training.

6.4.6 Assessment methodology

Each participant will develop a training module and will present it in front of the class.

6.5 General Management

6.5.1 Target group

Management personnel within DoF and the ITRSVs.

6.5.2 Course objectives

- Acquiring knowledge regarding the roles and the managerial skills needed for operation, setting up objectives and performance indicators and monitoring these indicators
- Understanding of the organization notions, planning, time management
- Acquiring knowledge regarding the management of change
- Acquiring knowledge regarding the processes and the process approach correlated with management systems
- Acquiring knowledge regarding management of resources (human, financial, logistics, information)
- Awareness regarding the knowledge initiative and how this supports organizations in reaching their objectives

6.5.3 Course description

The course will be structured on modules which can offer the attendees the knowledge regarding general management, starting with the mission and strategy of the organization and continuing with setting up objectives for reaching the strategy, setting up key performance indicators at department level, planning activities and resources within departments, identification of processes and perturbances, factors to be controlled and reaching performances, and continuous improvement through knowledge management.

6.5.4 Course structure

1. Introduction in management: Organization management, specific managerial attributions, strategic management (mission, vision, strategy, objectives, targets, indicators for reaching the objectives, monitoring indicators, improving performances)

2. Organization and managerial planning: development of organization structure, delegation, time management, setting up a system for time management, time as resource in organizational context, dysfunction and errors, projects, planning, programmes.

3. Change management: change process, barriers to change, facilitating change processes, and development of the capacity to initiate and monitor a changing process, change evolution in time and for the persons affected by change.

4. Processes and process approach, management systems: Trends and orientation in quality management, quality management and process approach, implications and benefits of process approach, specific requirements of SR EN ISO 9001:2001 regarding process approach, steps in implementing the process approach, classification of processes within the organization – practical exercise. Describing the concepts: observation, control, diagnose stability. ITC modulation of processes, concepts and application, development of process maps, exercises,

5. Efficiency and effectiveness management: definitions, international standards, continuous improvement.

6. Resources management: Human resources, material, information and logistics resources. HRM (recruitment and selection, performance appraisals, identification of training needs, career planning), Material resources management (types of material resources, strategies, efficiency in using resources), Financial resources management (categories, allocation and use of resources, monitoring and assessment), management of information resources (information as resource, information flows, optimization strategies).

7. Knowledge management: What is knowledge management, how KM can support innovation, KM techniques for promoting innovation, reaching organizational objectives through efficient knowledge management, assessment of knowledge of personnel.

6.5.5 Recommended training methodology

Groups of max 15 persons, in training halls with audio-video facilities, flipchart, magnetic board, videoprojectors, computer. Presentation combined with workshops, exercises, case studies, brainstorming.

6.5.6 Assessment methodologies

Attendees to the training course will present a project for the implementation of the presented topics, and action plan for this implementation.

6.6 Management systems

6.6.1 Target group

Management personnel within DoF and the ITRSVs.

6.6.2 Course objectives

- Acquiring knowledge regarding the management systems and their implementation can improve the organizational performances
- Acquiring knowledge regarding the practical design and implementation of management systems
- Acquiring knowledge regarding integration of management systems
- Adapting the management systems to the specific activities of the DoF and the ITRSVs

6.6.3 Course description

The course will be divided in modules and will deal with the main management systems which could be implemented within the DoF and at the level of ITRSVs as well as the advantages of implementing such management systems. The focus is on the management systems that can have a special impact on the activities of the organizations: quality management systems (ISO 9001:2000), Environmental management systems (ISO 14001:2004), Occupational Health and Safety management system (OHSAS 18001:1999), Information security management system (ISO 17799:2000), Social Responsibility management system (SA 8000:2000), Risk management, and complaints management. The training will include workshops, discussions and presentations of case studies from similar organizations which have implemented management systems.

6.6.4 Course structure

1. **The context of management systems:** how, when and why to implement management systems, which are the objectives, which is the applicability, Demming cycle, process approach, continuous improvement
2. **Requirements of QMS for the DoF and ITRSVs,** clients satisfaction and involvement of interested parties
3. **Requirements of EMS for the DoF and ITRSVs,** ecology and sustainable development
4. **Requirements of the occupational health and safety management system for the DoF and ITRSVs,** risk assessment and review, personnel satisfaction
5. **Requirements of the information security management systems for DoF and ITRSVs,** what is the information, which are the information resources and how we ensure access and control of information
6. **Requirements of social responsibility management system for DoF and ITRSVs,** community impact
7. **Requirements of the risk management system for DoF and ITRSVs:** identification of risk vulnerability and the treats, control methods and risk mitigation
8. **Requirements of the complaints management for DoF and ITRSVs,** connection with QMS, dealing with complaints
9. **Integration of management systems**
10. **Adapting the management system at practices within DoF and ITRSVs**
11. **Examples and case studies** regarding the integrated implementation of the management systems in similar structures

6.6.5 Recommended training methodology

Groups of max 15 persons, in training rooms with audio-video facilities, flipchart, magnetic board, videoprojector, computer. Presentations combined with case studies, brainstorming. Working in teams.

6.6.6 Assessment methodology

The attendees will make a project regarding implementing the management systems and a detailed action plan.

6.7 Conflicts management

6.7.1 Target group

Managers and personnel with responsibilities of management within DoF and ITRSVs

6.7.2 Course objectives

The training aims at improving the communication abilities of the attendees in order to better adapting to the social and professional life. The structure is flexible and adapted to the specific needs of the attendees.

6.7.3 Course description

The course has a modular structure and will be implemented interactive.

6.7.4 Course structure

Module 1 Conflicts type

Conflict concepts

Conflicts source

Conflicts taxonomy

Conflict resolution concept

Module 2 Conflicts prevention techniques

Active listening, tool for solving conflicts and reducing their effects

Power status for avoiding and solving conflicts

Encouragement of self esteem for others

Avoiding situations with potential conflicts at the work place

Module 3 Abilities for prevention and solving conflicts with difficult persons

Difficult person's typology

Causes of difficult behavior

Communication skills with difficult persons

Abilities to prevent and to solve conflicts with difficult persons

Module 4 Methods for solving and reducing the conflicts effects

„Conflicts map” (Helena Cornelius and Shoshana Faire)

Stages of conflict solving (Gregory Tillet)

Making negative consequences positive

Rebuilding the relation

6.7.5 Recommended training methodology

Groups of max 15 persons, in training halls with audio-video, flipchart, magnetic board, video projector, computer. Presentation combined with workshops, exercises, case studies, brainstorming sessions and role playing. Working teams for exercises.

6.7.6 Assessment method

Practical examination (role playing), the attendees will have to deal with virtual conflicts.

6.8 Excellence model for DoF and ITRSVs

6.8.1 Target group

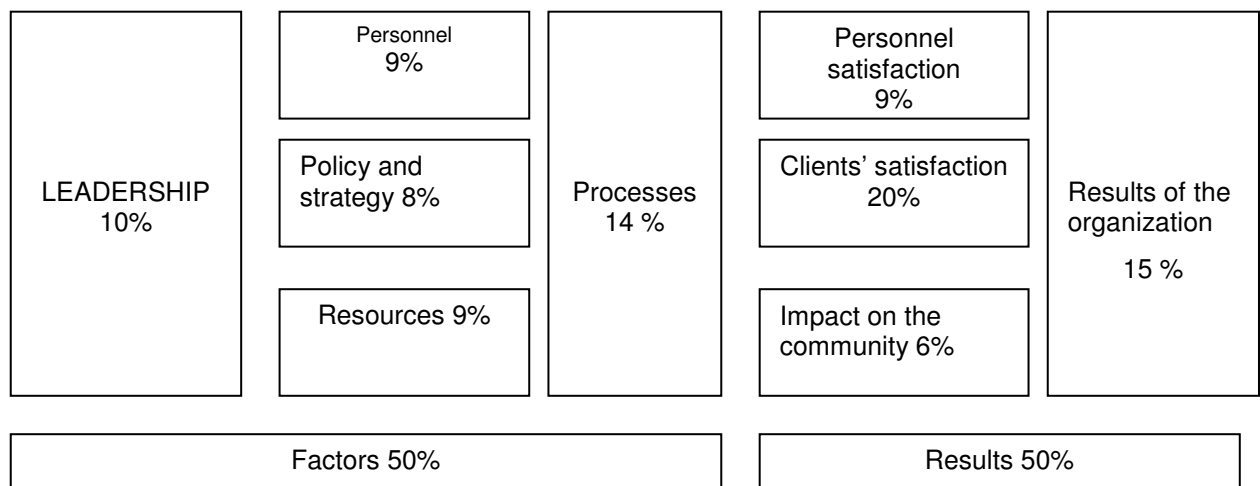
Managerial personnel within DoF and ITRSVs. The attendees have to have attended previously an introductory course regarding the management systems.

6.8.2 Course objectives

- Acquiring knowledge regarding the implementation of TQM in public institutions, advantages of implementing the EXCELLENCE principles
- Knowledge regarding the methodologies for assessment and self assessment for Quality Awards
- Setting up indicators for improvement of the performances for the organizations

6.8.3 Describing the training

The excellence model has 9 main, split in 2 groups with equal importance, the first five deal with the factors and the last 4 with results.



The course will include development of practical application for reviewing the strategic objectives based on the aspects specific for DoF and ITRSVs.

The development of the activity will be structured on criteria groups as it follows:

- Leadership
- Personnel management and personnel satisfaction
- Policy and strategies and resources
- QMS and processes
- Clients satisfaction and community impact
- Results of the organization

6.8.4 Course structure

1. From certification to TQM and excellence: overview of the history of the management systems, advantages of the implementation, total quality management.

2. Management excellence models: overview of different excellence model recognized at international level.

3. National and international EXCELLENCE awards: assessment of implementation of excellence and recognizing the value of an organization through the quality awards.

4. The criteria of EFQM: detailed presentation of the 9 criteria of the EFQM model and the subsequent subcriteria. Practical examples and case studies.

Leadership

Policy and Strategy

Personnel management

Resources

- Efficient resources management
- Financial resources management
- Information management
- Material resources management
- Organizational strategies in the field of protecting and using the intellectual property

Process approach

Client's satisfaction

Employee satisfaction

Impact on the community

Organization results

5. Factors and results: explanation of intercorrelation between the excellence model criteria and the influence on the organization results.

6. Assessment of managerial excellence: exercise for self assessment of excellence level for DoF and ITRSVs

7. Implementation of the excellence model within DoF and ITRSVs: workshop and discussions regarding the practical implementation of EXCELLENCE and the way in which such a tool influence the organizations. SWOT analysis for identification of STRONG points and improvement opportunities.

6.8.5 Recommended training method

Groups with max 15 persons, in training rooms with audio-video equipments, flipchart, magnetic board, video projector, computer. Presentation combined with workshops, exercises, case studies, brainstorming. Work teams will be formed.

6.8.6 Assessment method

The attendees will be split in work groups which will develop action plans for implementing the measures and criteria of Excellence.

6.9 Business communication

6.9.1 Target group

Management personnel within the DoF and ITRSVs.

6.9.2 Course objectives

Improvement of communication abilities for the attendees for a better adjustment to the requirements of social and professional life. The structure is flexible and adapted to the specific needs of the attendees.

6.9.3 Course description

The training aims at development of managerial communication and organizational communication, focusing on work related communication. Structured on modules, the course has a high practical components based on case studies and role playing.

6.9.4 Course structure

Module 1 Communication concept

Fundamentals of communication

Communication process and its components

Forms of communication

Application

Barriers and how to increase the communication efficiency

Application

Module 2 Communication in work and business related relations

Organizational communication, leadership

Communication and negotiation

Application

Business communication

Application

6.9.5 Recommended training methodology

Groups of max 10 persons in training rooms with audio-video facilities, flipchart, magnetic board, video projector, computer. Presentation combined with workshops, exercises, case studies, brainstorming. Working groups recommended.

6.9.6 Assessment methodology

Communication exercise amongst attendees

6.10 Balanced Score Card for governmental organizations

6.10.1 Target group

Personnel with managerial responsibilities within DoF and ITRSV.

6.10.2 Course objectives

Balanced ScoreCard is an essential management tool which allows to companies to control in real time the performances and to make the corrections needed for prevention of changing the objectives already set up.

The aim of the course is to train the top management on the strategic performance indicators, Balanced Score Card, development of the strategic map for DoF, identification of strategic objectives and the KPI.

6.10.3 Course description

The course will be organized as a workshop with the top management representatives insisting on the practical side of implementing such a tool.

6.10.4 Course structure

Module 1

Introduction in BSC, history, aim and method

Strategic performance indicators: financial perspective, clients' perspective

Module 2

Strategic performance indicators: internal processes perspective

Strategic performance indicators: personnel, training, development perspective

Module 3

Links between the strategic objectives and development of strategic map.

Module 4

Identification of indicators and targets for strategic objectives.

Module 5

Correlation studies

Modeling the BSC

6.10.5 Recommended training method

Groups of maximum 10 persons, in training rooms with networked computers and to have a BSC programme in order to perform the practical training.

6.10.6 Assessment method

The attendees will develop identification of strategic objectives and the department targets which could be monitored by a BSC programme.

6.11 Benchmarking the ITRSVs

6.11.1 Target group

Headquarters of DoF who make decisions related to ITRSVs activity.

This short course is meant to provide a method for analyzing the effectiveness of ITRSV in dealing with forest crime and forestry extension, having in mind the multiple functions an ITRSV have had according to its terms of references.

6.11.2 Course objectives

- To familiarize the DoF personnel in charge with supervising and apprising the ITRSV activities with Data Envelopment Analysis method, which allows an effective qualitative ranking of all ITRSVs activity according to some well defined inputs consumed (number of employees, available cars, total salary fund) and some well defined outputs (the volume of confiscated timber, penalties, identified poaching cases, complains solved in due time).
- Understanding the scientific background of benchmarking.
- Improve the capacity of decision makers to use the available software in analyzing and benchmarking the ITRSVs.

6.11.3 Course description

The first lectures have to clarify the opportunity of having adopted some standards in assessing the quality of the operational management carried out by the decision units. The second part comes up with two documented methods meant to identify the benchmark decision unit, which is the ITRSV.

6.11.4 Training structure

- Definitions and conceptual delineations.
- Measuring the outcomes. The benchmarking role in quality management.
- Benchmarking study
- Data Envelopment Analysis. Specific terms and definitions, simple case studies allowing a better understanding of the method.

6.11.5 Recommended training methodology

Course for the first three subjects, workshop and computer application for the 4th subject.

6.11.6 Evaluation method

Project/action plan/effective benchmarking on realistic data reported by ITRSV.

6.12 Standardization in Romania and in the EU, development of standards in the Forestry Area

6.12.1 Target group

Personnel with managerial responsibilities and technical staff having responsibilities in the standardisation field within the Forestry Department and ITRSV.

6.12.2 Course objectives

Acquiring the necessary knowledge for drafting the reference documents (standards/technical instructions) for the sustainable forestry management system and for its eventual certification according to PEFC.

6.12.3 Course description

The training is conceived in a modular structure and offers information referring the standards bodies acting at international, European and national level, as well as about the elaboration procedure for the national standards required for the sustainable forestry management system and for its eventual certification according to PEFC.

6.12.4 Course structure

1. Purpose and principles of standardisation; benefits of the standardisation activity;
2. Standardisation at international and European level; the international and European standards organisations;
3. Standardisation in Romania; the National Standards Body;
4. Standards in the forestry area;;
5. Drafting the national standards in the forestry field:
 - Independence from the accreditation and certification processes;
 - Involvement of the interested parties;
 - Transparency;
 - Public consulting;
 - Approval of standards;
 - Revision of standards;
 - Amending of standards;
 - Related legislation;
 - Related and conflictual standards;
 - Documentary study; bibliography;
 - Structure of the standard, use of specific terminology; drafting rules.

6.12.5 Recommended training method

Groups of maximum 20 trainees in training rooms equipped with audio video equipment, flipchart/magnetic board, overhead projector, computer. Presentations/lectures combined with workshops and exercises. Practical activities shall be organized in groups / work teams.

6.12.6 Evaluation methods

The knowledge acquired shall be assessed through questionnaires.

6.13 Systems and methods for certification of persons and organizations

6.13.1 Target group

Personnel with managerial position and tasks within the DoF and ITRSVs

6.13.2 Objectives of the course

- Acquiring knowledge regarding the personnel certification systems and methods;
- Acquiring knowledge regarding the organizations certification systems and methods
- Acquiring the necessary knowledge for selecting the most appropriate personnel / organization certification system / method

6.13.3 Description of the course

In the frame of the training, the general principles of accreditation and certification shall be presented, as well as the different certification methods / schemes that may be applied to persons (occupational standards, ISO 19011, ISO 10019) or organizations (ISO 9001, ISO 14001, EMAS, ISO 17799, OHSAS 18001, etc.).

6.13.4 Training structure

1. Accreditation: principles, role, benefits;
2. Certification: principles, role, benefits;
3. Personnel certification bodies. Management systems certification bodies;
4. Certification of professional competences according to occupational standards;
5. Personnel certification according to the ISO 19011 standard (QMS and EMS auditors);
6. Personnel certification according to the ISO 10019 standard (consultants);
7. QMS certification in organisations according to the standard ISO 9001;
8. EMS certification in organisations according to the standard ISO 14001;
9. Integration of management systems.

6.13.5 Recommended training method

Groups of maximum 15 trainees in training rooms equipped with audio video equipment, flipchart/magnetic board, overhead projector, computer. Presentations/lectures combined with workshops, exercises, case studies, brainstorming sessions. Activities shall be organized in groups / work teams.

6.13.6 Evaluation methods

Evaluation test of the acquired knowledge.

6.14 Silviculture and tree measuring

6.14.1 Target group

ITRSV inspectors responsible with timber flow control who has not had a three year experience in the field of forest watching and timber flow control.

6.14.2 Course objectives

- A short review on tree growth and ecology.
- Reminding the basic principles according to which trees are harvested as secondary yield, main yield or salvage products.
- Improving the capacity to appraise the volume of timber loaded in a truck and to differentiate it on species of trees.
- Reminding the typical structures for regular high forest (even aged forest) and uneven age forests and its dynamics at different ages.
- To remind the principle of stand thinning: up-level thinning, low-level thinning and bio-group thinning. Break-even density of different stands of trees.
- Getting to know how criteria for tree marking according to the doctrine of each main silvicultural system: regular shelterwood, group shelterwood, irregular shelterwood and selection system.
- To present a straightforward manner the dos and donts of applying silvicultural treatment, highlighting the threats of orienting the gaps into the wrong direction when applying the group treatment.

6.14.3 Course description

The module is structured in two parts: a short theoretical one, wherein some basics of forest ecology are recalled and a more extended practical one, focused on the objectives enumerated above.

6.14.4 Course structure

1. Theoretical issues. Tree growth and natural selection. Intraspecific and interspecific selection.
2. The selection pressure exerted by temperature, humidity or soil conditions. Typical structures of stands. Basic principles of thinnings and silvicultural treatments. Break-even basic area.
3. Practical exercise in the field: presenting some benchmark thinnings in locust stands, mixed stands, pure beech forests, mixed forests with resinous species and beech, Norway spruce forests.
4. How to better control the to-be-harvested volume during the tree marking session.
5. Give the appropriate orientation of the openings in the canopy on different slopes and exposures, in order to favor a certain species such as oaks or durmast in mixed forests, beech in mountainous forests and so forth.
6. Virtual exercise: having a bunch of logs of different species and sizes loaded in different vehicles, trainees have to quickly appraise the load in terms of volume. Volume tables are needed and trainees must be familiar with them.

6.14.5 Recommended training methodology

Two hours of lectures for updating the basic knowledge on silviculture and forest ecology. On the job practice, for subjects 3 to 6.

6.14.6 Evaluation methodology

On the-job examination: virtual marking up the harvestable trees within an area of 2-3 hectares, according to the tending works or silvicultural treatment prescribed by the managerial plan or proposed by the evaluator, in accordance with the age of the stand.

Visual assessment of the timber volume loaded in three typical vehicles.

6.15 Forest managerial planning

6.15.1 Target group

All technical personnel of ITRSVs, DoF apprentice advisers who didn't have the opportunity to work in forest management planning.

6.15.2 Course objectives

- To recall the managerial principles (sustainable yield, efficiency and biodiversity and amenities preservation). Criteria used to separate stands of trees, basic managerial units, managerial bases (rotation, maturity age, silvicultural treatment, stand and forest composition, regimes). The two methods used in Romania for setting up the allowable cut. Controlling the way in which the managerial plans have been observed.
- The contents, scope, and goals of the forest planning assignment (the document that must be produced by the forest administration and hand in to the planning companies allowing them to assess the total cost they would ask for at the auction).

6.15.3 Course description

This module is structured in two parts: a practical one, which is carried out in the field and a theoretical one, at the office.

The field excursions will be carried out in the most representative forests an ITRSV trainee might deal with: broadleaved forests with fast growing species (poplar and willows), coppice forests (locust), high forest with broadleaved species (oaks and durmast), beech and durmast forests, mixed forests with beech and resinous species, Norway spruce forests, mixed resinous forests (Norway spruce with fir).

The office stage can be carried out in fewer locations, the trainees being gathered in small groups, each group being assigned with a specific subject to deal with; after completion, the assignments are changed among groups.

6.15.4 Structure of the course

Practical background:

1. Separate a stand of trees according to common criteria as density, age, composition, the way in which trees of different species and ages are mixed up, slope, main function and so forth.
2. Verify in the field the stand description written by the forest planner. Identify the plots wherein the sample trees were measured, check up the data recorded into the stand description form (diameters, heights and quality class) as well as other important features considered wherever the regeneration process must be triggered (limitative factors of the forest site, existing seedlings or saplings).

Office-job background:

1. A thorough knowledge of the method to set up the allowable cut (indicative growth and age classes) with practical examples.
2. How to assess the opportunity cost of having imposed protective functions for forests, by changing the zoning system, changing the affordable yield and finally changing the allowable cut in a hypothetical case of pursuing only the timber production.
3. How to read the ecological scheme a forest-planning project is based on (ecological constraints and favorability factors within the forest site).

6.15.5 Recommended training methodology

The on-the-job training will be carried out in some forest districts wherein the managerial planning works are ongoing. It consists in:

Stand description on minimum 50 hectares, each trainee having the least available information needed (stand average ages, their relative positions on the map and area).

Resuming the measurements carried out in representative plots in order to verify the correctness of gathering the input data for timber volume assessment.

Analyzing and commenting the ecological scheme² of the forest district where other tests have been carried out.

Recomputed allowable cut for a basic unit³ on the basis of stand description.

6.15.6 Evaluation methodology

The accuracy of forest description will be appraised by a hypothetical beneficiary. The trainee will also produce a report in wherein she or he will describe how the allowable cut is computed.

² The ecological scheme is the table of correspondences between site type, natural forest type, and soil conditions, allowing for a better assessment of ecological threats or favorable ecological factors.

³ The basic unit is an area covered with forests for which a set of managerial plans are being produced and the allowable cut for the decade is computed.

6.16 Game ecology in fragmented habitats

6.16.1 Target group

The game management directorate, the ITRSV inspectors in charge with controlling the way in the law are being observed with respect to game management.

6.16.2 Course objectives

- Species affected by habitat fragmentation or alteration
- Genetic threats the small populations are facing with and some assessment on the genetic loss caused by fragmented habitats
- Methods and means to avoid habitat fragmentation
- The Ecological corridor concept and its implications in game management
- Some spatial statistics used in ecosystem analysis on large areas.

6.16.3 Course description

The course resumes some important aspects of game ethology to the extent to which these aspects are determined or influenced by habitat fragmentation. O component which is completely new refers to some notions of spatial statistics, namely the spatial association index and the aggregation indices, allowing for a better assessment of the effects the habitat fragmentation has upon the game populations.

6.16.4 Course structure

1. Ethology of the game species affected by habitat fragmentation. The sex-ratio and age classes. The genetic drift likelihood.
2. Fragmented habitats – case studies. Means to avoid habitat fragmentation
3. Introduction in spatial statistics: the spatial association index, aggregation indices. GIS – based spatial association index.
4. Sex-ratio and optimizing the crops for game populations affected by fragmented habitats.

6.16.5 Recommended training methodology

Courses (4 hours) for subjects 1 and 2, workshops and seminars for subjects 3 and 4 (6 hours)

6.16.6 Evaluation methodology

Colloquium on a subject indicated by the trainer and workshop for the aspects related to spatial statistics.

6.17 Game management

6.17.1 Target group

The ITRSVs hunting inspectors along with all personnel in charge with coordination and control on game management.

6.17.2 Course objective

- To present the main poaching techniques and gears, the targeted species and the places where poaching is frequently reported.
- Legal requirements the game management must observe, related to the Bern convention
- Pest and epidemics control.
- Game inventory
- UE requirements on meat expertise and meat export
- Practical aspects of effective game management: selecting and employing hunting rangers, food procurement for game.
- Methodological landmarks for applying SWOT analysis on bids applied for hunting funds management

6.17.3 Course description

The matter is being structured into two distinctive parts: a practical one, oriented towards poaching ruling out and effective managerial measures to undertake on hunting funds, along with a theoretical one, dedicated to a better understanding of the legislative issues, including the UE legislation on biodiversity protection.

6.17.4 Course structure

1. Poaching ruling out. Poaching techniques, poacher's psycho-social profiling. Managing conflicts generated by poaching felonies.
2. Coordination between stakeholders implied in poaching ruling out (foresters, hunting rangers, environment guard and police)
3. Hunting legislation
4. Hunter's ethics as public awareness tool on biodiversity preservation
5. Basic knowledge on epidemics and pests specific to game species
6. SWOT analysis applied in hunting managerial plans
7. required expertise on game meat quality assessment, with a special focus on tests required by international and UE standards

6.17.5 Recommended training methodology

Courses (about 10 hours) on issues 2,3,4, 5 and 6. On-he-job demonstrations and workshops on the first and the last subjects.

6.17.6 Assessment methodology

Exam and practical demonstration on identifying pre-installed traps in the woods, coordinating a common action on poaching ruling out immediately after the course completion and presenting the outcomes within the ITRSV personnel).

6.18 Biodiversity conservation

6.18.1 Target group

Heads of ITRSV and the technical personnel involved in supervising more or less the way in which the forest regime particularities are observed in protected areas, with a special priority on controlling the timber flow. It should be noticed that each ITRSV has one national or natural park at least in territory it is responsible for. The updated list of national and natural parks wherein the ITRSV inspectors may encounter specific matters related to their specific tasks (controlling the timber circulation, illegal fallings or illegal changes of the land use) are presented in table below.

Table 3 National and natural parks and their allocation on ITRSVs

ITRSVs' territories wherein the parks is located	Identity	Total area (hectares)	Total area within the forest fund (hectares)	Totally protected areas (hectares)
National parks				
Suceava, Brasov, Cluj	Călimani	24041	15872	7849
Suceava	Ceahlău	8396	7346	3244
Suceava, Brasov	Cheile Bicazului-Hășmaș	6575	6256	4846
Timisoara	Cheile Nerei-Beușnița	37100	26373	6870
Rm Valcea	Cozia	17100	16056	7840
Timisoara, Rm. Valcea	Domogled –Valea Cernei	60100	44523	12476
Focsani	Munții Măcinului	11321	11142	2593
Brasov	Piatra Craiului	14800	9803	3651
Timisoara	Retezat	38047	20097	5460
Cluj Napoca	Rodna	46399	27335	13324
Timisoara	Semenic-Cheile Carașului	36665	30400	9818
Natural parks				
Oradea, Cluj - Napoca	Apuseni	75784	43487	10870
Focsani	Balta Mică a Brăilei	17529	10911	2557
Brasov, Ploiesti	Bucegi	32663	21358	5805
Timisoara	Grădiștea Muncelului-Cioclovina	38184	26230	4357
Timisoara, Ramnicu Valcea	Porțile de Fier	115655	63919	9610
Suceava	Vânători-Neamț	30818	26323	11417
Oradea	Lunca Muresului	17166	6761	377

6.18.2 Course objectives

To familiarize the ITRSVs inspectors with the red lists of species identified within each national or natural park as well with their characteristics, using high resolution pictures and photos.

Getting to know the most important habitats mentioned in the annexes of the international convention on habitats (the Law 13/1993)

Getting to know the concept of Forest of High Conservative Value, implemented along with the FSC forest certification scheme.

6.18.3 Course description

The course is meant to smooth the way in which the ITRSV inspector should get involved in solving the multiple conflicts that may occur in protected areas wherein he share of private woodland cannot be neglected.

6.18.4 Course structure

A brief presentation of the national and natural parks, highlighting the protected species and habitat met into the forest fund.

The contents of the managerial plan developed for each national or natural park, underlining the allowed activities.

The caring capacity of the ecosystem. Contents and assessment method.

6.18.5 Recommended training methodology

Courses and open discussions on the specific issues the ITRSV inspectors are facing with in protected areas

6.18.6 Evaluation methodology

An essay on the issue of biodiversity conservation within a park which is located in the territory controlled by the ITRSV the trainee is working with. The goal is to improve the trainees' capability to communicate the most important issues the park administration is facing with.

6.19 Forestry statistics

6.19.1 Target group

The personnel who's responsible with producing statistic reports as well as the heads of ITRSV (chief inspector and deputy chief inspector).

6.19.2 Course objectives

Getting to know criteria and indicators for sustainable forest management

The annual regeneration survey

Measuring, classifying and marking wood in the rough in accordance to the Governmental Ordinance 1090/09.11.2000, which actually enforced the Council Directive No 89/68.

Getting to know the system of adjusted national accounts. How it is being used for producing reliable indicators of economic growth.

6.19.3 Course description

This module is a pure theoretical one, allowing for understanding the role and functions some traditional statistic reports have in the context of macro-economic growth indices. The course is structured into two parts: the first one resumes some basic statistics, the second one comes up with some novel aspects related to international statistic reports and UE standards on wood products.

6.19.4 Course structure

1. Basic knowledge on statistics: sample, population, average, standard deviation and so forth.
2. Sampling systems used in forestry, along with their advantages and disadvantages, related to the specific field where they are used (annual regeneration survey, wood assessment, wood surveying, verifying the stand description and inventories).
3. The principle of applying the sequential control in different respects: verifying the wood stock, verifying the afforestation works or forest inventories.
4. Criteria to define the timber grades in accordance to the GO 1090/2000.
5. The national statistic reports for forestry
6. FAO statistic reports.
7. The UN integrated system of economic and environment accounts (SEEA) and its role in bettering the global indicators of economic growth.

6.19.5 Recommended training methodology

Courses (6 hours) for subject 4,5,6, and 7, seminars and workshops for subjects 1,2, and 3.

6.19.6 Evaluation methodology

Exam for subjects 4,5,6 and 7, workshop for subjects 2 and 3.

6.20 Cadastre and Geographic information system

6.20.1 Target group

Up to three forest engineers of each ITRSV with a good background on IT, responsible with creating and updating the database of forest ownerships.

6.20.2 Course objectives

- Getting familiar with the cadastre system and the cadastre law.
- Improve the capacity to embody the forest cadastre into the national cadastre.
- Familiarization with the know-how on terrestrial measurements
- Updating the knowledge about the geodesic network
- Basic knowledge about GIS – beginner and intermediate levels

6.20.3 Course description

This module has a theoretical component, which is important from the standing point of keeping and updating the cadastral records, a practical one, related to the way in which the GIS could extensively used in bettering the forest management.

6.20.4 Course structure

1. Cadastral parcel: its definition, structure and function within the land book. Structure of the associated database; rules and documentation for updating the cadastral database.
2. Basic rules ('dos and donts') for topographical surveying
3. GIS basics: a general overview of the GIS products. Basic concepts: layer, theme, table of attributes.
4. Georeference: projection systems, geo-referencing a couple of cadastre plans.
5. Technologies for vectorizing a cadastre plan. Vectorizing the maps of a forest districts
6. Thematic maps.

6.20.5 Recommended training methodology

Courses for the four subjects. On-the-job presentations for subjects 2, 4, 5 and 6, where necessary.

6.20.6 Evaluation methodology

Exam on theoretical knowledge and a practical exam: the trainee should produce the map of a management basic unit using a GIS technique and draft the tables of attributes.

6.21 Training for auditors for management systems with applications on the Forest Management systems

6.21.1 Target group

Inspectors within the General Directorate for the control of application of forestry regime and hunting within ITRSVs.

6.21.2 Course objectives

- Acquiring knowledges and skills needed for developing the auditing activities
- Link between the forest management system and the national legislation
- Explanation of methodologies for setting up the indicators and for measuring performances
- Explanation of methodologies and tools for implementing the forestry management system
- Particularities of the audit process for forest management system
- Legislation audit;
- Auditing skills;
- Acquiring based on real audit examples a practical audit experience.

6.21.3 Course description

The training will insist on explaining the Forest management system and the possibilities for implementing and checking the implementation of sustainable development in forestry field.

Theoretical presentation with exercises and practical workshops promoting the exchange of experiences between attendees, discussion and the interactivity of the training process.

6.21.4 Structure of the training

Reference documents for the Forest Management system

Code of Forests Practices

Environmental Management system (ISO 14001:2004)

Sustainable Forest Initiative (SFI)

Programme for the endorsement of Forest Certification (www.pfec.org)

Native Forest Management System (www.nfsm.com)

Forest management system: Context, general requirements, specific concepts (system approach, performance indicators, objectives and targets, sustainable development)

Specific requirements for design and implementing FMS: forest planning, link between the EMS and the FMS, elements of the FMS: policy and strategy, planning, implementation, integrated planning for deforestation process, monitoring and report, measuring the exploitation results, roles and responsibilities, implementing the management tools (GIS, Guideline Ecofield), continuous improvement and sustainable development.

Audit: specific requirements for auditing the management systems (ISO 19001:2001), audit process, principles, audit documents, auditor competences.

Practical audit exercise: will include development of an audit report and performing an audit interview (role playing)

6.21.5 Recommended training methodology

Groups of maximum 15 persons, in training rooms with audio-video equipments, flipchart, magnetic board, video projector, computer. Presentation combined with exercises, case studies, role playing for future auditors. Recommended team work.

6.21.6 Assessment methodology

Theoretical assessment in the end of the training and performing an internal audit in 3 months and presentation of the conclusions.

6.22 Forest legislation including EU Directives

6.22.1 Target group

ITRSV personnel with control tasks in observing of forestry laws. Prerequisite: Silviculture and tree measurement course (practical tests) or 3 years experience at least within a forest districts.

6.22.2 Course objectives

- To get familiar with the functioning of the national juridical and legislative system
- To get knowledge of forestry substantive and procedural norms
- To appropriate a mode of reading, understanding and application of laws
- Getting to know the UE directives that have an effect on forest management and legislation

6.22.3 Course description

The module is structured in three parts. The first one (two classes) introduces the general elements for understanding the juridical terms and the functioning of the legislative and juridical system, with emphasis on the material and territorial competence of the institutions.

The second part, named „Forestry law – general part” (two classes), defines the principles of forestry law, the main institutions of forestry domain (forest property, administration, forest management planning, forestry Staff Corporation), the categories of persons with rights and obligations towards the forest utilization, and underlines the particularities of forest regime as main method to regulate the forest utilization.

The third part, „Forestry law – special part” (four classes) reminds the content of some regulations in forestry field, details the juridical features of main forestry crimes and contraventions, focusing on the aspect of procedural acts (pursuit and recording of forestry crimes and contraventions) in the context of general laws (Penal code and Procedural penal code) and special laws that regulate this domain. During the teaching process, special remarks are to be made on the economic and social consequences of forestry law norms.

The final section covers the UE directives and recommendations that may have an impact over the forest management and related legislation.

6.22.4 Course structure

1. Basic juridical notions. Juridical acts and facts. The structure of juridical norm. Interpretation of juridical norm. The sources of law. Classification of laws. Property rights. Classification, characteristics, forms. Servitudes. Obligations and contracts.
2. Administrative law. Public authority. Administrative contentious. Elements of penal law and procedural penal law. Crimes and contraventions, characteristics. Territorial and material competence of the courts. The phases of the trial, procedural capacity, civil/penal rapport.
3. The nature of forestry law: definition, object, and subjects. The source of forestry law: law, the forest management plan, and the customs. Fundamental institutions of forestry law: property, administration, the forest management planning. The form of property on trees, forests, and forest lands. The administration of forestry fund. The liability of forestry staff. Forms, conditions.
4. Forest regime, subjects, object, description, and particularities. The field of applicability of forest regime and forestry laws in the national forestry fund.
5. The regulation of specific activities within the forestry fund: selling timber, harvesting rights, statute of forestry staff, and authorization of economic agents, authorization of administrative structures, withdrawal regime and marketing of other forestry products than wood, juridical regime of forestry lands.
6. Forestry crimes and contravention. Classification, juridical characteristics, material and intentional elements. Sanction of forestry crimes. The characterization of the illegal harvesting crime. The characterization of the crime “timber robbery”.
7. The timber circulation regime on public roads and controlling the sawmills and primary processing installations. Accompanying documents for the timber transported. Official

instruments and their utilization for tree marking. Custody and confiscation of timber. The determination of compensation in case of damages occurred in the forestry fund.

8. Pursuing and recording of the forestry crimes and contraventions. The rights and obligations of the official agent according to the specific laws. The particularities of the pursuit act in the forestry domain. Official records. Application of the punishment/sanctions in case of forestry contraventions. Application of sanctions in case of forestry crimes.
9. UE directives and recommendations that are relevant for the forest domain.

6.22.5 Recommended training methodology

8 hours of courses, 6 hours of seminars and 2 hours for the final evaluation

6.22.6 Evaluation method

Exam and practical test on a case study referring to the timber flow on forest and public roads: checking up the legal documents a transporter should have and verifying the correspondence between the data written on the transport documents and the transported timber quality and volume.

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CHAPTER 7 – Recommended methods for implementation of the training programme

7 Recommended methods for implementation of the training programme

For development of an active and efficient learning process, the training programmes will comply with the characteristics of adult education and will be organized in the different forms presented bellow:

- Seminars
- Workshops
- Brainstorming sessions
- SWOT analysis
- Team work
- Team building
- E-learning
- Virtual forums
- Strategic games
- Train of trainers
- Exchange of experience (in Romania or EU)
- Training on the job
- Practical activity of DoF representatives in similar teams of EU countries
- Movies
- Computer simulation
- Audit practice
- Mentoring
- Coaching
- Development of projects ante/post graduation
- Problem solving
- Demo informatics' programmes
- Work discussions
- Panel discussions

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CHAPTER 8 – Intermediate and final evaluation of the training programmes

8 Intermediate and final evaluation of the training programmes

Assessment of training activities will be performed by application and administration of self assessment questionnaires initial and in the end of the training, as well as assessment questionnaire intermediate and final.

We recommend as well oral and written examination, ex post evaluation, evaluation by the mentor, evaluation by the coach for the top management, crossed evaluation for team partners. In order to develop a final check of acquiring knowledge as well as implementation of this knowledge, competences certification can be used.

Personnel professional training can be validated by one of the following methods:

- i. Attendance certificate
- ii. Graduation certificate:
 - Without external recognition
 - Recognized by the DoF
 - Recognized within the national vocational training system
 - Recognized at European level (ECDL, TELC)

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CHAPTER 9 – Use of computers in training and evaluation

9 Use of computers in training and evaluation

The use of computers in training process will be used in order to transfer knowledge, on-line training can be organized, strategic games and demo programmes. In order to ensure an optimum knowledge transfer and exchange of information between the persons involved in the learning process and other persons within the system, lecturers but also others we suggest forum discussions.

In the assessment process the computer is supporting an optimum assessment trough a specialized software for psychological and behavior testing.

We recommend as well the use of simulation games which involve the use of computer in order to increase the degree of applicability of the trainings performed.

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CHAPTER 10 – Training logistics resources of MAPDR and the ITRSVs

10 Own training logistics resources for MAPDR and the territorial organizations (ITRSVs) which can be used for the training on the job or for the in site training of the DoF personnel

A questionnaire has been developed in order to identify the logistic resources of DoF and ITRSVs. The questionnaire was sent to these entities to be completed and is presented in the Appendix 2 of the present report.

The findings of the questionnaire show that unfortunately DoF and its structure do not have resources which would enable development of in house trainings unless very little (training spaces or logistics):

- 2 meeting/training rooms of high capacity within the Ministry which are used based on a tight schedule
- 1 meeting room for meetings with small groups at Ministerial level

Some of the ITRSVs have printers and copying machines of small capacities but these do not answer the need of organizing training courses. This is why we consider that the training courses will have to be organized at the headquarters of the training provider.

There is the possibility of organizing trainings within the Ministry of Agriculture, Forests and Rural Development in the 2 halls but this has to be agreed by the Ministry upfront.

We suggest the development of a Personnel Training Center with the minimum structure:

- 1 training room for 50-60 places
- 2 training rooms for 20-25 places

For each room we suggest the audio-video facilities:

- DVD
- Projection screen
- Overhead projector
- Video projector
- White board
- Flipchart
- Copying machine
- Computer connected to Internet

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HUMAN RESOURCES DEVELOPMENT PROJECT FOR THE DIRECTORATE OF FORESTRY

CHAPTER 11 – APPENDIXES

11 Appendixes

Appendix 1. Training needs assessment questionnaire

Appendix 2 Questionnaire for identification of logistics training resources

Appendix 3 Framework of the training programme

Appendix 4. List of abbreviation used

11.1 ANEXA 1 Training needs assessment questionnaire

1. Which is your position?

1. Forest engineer	2. Field inspector	3 referee	4. Other
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2. Direction: _____ Since when you've been employee in this position? _____ ani.

3. Rank the most important three tasks you have to fulfill, according to their importance

1. _____
2. _____
3. _____

4. How satisfied are you with the present position

Very satisfied 1. _____ 2. _____ 3. _____ 4. _____ 5. Very unsatisfied

5. According your job, do you consider that your capacities are?

- 1) Overestimated 2) Used in normal limits 3) Under evaluated

6. Mark the most frequent types of problems you are to solve and rank them from 1, which is supposed to be the most frequent one

Lack of adequate logistic	
Difficulties in prioritizing the tasks from the superiors' perspective	
Faulty information flow	
Insufficient support within the institution	
Hard work	
Unprofessionally support provided y collaborators	
Slow rhythm of work	
IT issues (hardware and software)	
Very demanding chiefs/colleagues/ subordinates	
Public discontent referring to our job	
Lack of money when necessary	
Lack of sound orgchart, overlapping or missing tasks	
Responsibility delegation	
Inefficient management	
Others....	

7.

Mark the main obstacles that deter you from achieving your goals and rank them from 1, which is supposed to be the most frequent one

Accurate and on time feed-back from the collaborators	
Lack of support from the chief and the team	
Long terms in assuring the technical support	
Health	
Problems with other peers	
Public relation difficulties	
Over estimating the labor capacity	
Lack of auto vehicles	
Too many demands from different directions that are difficult to handle with simultaneously (lack of time)	
The freedom to undertake measures when a somebody fails	
Reluctance from other employee	
Lack of determination from the chiefs	
Lack of organization chart, terms of references, inappropriate governance within the institution.	
Others	

8.

Mark the working skills you my need and prioritize them and rank them from 1, which is supposed to be the most frequent one

	English language	
	Information technology	
	Prioritizing and choosing the goals	
	Effectiveness and efficiency	
	Communication skills	
	Managerial techniques	
	Professional training in forestry	
	Better time management	
	Solving the problems in a professional way	
	More perseverance	
	Better personnel relationships within the institution	
	Others	

9. Do

you need new information or specific information 1) Yes 2) No

	Computer literacy	
	Information on the institution activity	
	Legislation on forestry and other connected fields	
	English language	
	Better technical knowledge in forestry	
	Courses on other technical issues	
	Conflict management	
	Ecological labeling of forest products	
	Courses on protected area management	
	Quality management	
	Others	

10. Mark the domains wherein some training courses would be beneficial for you, and rank them starting with the most important one

	Human resource management	
	Forest management system	
	English Language	
	Bargaining methods	
	Team working	
	Computer skills	
	Managerial techniques	
	Financial management	
	Quality management	
	European legislation	
	Public institution management	
	Public relation and communication	
	Others:	

11.

Would you like to work in another position/field/job?

Mark and rank the aspects you consider that must be developed at the team level in order to improve the efficiency of the department. Then rank them.

	A better allocation of duties among employees in accordance to their ToRs	
	Efficient and multi-leveled communication	
	Employees' fairness in dealing with common problems they are facing with	
	New employees	
	Bettering the spirit	
	Self-awareness on how important is each individual for the whole activity carried out by the team	
	Sound logistics and information flow	
	Sharing the reliable experience of older employees	
	More employees' involvement	
	A better surveillance and a better communion amongst teammates.	
	Competition	
	Incentives	
	Others	

113.

Cum Assess the legal framework of forest management (one option on a line)

	Clear terms and phrases	1.a	Clumsy terms and phrases	1.b
	Consistent	2.a	Inconsistent here and there	2.b
	Sufficient	3.a	Insufficient	3.b
	Easy to implement	4.a	Difficult to implement	4.b

14. What statements of the forest code you consider difficult to apply (more answers allowed)

Management of the public forests

1st section - Forest managerial planning

2nd section – Ecological restoration, forest regeneration and tending

3rd section – forest protection

4th section - forest watching

5th section – Forest products

6th section – Forest exploitation

3rd chapter – Watching and developing the forest fund

3rd title – Private owned forest fond

4^{rt} title Common dispositions for the public and the private forest fund

1st chapter – controlling the timber flow and sawmills

2nd chapter fishery in mountainous waters

5th title – Forest vegetation outside the forest fund

6th title – Charges and penalties

15. What provisions of the forest code might generate conflicts in your opinion? (more answers allowed)

Management of the public forests

1st section - Forest managerial planning

2nd section – Ecological restoration, forest regeneration and tending

3rd section – forest protection

4th section - forest watching

5th section – Forest products

6th section – Forest exploitation

3rd chapter –watching and developing the forest fund

3rd title – Private owned forest fond

4^{rt} title Common dispositions for the public and the private forest fund

1st chapter – controlling the timber flow and sawmills

2nd chapter fishery in mountainous waters

5th title – Forest vegetation outside the forest fund

6th title – Charges and penalties

16. How do you consider the impact of the 3rd section (Protected areas) of the law referring to the national territory planning (5/2000) upon the activity of DoF or ITRSVs?

1. Very important Important Not so important Low Very low

17. Do you have the list of all protected areas within the territory supervised by the ITRSV you are working with?

1) Yes 2) No

18. Do you consider that all protected areas merit this status?

1) Yes 2) No, nominate them _____

19. How do you appreciate the impact of international conventions on biodiversity preservation upon the way in which the private forests are being managed? Justify your opinion, having in mind the structure of the forest fund within the territory managed by the ITRSV you are working with.

1. Very important Important Not so important Low Very low

m) Motivation:

20. How do you appreciate the support provided by the existing legal system upon the way in which the timber flow is being watched up? Justify your answer.

1. Very important Important Not so important Low Very low

m) Motivation:

21. How much time do you put in biodiversity preservation issues, considering the existing legal background? (Including timber marking) _____ %

22. Assess the degree to which you are collaborating with the local Environmental Protection Agencies.

1) very low 2) low 3) quite important but occasional 4) important and occasional 5) important and permanent

23. Indicate the fields wherein these interactions with EPA may occur

Timber flow watching

Marking the trees in the buffer zones

Other activities, such as collecting non-wood products

Approving the forest management plans

the managerial conferences and all activities related to controlling the forest management

Others: _____

24. How much time do you put in communicating with forest logging companies in order to better the quality of logging and felling operations? (Approximate percentages of the whole time spent in the field) _____%

25. How much time do you put in communicating with forest private owners for consciousness-raising on the issue of keeping a closed canopy of trees? (Approximate percentages of the whole time spent in the field) _____%

26. What's your opinion about the quality of the timber appraising computer program (the APV software)?

27. What's your opinion about the quality of the forest management plans developed by private companies for private woodland owners in all respects (field works and the final outcome)

28. Indicate the most plausible causes of conflicts between forest stakeholders:

1) Contractual issues;

2) legal framework, which is confused and insufficient;

3) Other intrusions;

4) cash flow issues;

5) forest crimes.

e) Explanations:

29. Mark the intensity and frequency of conflicts between stakeholders operating in territory controlled by the ITRSV you are working with (Intensity: s-Low, m – medium r-high; frequency: re-low, me-medium ri-high)

<i>Intensity</i> \ <i>Frequency</i>	1) ITRSV	Forest owners	NFA forest districts	Logging and harvesting companies	Forest management companies	NGOs on environmental issues
1) ITRSV		s) m) r)	s) m) r)	s) m) r)	s) m) r)	s) m) r)
Forest owners	re) me) ri)		s) m) r)	s) m) r)	s) m) r)	s) m) r)
NFA forest districts	re) me) ri)	re) me) ri)		s) m) r)	s) m) r)	s) m) r)
Logging and harvesting companies	re) me) ri)	re) me) ri)	re) me) ri)		s) m) r)	s) m) r)

Forest management companies	re) me) ri)	re) me) ri)	re)) ri)	re) me) ri)		s) m) r)
NGOs on environmental issues	re) me) ri)	re) me) ri)	re) me) ri)	re) me) ri)	re) me) ri)	

30. Indicate what communication mean would you prefer to use with the forest owners?

- 1) Informal meetings
- 2) Regular and formal meetings
- 3) Blueprints
- 4) Media
- 5) Other means

31. How do you appreciate the chances of having a successful forest certification scheme?

- 1) Low
- 2) Medium
- 3) High

32. How do you appreciate the communication between the forest certification stakeholders and forest owners?

- 1) Low
- 2) Medium
- 3) High

33. Do you know the meaning of the expression 'Chain of custody'?

- 1) Yes
- 2) No

If yes, appraise the chances of having created chains of custody. Indicate the obstacles you foreseen in this respect.

34. Appraise the frequency of using the following computer programs, considering the total timeshare you are working at computer

- 1) Word ____% 2) Excel ____% 3) Access ____% 4) Internet browsers ____% Total: ____%

35. Appraise your computer literacy keeping an eye on menus and commands you tried without having the outcome you would have expected

- 1) Word ____% 2) Excel ____% 3) Access ____% 4) Internet browsers ____%

36. How much time do you put in traveling for job purposes ____%

37. How the IRSV interacts with NFA structures and other forest administrations? Does it manage to apply the rule of the law irrespective to the ownership type?

38. To which degree do you manage to cope with forest crime? Indicate the main drawbacks in coping with it.

39. Which are subjects you need a better training, either for keeping up your knowledge, or for practical reasons?

40. Do you consider a forest language as a necessity for your job?

- 1) Yes Which one: _____ 2) No (Go to Q 34)

41. Which are the main issues you are interested in the foreign language you'd like to learn?

- 1) conversation 3) technical terms

- 2) grammar 4) general notions

- 5) Other, name it/them: _____

42) Gender: 1) Male 2) female

43) Age: _____

44) Education

45) Locality

11.2 Appendix 2 - Questionnaire for identification of logistic training resources

The present questionnaire has been developed within the Forestry Development Project – Human resources development programme funded by the World Bank. The aim is to assess and to establish the internal logistics resources of the Ministry of Agriculture, Forestry and Rural Development – Directorate of Forestry and the Territorial Inspectorates.

Please fill in the questionnaire and send it to the following coordinates: carmen@fiatest.ro, simona@fiatest.ro , and fax: 021-3122106 for Carmen Balaban or for Simona Gitu.

Institution: _____

Address: _____

We have the following training logistics resources (please check as appropriate)

No.	Object	Number
1.	Training rooms Please detail for each training room the number of tables, chairs, chairs with block notes support for conference and the maximum number of trainees for each room.	
2.	Computer for the training room (Laptop/desktop)	
3.	Magnetic board	
4.	Black board	
5.	Flipchart	
6.	Projection screen	
7.	Overhead projector	
8.	Video projector	
9.	Copying machine for training materials	
10.	Printer	
11.	Computers networked and connected to internet (for e-learning and ICT training courses)	
12.	Tape recorder	
13.	TV	
14.	Video player	
15.	Accommodation resources (please detail hotel, villa, guesthouse) and mention the maximum accommodation capacity	
16.	Others (please detail)	

THANK YOU!

**11.3 APPENDIX 3 – Framework of the training programme
FRAMEWORK OF THE TRAINING PROGRAMME**

COD PF: -----	Name of the training programme: -----		
Duration (days):	Location:		Price (estimate)
	R <input type="checkbox"/>	UE <input type="checkbox"/>	EURO: _____ RON: _____
Training method: <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> S JS LE DG SE C M PR W SC TB TJ V		Type of training programme <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> I P SP Se	
FP Provider R <input type="checkbox"/> UE <input type="checkbox"/> AR <input type="checkbox"/> AUE <input type="checkbox"/>			
Course objective:			
Course programme			
Day 1		Module 1	<input type="checkbox"/> S
		Module 2	
Day 2			
Graduation methodology		Expectation from the training	
CP <input type="checkbox"/>	CA <input type="checkbox"/>	<input type="checkbox"/> Updating the theoretical knowledge <input type="checkbox"/> Harmonization with EU requirements <input type="checkbox"/> Improvement of practical skills <input type="checkbox"/> Improvement of managerial experience <input type="checkbox"/> Knowledge of requirements for interested parties	
		C UE <input type="checkbox"/>	

11.4 APPENDIX 4 – List of abbreviation

List of abbreviation used in the present report

AUE	Supplier of professional training authorized in a EU member state
AR	Supplier of professional training authorized in Romania
B	Brainstorming
C	Coaching
CA	CNFPA Authorized
CP	Attendance certificate
C UE	EU recognized certificate
D	Demonstration
DG	Group discussion
DoF	Directorate of Forestry
I	Initiation
EPA	Environmental Protection Agency
JS	Simulation game
ITRSV	Territorial Inspectorate for Forestry regime and hunting
JR	Role playing
LE	Team work
M	Mentoring
PR	Projects, portfolio
PF	Training programme
P	Improvement training
R	Romania
RP	Problem solving
S	Seminar
SC	Computer simulation
SE	Exchange of experience
Sp	Specialization
TB	team building
TJ	training on the job
EU	European Union
V	Viewing films and documentaries
W	Workshop

TRAINING PROGRAMME RECORD

Cod PF PP 05	Name of the training programme ENGLISH LANGUAGE Course
-------------------------------	---

Priority for pentru : 2006	Target group :	Staff in DP and ITRSV
Conditioning : there are not Accepted exceptions: there are not		
Duration : 98 h	Location România	Estimated price EURO 2,5/h RON 4h
Training method Seminar Team work Group discussions		Type of training programme Improvement
Providers of professional forming: Providers of professional training in Romania		
Objectives of the course The purpose of the course is to improve the participants' communication skills to better comply with the necessities of social and professional life. The structure of the course is flexible and adaptable to the participants' specific needs (grammar knowledge, vocabulary development, capacity to develop a conversation).		
The programme of the course		
Module 1 Beginners		
1.1. Basic grammar knowledge:		
1.1.1 Verbs (modal, regular) ;		
1.1.2.Tenses (general presentation)		
1.1.3. The Adjective		
1.1.4.The Noun		
1.2. Communication Forms		
1.2.1.Ocupations		
1.2.2.Leisure Time Activities		
1.2.3.Abilities and Skills		
1.2.4.Time Expressions		
1.2.5.Weather Expressions		
Module 2 Pre-intermediate		
2.1. Tenses (Present Tense Continuous , Past Tense Continuous , Past Conditional Present Perfect Tense Simple and Continuous, Modal Verbs, Might, Infinitive as Purpose, Present Conditional, Indirect Speech, Irregular Verbs)		
2.2. Quantity and Number Expressions, Time Prepositions, Families of Words, Synonyms, Antonyms		
2.3. Communication Skills		
2.3.1. Frequent Expressions and Words: Quantity /Number Expressions, Travelling by Plane/Clothes/Food/jobs, The Meals		
Module 3 Intermediate		
3.1. Grammar: Verbs / Tenses, Modal Verbs / Expressing Obligation, Modal Verbs / Expressing Ability, Passive Voice, Indirect Speech, Polite Requests, Comparison of Adjectives, Conditional Prepositions		
3.2. Communication Skills:		
Expressions about Mass-media Messages – TV Programmes, Expressions related to travelling, words and expressions on health care, first aid, housing (home/furniture).		
Module 4 Upper-intermediate		
4.1. Grammar: Verbs / Tenses, polite Demands, Comparison of		

Adjectives, Modal Verbs / Expressing Obligation, Modal Verbs / Expressing Deduction, Conditional Prepositions, Expressing Usual Activities in the Past /Present, Homonyms, Compound Verbs; Compound Nouns.

4.2. Communication Skills:

Words and expressions referring to different periods of life/professions/transportation

Module 5 Advanced

5.1. The Verb (Tenses: revision, narrative tenses, modal verbs: revision, perfect aspect, verbal constructions). Plural of Compound Nouns, The Adjective, Adjective Order, Indirect Speech, Indefinite Personal Pronoun, Informal and Formal English

5.2. Communication Skills: expressions on clothes – fashion, Informal/Formal English.

Graduation Modalities Authorised Certificate Issued by CNFPA	Expectations from the Training Period	
	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input type="checkbox"/>	Complying with EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input type="checkbox"/>	Improving managerial skills
	<input checked="" type="checkbox"/>	Being aware of the students' needs

11.5

TRAINING PROGRAMME RECORD

Cod PF PP 03	Name of the Training Programme Basic COMMUNICATION Skills	
Priority for:2006	Target Group:	Whole Staff of DP and ITRSV
Conditioning: there are not Accepted exceptions; there are not		
Duration: 2 days	Location România	Estimated price EURO 150 RON 600
Training method Seminar Group Discussions		Type of the training programme Improvement

Team work Panel discussions Role play		
Professional training suppliers: Experts in Romania		
Objectives of the course The purpose of the course is to improve the participants' communication skills to better comply with the necessities of social and professional life. The structure of the course is flexible and adaptable to the participants' specific needs (grammar knowledge, vocabulary development, capacity to develop a.		
Course programme		
DAY 1 Module 1 Communication skills concept		
1.3.	Basic communication skills	0,5h
1.4.	Communication skills process and its components	1h
1.5.	Communication skills forms	1h
1.6.	Practice exercise	1,5h
1.7.	Barriers and means of improving communication skills	1h
1.8.	Practise exercise	1h
DAY 2 Module 2 Business and work communication skills		
2.4.	Business communication skills	1h
2.5.	Communication skills in work groups	2h
2.6.	Practice exercise	1h
2.7.	Human relations and communication	1h
2.5.	Practice exercise	1h
Graduation Modalities Attending Certificate		Expectations
		<input checked="" type="checkbox"/> Updating theoretical knowledge
		<input type="checkbox"/> Complying with EU demands
		<input checked="" type="checkbox"/> Improving practical skills
		<input checked="" type="checkbox"/> Improving managerial skills
		<input type="checkbox"/> Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PP 05		Name of the training programme ECDL Training	
Priority for :2006	Target group :	Staff in DP and ITRSV	
Conditioning : there are not Accepted exceptions: there are not			
Duration : 7 days	Location România	Estimated price EURO150/pers RON 600/pers	
Training method Seminar Team work Group discussions Problem solving		Type of training programme Improvement	
Providers of professional forming: Experts in Romania			
Objectives of the course Getting the necessary skills to use a PC			

Programme of the course	
Day 1	
Module 1 Basic concepts in IT	2h
1.1. Short history of computer	
1.2. Computer device	
1.2.1 Hardware	
1.2.2 Software	
1.3. network and internet	
1.4. Every day computer	
Module 2 Computer use and file organise	6h
2.1. Working background of the computer	
2.2. Working space	
2.3. File organising	
2.4. Printing	
DAY 2	
Module 2 Computer use and file organise (to be continued) Exercises and test simulation	2h
Module 7 Information and communication	6h
7.1. Internet	
7.1.1. Concepts and definitions	
7.1.2. Security	
7.1.3. Browser and web use	
7.1.4. Changing the settings	
7.1.5. Internet surfing	
7.2. Communication	
7.2.1. Concepts and definitions	
7.2.2. Using the e-mail	
7.2.3. Sending e-mail messages	
7.2.4. E-mail messages management	
DAY 3	
Module 3 Text processing	8h
3.1. First steps in text processing	
3.2. Basic operations	
3.3. Formatting	
3.4. Introducing and changing objects	
3.5. Merging	
DAY 4	
Module 3 Text processing (to be continued) Exercises and test simulation	1h
Module 4. Spread sheet	7h
4.1. First steps in spread sheet	
4.2. cells using	
4.3. Spread sheet	
4.4. Formulae and functions	
4.5. Formating	
4.6. Graphs	
4.7. Spread sheet layout	
DAY 5	
Module 4. Spread sheet	2h

Exercises and test simulation		
Module 5 Data base		6h
5.1. Data base concepts		
5.2. Tables		
5.3. Forms		
5.4. Data base querying		
5.5. Reports		
5.6. Preparing results		
Exercises and test simulation		
DAY 6		
Module 5 Data base		2h
Exercises and test simulation		
Module 6 Presentations		6h
6.1. First steps in presentation		
6.2. developing a presentation		
6.3. Image and text		
6.4. Graphics and diagrams		
6.5. animation effects		
6.6. Preparation of the presentations		
Day 7		
Revision		
Exercises and test simulation		
		8h
Graduation Modalities	Expectations from the Training Period	
Certification acknowledged in EU	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input checked="" type="checkbox"/>	Complying with EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input type="checkbox"/>	Improving managerial skills
	<input type="checkbox"/>	Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PP 05	Name of the training programme Training the trainer	
Priority for :2006	Target group :	Staff in DP and ITRSV
Conditioning : there are not Accepted exceptions: there are not		
Duration : 3 days	Location România	Estimated price EURO 200/pers RON 800/pers
Training method Seminar Team work Role play Group discussions Panel discussions		Type of training programme Initiation
Providers of professional training: FP Providers certified in Romania		
Objectives of the course Acquiring the necessary knowledge in order to carry on the courses for internal training ; acquiring the necessary knowledge in order to work out training materials; acquiring the necessary skills for teaching activity; acquiring the necessary skills in order to make the students participate actively to the courses; acquiring the necessary knowledge to assess the feedback and the participants' reaction.		
The programme of the course DAY I Working out training materials: the abstract, making the slide/s, the presentations, and the exercises. 2h Using training tools: the flipchart, retro projector, video projector, the raft board, as well as using the technical devices necessary for the training		

(teaching materials for the practical training) 4h	
Techniques of presentation: how to make a presentation, how to settle the objectives of a training course, how to teach efficiently. 2h	
DAY II	
Presentation techniques: how to make a presentation, how to settle the goals of a training course, how to teach efficiently. (day I to be continued) 2h	
Giving and asking feedback from the students attending a training course: feedback-up and its importance, presenting methods of how to ask a feedback from the students attending a training course, changing and adapting the course in conformity with the feedback, 4 h	
How to tackle problems: presenting the most frequent crises that may occur during the training course and the way to respond. 2h	
DAY III	
Settling crisis situations: simulation practical exercises, how to deal with "difficult" students,	
Active involvement of the students who attend the training courses: methods, case study, practical exercises. 2h	
Role play exercises and caring out of presentations : the most frequent used methods of teaching and a short description of their characteristics, case studies and examples 6 h	
Graduation Modalities Assessment Graduation certificate	Expectations from the Training Period
	<input checked="" type="checkbox"/> Updating theoretical knowledge
	<input type="checkbox"/> Complying with EU demands
	<input checked="" type="checkbox"/> Improving practical skills
	<input checked="" type="checkbox"/> Improving managerial skills
<input checked="" type="checkbox"/> Being aware of the students' needs	

TRAINING PROGRAMME RECORD

Cod PF PP 06	De Name of the training programme General Management	
Priority for:2006	Target group:	Staff in DP and ITRSV
Conditioning : there are not Accepted exceptions: there are not		
Duration : 12 days	Location România	Estimated price EURO 800 RON 3000
Forming method Seminar Team work Group discussions	Type of training programme Improvement	
Professional training providers :FP Providers authorised in Romania		
Objective of the course; Acquiring knowledge on the roles and managerial skills that are necessary to carry on		

a business, settling objectives, performance indicators and monitoring them.

Programme of the course :

- | | |
|--|-------------|
| 1. Introduction in management: | 8h |
| 1.1. Management of the organisation | |
| 1.2. Specific managerial competences, | |
| 1.3. Strategic management | |
| 2. Planning and organising management | 16h |
| 2.1. Making out the organisational structure, | |
| 2.2. Authority delegation, | |
| 2.3. Time management, | |
| 2.4. Making out a common time management system | |
| 2.5. Dysfunctions, errors, projects and programmes | |
| 3. Change management | 8h |
| 3.1. Change process | |
| 3.2. Barriers on the way of change | |
| 3.3. Facilitating the changing processes | |
| 3.4. Developing the ability to initiate and monitor a change process | |
| 3.5. Change evolution in time and among the people affected by it | |
| 4. Processes and process type approach, management systems | 16h |
| 4.1. Tendencies and directions in quality management | |
| 4.2. Quality management and process type approach | |
| 4.3. Bearings and benefits of the process type approach | |
| 4.4. Specific demands of SR EN ISO 9001:2001 standard regarding the process type approach, | |
| 4.5. Steps for implementing the process type approach, | |
| 4.6. Processes classification in an organisation – practical exercise | |
| 4.7. Applying the theory of systems when describing the work processes in a company | |
| 4.8. Describing the concepts of observation, control, diagnosis, stability. | |
| 4.9. Computerised shaping of processes. Concepts and applications. | |
| 4.10. Drawing up the Processes Map. Concepts and practical exercises. | |
| 4.11. Management system audit | |
| 5. Effectiveness and efficient activity management | 8h |
| 5.1. Definitions, | |
| 5.2. International standards on effectiveness and efficiency | |
| 5.3. Performance indicators, continuous improvement | |
| 6. Resources management | 16 h |
| 6.1. Human resources management (recruitment and selection , competences assessment, identify instruction needs, career planning) | |
| 6.2. Material resources management (types and categories of material resources, attracting strategies, using resources efficiently) | |

6.3. Financial resources management (categories of resources, assigning and using resources, monitoring and evaluating),	
6.4. Information resources management (information as a resource of organisation, information flow, optimization strategies).	
7. Knowledge management	8h
7.1. What is knowledge management ,	
7.2. How can knowledge management support innovation,	
7.3. Knowledge management techniques to support innovation,	
7.4. Reaching the organising goals through efficient knowledge management,	
7.5. Assessing staff knowledge.	
8. Financial management elements	24 h
8.1. Analysis of financial indicators of activity performance	
8.2. Management of activity through budgets	
8.3. Financial diagnosis of activity	
Graduation Modalities	Expectations from the Training Period
Assessment	<input checked="" type="checkbox"/> Updating theoretical knowledge
Graduation certificate	<input checked="" type="checkbox"/> Complying with EU demands
	<input checked="" type="checkbox"/> Improving practical skills
	<input checked="" type="checkbox"/> Improving managerial skills
	<input checked="" type="checkbox"/> Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PP 06	De Name of the training programme Management Systems	
Priority for:2006	Target group:	Staff in DP and ITRSV
Conditioning : there are not Accepted exceptions: there are not		
Duration : 5 days	Location: România	Estimated price: EURO 200 RON 800
Training method Seminar Team work Group discussions	Type of training programme Improvement	
Professional training providers :FP Providers authorised in Romania		

Objectives of the course

Acquiring knowledge on management systems and the way their implementation improves the performance of the organisation. Changing the management systems in accordance with the activities of Forests Department and ITRSV.

Course programme

- 1. Management system context: how**, when and why management systems appeared, their objectives and applicability, DEMMING cycle, process type approach, continuous improvement.

	2h
2. Requirements of the quality management system for the Forests Department and ITRSV, customer satisfaction and involvement of the parties.	6h
3. Requirements of the environment management for the Forests Department and ITRSV, ecology and lasting development.	4h
4. Requirements of health and safety labour management for the Forests Department and ITRSV, analysis and evaluation of health and safety labour risks, staff satisfaction.	4h
5. Requirements of the information security of management system for the Forests Department and ITRSV, what the information is, what its sources are and the way to ensure access and control of the information.	4h
6. Requirements of social responsibilities management system for the Forests Department and ITRSV, its impact on society.	2h
7. Requirements of risk management for Forests Department and ITRSV: identifying risk vulnerability and threatens, ways of control and risk diminution.	2h
8. Requirements of claims management system for Forests Department and ITRSV, SMC connection, dealing efficiently with claims.	4h
9. Management system integration	2h
10. Adaptability of management systems to the present practices the Forests Department and ITRSV	2h
11. Examples and case study on integrated implementation of management systems in similar structures.	8h
Graduation Modalities Assessment	Expectations from the Training Period
Graduation certificate	<input checked="" type="checkbox"/> Updating theoretical knowledge
	<input checked="" type="checkbox"/> Complying with EU demands
	<input checked="" type="checkbox"/> Improving practical skills
	<input checked="" type="checkbox"/> Improving managerial skills
	<input checked="" type="checkbox"/> Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF	Name of the training programme
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PP 06	Conflict Management	
Priority for:2006	Target group:	Staff in DP and ITRSV
Conditioning : there are not Accepted exceptions: there are not		
Duration : 2 days	Location România	Estimated price EURO 150 RON 600
Forming method Seminar Team work Group discussions Role play Panel discussions	Type of training programme Improvement	
Professional training providers : Romanian experts		

Object of the course

The course is mint to improve the students' communication skills in order to better adapt to the requirements of the social and professional life. The course has a flexible and adaptable structure function to the students' specific needs.

Programme of the course

Day I

Module 1 <i>Nature of conflicts</i>	2 h
1.1. Conflict concept	
1.2. Conflict sources	
1.3. Conflicts taxonomy	
1.4. Conflict solving concept	
Module 2 <i>Conflicts preventing techniques</i>	4 h
2.1. Active listening, conflict solving and effect reducing instruments.	1h
2.2. Eliminating the power status in order to avoid and solve conflict.	1h
2.3. Encouraging self- esteem	0,5 h
2.4. Avoiding conflicts at work	1h
2.5. Applied exercises	1,5 h
Module 3 Preventing and solving skills for conflicts wit difficult persons	10 h
3.1. A typology of the difficult person	0,5 h
3.2. Causes of difficult behaviour	0,5 h
3.3. "Conflict map" model (Helena Cornelius and Shoshanna Faire)	1 h
DAY II	
3.4. Communication skills with difficult persons. Applied exercises.	1,5 h
3.5. Preventing and conflict solving skills with difficult persons. Applied exercises.	1,5 h
3.6. Solving and conflict reducing methods. Applied exercises.	1,5 h

3.7. Stages of conflict solving. (Gregory Tillet)	1,5 h
3.8. Changing negative consequences into positive ones.	1h
3.9. Relation remaking	1 h
Graduation Modalities	Expectations from the Training Period
Assessment	<input checked="" type="checkbox"/> Updating theoretical knowledge
Graduation certificate	<input checked="" type="checkbox"/> Complying with EU demands
	<input checked="" type="checkbox"/> Improving practical skills
	<input checked="" type="checkbox"/> Improving managerial skills
	<input checked="" type="checkbox"/> Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PI 02	Name of the training programme EXCELENCE MODEL FOR THE FORESTS DEPARTMENT AND ITRSV	
Priority for:2006	Target Group:	Staff in DP and ITRSV
Conditioning : there are not Accepted exceptions: there are not		
Duration 4 days	Location România	Estimated price EURO 300 RON 1200
Training method	Type of training programme	

Seminar Team work Group discussions Computer simulation Workshop	Initiation
Professional training providers: Romanian experts	
Objectives of the course The course is meant to provide knowledge referring to Total Quality Management implementation in public institutions, advantages of Excellence principles implementation, knowledge regarding the modalities of assessment and self-assessment in order to participate to the European Reward for Quality, as well as knowledge on settling indicators to improve organising performance.	
Programme of the course 1. From certification to TQM and excellence 1h 2. Models of managerial excellence 3. Presenting the European model of Excellence, The Romanian Reward for quality "J.M. JURAN" 4. Presentation of RADAR Matrices for assessing the criteria of the Excellence Model 5. case study: Applications of the criteria of the EXCELLENCE Model in the Forests department and ITRSV - Analysis of existing situations - Strong points -Improving recommendations	
Graduation Modalities Assessment Graduation certificate	Expectations from the Training Period
	<input checked="" type="checkbox"/> Updating theoretical knowledge
	<input checked="" type="checkbox"/> Complying with EU demands
	<input checked="" type="checkbox"/> Improving practical skills
	<input checked="" type="checkbox"/> Improving managerial skills
	<input checked="" type="checkbox"/> Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PP 02	Name of the training programme MANAGERIAL COMMUNICATION	
Priority for:2006	Target Group :	Managerial staff in DP and ITRSV
Conditioning : there are not Accepted exceptions: there are not		
Duration: 3 days	Location: România	Estimative price: EURO 200 RON 800
Training method Seminar Role play Team work Group discussions	Type of training programme Improvement	
Professional training providers: Romanian experts		
Object of the course The course is mint to improve the students' communication skills in order to better		

adapt to the requirements of the social and professional life. The course has a flexible and adaptable structure function to the students' specific needs.

Programme of the course

Day 1 Module 1 Communication concept

1.9. Basic knowledge on communication	0,5h
1.10. Communication process and its components	1h
1.11. Communication forms	1h
1.12. Applied exercise	1,5h
1.13. Barriers and means of improving communication	1h
1.14. Applied exercise	1h

DAY 2 Module 2 Communication in work and business relations

2.8. Communication within organisation. Leadership	1h
2.9. Communication and negotiation	2h
2.10. Applied exercise	1h
2.11. Communication in business	1h
2.5 Applied exercise	1h

Graduation Modalities

Assessment

Graduation certificate

Expectations from the Training Period

<input checked="" type="checkbox"/>	Updating theoretical knowledge
<input checked="" type="checkbox"/>	Complying with EU demands
<input checked="" type="checkbox"/>	Improving practical skills
<input checked="" type="checkbox"/>	Improving managerial skills
<input checked="" type="checkbox"/>	Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PI 06	Name of the training programme BALANCED SCORECARD	
Priority for: 2005	Target Group:	Personalul de conducere din cadrul DP si ITRSV
Conditioning: there are not Accepted exceptions: there are not		
Duration: 5 days	Location: România	Estimated price: EURO 6000* RON 24000* <small>*this price is for a group of 15 persons</small>
Training method Seminar Team work Group discussions	Type of the training programme Basic knowledge	
Provider of professional training: Experts from EU		
Objective of the course Balanced Scorecard is a fundamental tool of management that allow companies to control the performance and make the necessary corrections in due time in order to prevent failure of settled objectives. The course is meant to teach head managers about the strategic performance indicators, Balanced Scorecard, building a strategic map for DP, identification of strategic objectives and key indicators.		

Programme of the course	
Day 1	
1.1.	Introduction to Balanced Scorecard: history, scope and method 1h
1.2	Strategic performance indicators: financial prospect 3h
1.3	Strategic performance indicators: prospective customers 3h
DAY 2	
2.1.	Strategic performance indicators: prospective internal processes 4h
2.2.	Strategic performance indicators: personal prospective, learning and development 3h
DAY 3 Interactive seminar: strategic objectives and cause effect relations 7h	
DAY 4,5 Identifying the indicators and targets for strategic objectives	
1.	Identifying the indicators 3h
2.	Gathering data 8h
3.	Balanced Scorecard computerised shaping 1h
4.	Drawing up targets and action plans 2h
Graduation Modalities	Expectations from the Training Period
Assessment	<input checked="" type="checkbox"/> Updating theoretical knowledge
Attendance certificate	<input checked="" type="checkbox"/> Complying with EU demands
	<input checked="" type="checkbox"/> Improving practical skills
	<input checked="" type="checkbox"/> Improving managerial skills
	<input checked="" type="checkbox"/> Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PP 04	Name of the training period: Benchmarking	
Priority for:2006	Target group:	Managers in the Forest Department
Conditioning: there are not Accepted exceptions: there are not		
Duration :3 days	Location: Romania	Estimated price: EURO 300 RON 1200
Training method Seminar Strategic games Team work Group discussions		Type of the training programme Improvement
Provider of professional training: FP providers authorised in Romania		
Objectives of the course Acquiring global analysis technique and interpretation of data, which reveal processes efficiency and utilization of resources in order to obtain certain efficient qualitative and quantitative results expressed in units. Understanding the scientific basis of the analysis method.		
Programme of the course		
Day 1:		
1.	What is benchmarking	3h
	a. Concepts	

- b. Essential elements
- c. Types of benchmarking
 - i. Application¹: identifying types of benchmarking within the group of firms
- 2. Measuring the results 2h
 - a. Necessity
 - b. Types of measure indicators of results
 - i. Application¹: Find the firm indicators needed for a general / functional benchmarking study
- 3. Benchmarking role in quality management 1h

Day 2

- 4. Stages of benchmarking study 8h
 - a. Drawing up the plan
 - i. Application¹: identification of critical processes for the success of the organisation
 - b. Identifying partners
 - c. Studying the partners' processes
 - i. Application¹: Find information categories necessary for study
 - ii. Application²: Drawing up questionnaires to gather information
 - d. Analyses : methods for causes analyses
 - i. Application¹:find the lacks causes using cause-effect diagram
 - e. Adapting

Day 3

- 5. Benchmarking study implementation 6h
 - a. Stages of the implementation process
 - b. Drawing up the implementation project
 - i. Application²: drawing up the organising project for implementation
- 6. Benchmarking ethics 2h
 - a. Code of behaviour
 - b. Ethic and etiquette

Graduation modalities Attendance certificate	Expectations from the Training Period	
	<input type="checkbox"/>	Updating theoretical knowledge
	<input checked="" type="checkbox"/>	Complying with the EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input checked="" type="checkbox"/>	Improving managerial skills
<input checked="" type="checkbox"/>	Being aware of the students' needs	

TRAINING PROGRAMME RECORD

Cod PF PI 03	Name of the training programme: Standardizing in Romania and in EU. Elaboration of standards in the forestry domain	
Priority for :2006	Target group	Management and technical staff in DP and ITRSV
Conditioning: there are not Accepted exceptions: there are not		
Duration: 3 days	Location: România	Estimated price: EURO 150 RON 600
Training method Exposition Team work Group discussions		Type of the training programme Initiation
Providers of professional training: Romanian experts		
Objects of the course Acquiring necessary knowledge to draw up reference documents (standards/technical instructions) for the long lasting management system of the forests resource and its certification in conformity with PEFC.		
Programme of the course		
DAY I		
Module 1	Principles. National and European standardisation	4 h
	1.1. Scope and benefits of standardisation	
	1.2. Standardization principles;	
	1.3. World and European standardization;	
	1.4. International and European standardization organisations ;	
	1.5. Standardization in Romania; National Body for Standardization.	
Modulul 2	Forestry standards	3 h
	2.1. International and European tendencies;	
	2.2. Main European and International actors;	
	2.3. National forestry standardization;	
	2.4. Interested parties and their implication;	

2.5. Forestry legislation and standards.

DAY II

Module 3 Drawing up national forestry standards **7 h**

- 3.1. Independence towards certification and accreditation processes ;
- 3.2. Implication of interested parties;
- 3.3. Transparency;
- 3.4. Consulting;
- 3.5. Approval of standards;
- 3.6. Revision of standards;
- 3.7. Improvement of standards;
- 3.8. Connected legislation
- 3.9. Connected and conflicting standards;
- 3.10. Documentary study, bibliography
- 3.11. Standard structure, using the specific terminology; editing rules.

DAY III

Module 4 Applied exercises and assessment **6h**

Graduation modalities Attendance certificate	Expectations from the training period	
	<input type="checkbox"/>	Updating theoretical knowledge
	<input checked="" type="checkbox"/>	Complying with the EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input checked="" type="checkbox"/>	Improving managerial experience
	<input checked="" type="checkbox"/>	Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PI 01	Name of the training programme: Systems and certification methods for persons and organisations	
Priority for 2006	Target group:	Management and technical staff
Conditioning: there are not Accepted exceptions: there are not		
Duration: 5 days	Location: România	Estimated price: EURO 250 RON 1000
Training method Seminar Group discussions Team work		Type of the training programme: Initiation
Providers of professional training: Romanian experts		
Objectives of the course Acquiring knowledge on the systems and methods of certification for persons; acquiring knowledge on the systems and methods of certification for organisations; acquiring knowledge necessary to select the most proper system/method of certification for persons and organizations.		
Programme of the course		
DAY I		
Module 1	Generalities, infrastructure of evaluating the conformity	8 h
	<ul style="list-style-type: none"> ○ Infrastructure of evaluating the conformity ○ Infrastructure of evaluating the conformity to support national economy ○ I Infrastructure of evaluating the conformity, a tool for the free circulation of goods; ○ Institutions involved; ○ Role and implication of authorities; ○ Accreditation: principles, role benefits; ○ Accreditation at national, European and international level; ○ Acknowledgement agreement: European and international dimension ; ○ Standardizing and its role within the system; ○ National, European and international standardization, bodies of standardization; ○ Standards and reference documents. 	
Day II		
Module 2	SMC certification: principles, role, benefits;	8h
	<ul style="list-style-type: none"> 2.1. Role and benefits of SMC certification; 2.2. SMC certification bodies, needs and functioning criteria; 	

- 2.3. SR EN ISO 9001 standard:2001;
- 2.4. Quality management in an organization;
- 2.5. Management involvement, role of the Quality Manager, staff involvement;
- 2.6. Quality manual and the procedures;
- 2.7. Certification of the system;
- 2.8. Practical applications.

DAY III

- Module 3** Certification of professional competences; **8h**
- 3.1 Bodies for the Certification of professional competences; SR ISO 17024 standard:2004;
 - 3.2 Certification of professional competences in conformity with the occupational standards;
 - 3.3 Needs of ISO 19011 standard for SMC and SMM auditors;
 - 3.4 Needs of ISO 10019 standard for advisors;
 - 3.5 The system of professional competences assessment, needs, evaluating supervising, maintaining the competence;
 - 3.6 Practical applications.

DAY IV

- Module 4** SMM certification: principles, role, benefits; **8h**
- 4.1. Role and benefits of SMM certification;
 - 4.2. SMM certification bodies, needs and functioning criteria;
 - 4.3. Environment legislation;
 - 4.4. The role of the authorities and the SMM certification bodies;
 - 4.5. SR EN ISO 14001 standard:1996
 - 4.6. Environment management system in an organization;
 - 4.7. Management involvement, role of the Environment Official, involvement of the staff;
 - 4.8. Documentation of the system, the manual and the procedures;
 - 4.9. Certification of the system;
 - 4.10. Practical applications.

DAY V

- Module 5** Integration of management systems **8h**
- 5.1. Integrated management systems vs. independent systems;
 - 5.2. SMC and SMM integration;
 - 5.3. Documentation of the integrate system;
 - 5.4. Role distribution in an organization with integrated SMC and SMM ;
 - 5.5. Practical applications;
 - 5.6. Evaluation of acquired knowledge.

Graduation and evaluation modality: Attendance certificate	Expectation from the training period
	<input type="checkbox"/> Updating theoretical knowledge
	<input checked="" type="checkbox"/> Comply with the EU demands
	<input type="checkbox"/> Improving practical skills
	<input checked="" type="checkbox"/> Improving managerial experience
	<input checked="" type="checkbox"/> Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PI 10	Name of the training programme: Silvotechnic and dendrometry	
Priority for: 2005	Target group: Technical staff and ITRSV	
Conditioning: there are not Accepted exceptions: Experts in Romania, engineers with great experience in forestry fund field		
Duration: 3 days	Location: România	Estimated price: EURO 200 RON 700
Training method Computer simulation Training on the job		Type of the training programme: Improving
Providers of professional training: Experts in Romania, engineers with great experience in forestry fund field		
<p>Objectives of the course</p> <p>Acquiring the ability to approximate quickly the volume of stumps in a transportation mean and to differentiate it on species and quality categories. Being able to distinguish the structure of regular woods from garden ones and its dynamic in time.</p> <p>Updating knowledge referring to growing operations: up, bottom and by bio groups thinning out. Critical base surface: defining and estimating it by different species and production classes.</p> <p>Criteria for marking the trees complying with different types of treatments: successive cut, progressive cut, quasigarden and garden.</p> <p>Simple presentation of what is allowed and not about marking of principal products, emphasising on the danger of progressive cut.</p>		
<p>Programme of the course</p> <p>1. Theoretical aspects: Growing trees and their natural selection. Intraspecific and interspecific selection; selective pressure influenced by temperature, humidity and soil conditions. Type structures. Basic principles of growing and treatment operations. Critical base surface.</p> <p>2. Practical exercises on the ground:</p> <ul style="list-style-type: none"> - presentation of some model plots where there were thinning out of locust trees, mixed foliage forests, beech forests, mixed pines and beech forests, spruce fir forests,... - how to better control the trees marked on a plot when this operation lasts for several days. <p>best orientation of glades in different conditions of slope and exposure to favour valuable species at progressive cutting.</p>		
Graduation modalities: Attendance certificate	Expectation from the training period	
	<input checked="" type="checkbox"/> Updating theoretical knowledge	
	<input type="checkbox"/> Complying with the EU demands	
	<input checked="" type="checkbox"/> Improving practical skills	
	<input type="checkbox"/> Improving managerial skills	
<input type="checkbox"/> Being ware of the students' needs		

TRAINING PROGRAMME RECORD

Cod PF PP 09	Name of the training programme: Forest planning	
Priorities for: 2006	Target group: ITRSV technical staff ITRSV management	
Conditioning: there are not Accepted exceptions: 5 year experience in forest planning		
Duration:4 days	Location România	Estimated price EURO 300 RON 1000
Training method Workshop Training on the job		Type of the training programme Improving
Providers of professional training: Experts in Romania, teachers of forest planning, planning engineers with high experience		
Objectives of the course <ol style="list-style-type: none"> 1. Presentation of fitting out principles (continuity of crops, efficiency and preservation of biodiversity and non-productive functions). 2. Criteria for separation of rammel, to make up basic units and settle grounds for fitting out (cycle, working, treatments, target composition and conditions). 3. The two methods of settling main produce. 4. The control of fitting out applicability. Content, aria and objectives of the research theme.		
Programme of the course Practice: <ol style="list-style-type: none"> 1. Separation of rammel considering the common criteria e.g. consistency, age, composition, the way species are mixed, slope, principal functions assigned, etc. 2. Check on the ground the description of the lots made by a forest planner. Identify the probation lots where diameters and heights were measured and where the quality class was estimated as well as other important characteristics for regeneration conditions like limitative factors or already settled regenerations). Theoretical training <ol style="list-style-type: none"> 1. Detailed knowledge on the two methods of possibility calculation (indicatory growth method, respectively age classes), based on real examples. 2. How to calculate the opportunity cost of the functional division into zones: changing the functional division into zones means changing the treatments and implicitly the possibility. 3. How to explain an ecologic scheme in a forest plan project (limitative and favourable factors for the main species, compatibility between the regeneration compositions and the station conditions). 		
Graduation modalities: Attendance certificate	Expectations from the training period	
	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input type="checkbox"/>	Complying with the EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input type="checkbox"/>	Improving managerial skills

	<input checked="" type="checkbox"/> Being ware of the students' needs
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TRAINING PROGRAMME RECORD

Cod PF PI 07	Name of the training programme: Game ecology in divided habitats		
Priority for:2005	Target group:	ITRSV technical staff Cynegetic control management	
Conditioning: there are not Accepted exceptions: there are not			
Duration: 1 day	Location România	Estimated price: EURO 100 RON 300	
Training method: Workshop Experience exchange		Type of the training program Initiating	
Providers of professional training: Romanian experts, biologist with high experience in preserving programmes			
Objectives of the course <ol style="list-style-type: none"> 1. Game species affected by fragmentation or modification of habitats. 2. Being aware of the genetic risks that endanger the small game and the estimation of genetic loss due to the division of habitats. 3. Presenting the modalities to avoid division of habitats. 4. Ecologic corridor and its implications in forestry management. 5. Presenting spatial statistics concepts used in systemic analysis of cynegetic management on large lots. 			
Programme of the course <ol style="list-style-type: none"> 1. Ecology of main game species in divided habitats. Estimation of the relation between sexes and generations within the game populations. Probability of genetic drift in relation with size of population. 2. Divided habitats – case study. Modalities to avoid the division of the habitat. 3. Spatial statistics notions: special association index of two populations, aggregation index. Use of GIS to determine spatial association index. 4. The relation between sexes and the optimization of the gathering index in the game populations settled in divided habitats. 			
Graduation modalities Attendance certificate		Expectations from the training period	
		<input checked="" type="checkbox"/>	Updating theoretical knowledge
		<input checked="" type="checkbox"/>	Complying with the EU demands
		<input type="checkbox"/>	Improving practical skills
		<input checked="" type="checkbox"/>	Improving managerial skills
		<input type="checkbox"/>	Being aware of the students' needs

TRAINING PROGRAMME ECORD

Cod PF PS 02	Name of the training programme: Biodiversity preservation	
Priority for:2006	Target group:	ITRSV technical staff
Conditioning: there are not Accepted exceptions: there are not		
Duration: 1 day	Location: România	Estimated price; EURO 100 RON 300
Training method Workshop Mentoring		Type of the training programme Specialisation
Providers of professional training: Romanian experts specialists in rare protected species		
Objectives of the course <ol style="list-style-type: none"> 1. Familiarization of ITRSV inspectors with the red list of the species identified in every national or natural park as well as the presentation of these species using high resolution photos or designs. 2. Acquire knowledge about the most important habitats mentioned in the convention on the protection of habitats (certified through the law 13/1993). 3. Acquire knowledge about the concept of forest with high level of conservation as it is implemented through the certification system of forestry management. 		
Programme of the course Short presentation of national and natural parks emphasising the protected species and the habitats in every park of the forestry ground. Content of management plans specific to every natural or national park pointing out the allowed activities. Notions regarding the estimation of the support capacity of ecosystems		
Graduation modalities: Attendance certificate	Expectation from the training period	
	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input checked="" type="checkbox"/>	Complying with EU demands
	<input type="checkbox"/>	Improving practical skills
	<input type="checkbox"/>	Improving managerial skills
	<input checked="" type="checkbox"/>	Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PS 05	Name of the training programme: Cynegetic management	
Priority for: 2005	Target group:	ITRSV technical staff Staff with control competences in DP
Conditioning: there are not Accepted exceptions: there are not		
Duration: 3 days	Location România	Estimated price: EURO 200 RON 800
Training method Workshop Team work		Type of the training programme: Specialisation
Professional training providers: Romanian experts experienced hunters		
Objectives of the course		
<ol style="list-style-type: none"> 1. Presentation of different techniques of poaching used nowadays, of aimed species and of the places generally used for poaching. 2. Presentation of the legislation regarding the cynegetic management in Romania corroborated with the Bern provisions. 3. Fighting against epidemics and diseases of game. 4. Inventory of game population. 5. EU demands referring to the examination and exportation of game meat. 6. Practical aspects regarding the hunting fund management: selection and employment of guards, sizing and ensuring feeding sources. 7. Methodological guide marks for SWOT analysis of managing offers of the hunting fund. 		
Programme of the course		
<ol style="list-style-type: none"> 1. Fighting against poaching. Poaching techniques, poacher psychosocial profile. Managing conflicts due to poaching. 2. Coordination of the factors involved in fighting against poaching (forest stuff, guards, National Guard for Environment and Police). 3. hunting legislation. 4. Hunting ethics, means of public awareness of the importance of biodiversity preservation. 5. Basic knowledge regarding the epidemics and diseases specific to the main game species. 6. SWOT analysis of the cynegetic management: identification of strong and weak points, of the opportunities and dangers of adopting a cynegetic management plan. 		
Acquire knowledge regarding the examination of the game meat due to be exported: necessary tests, notices, procedures.		
Graduation modalities: Attendance certificate	Expectation from the training period	
	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input type="checkbox"/>	Complying with EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input checked="" type="checkbox"/>	Improving managerial skills
	<input checked="" type="checkbox"/>	Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PS 04	Name of the training programme: Forestry statistics	
Priority for:2007	Target group:	Managers in the Forest Department ITRSV Managers, technical staff responsible with statistic reports
Conditioning: there are not Accepted exceptions: there are not		
Duration: 1 day	Location România	Estimated price EURO 100 RON 300
Training method Exchange experience Workshop		Type of the training programme: Specialisation
Providers of professional training: FP providers authorised in Romania, specialists in applied statistics		
Objectives of the course <ol style="list-style-type: none"> 1. Acquire knowledge about the criteria and indicators system of lasting management of the forests. 2. Annual control of regenerations, constitutive part of the statistic reports specific to forest. 3. Acquire knowledge and utilization of the classification system of wood products in the statistic reports agreed by the countries members of EU through the CE 89/68 Norm, adopted by the govern ordinance no.1090/2000. 4. Acquire knowledge about the national account system and using them in the indicators system for a lasting economic growth. 		
Programme of the course Basic statistic knowledge: sample, population, average, standard deviation,etc..) <ol style="list-style-type: none"> 1. Acquire knowledge about the statistic sampling system used in forestry, about their advantages and disadvantages as against the domain they are used (annual control of regenerations, inventors, verifying the forest planning works). 2. Principle and way of application of the sequence control when checking the stock of logs, at forest planning works and at the reception of afforestation works. 3. Presentation of the defining criteria of wood range in conformity with the ordinance no. 1090/2000. 4. Presentation of the statistic reference system used in forestry (silvuri). 5. Presentation of the statistic reference system towards the World Organisation for Food and Agriculture (FAO). 6. Presentation of the United Nation's Integrated System of Economic Accounts and Environment (SEEA) and its importance in estimating correctly the global indicators of a lasting development. 		
Graduation modalities: Attendance certificate	Expectation from the training period	
	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input checked="" type="checkbox"/>	Complying with EU demands
	<input type="checkbox"/>	Improving practical skills
	<input type="checkbox"/>	Improving managerial skills
	<input checked="" type="checkbox"/>	Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PS 01	Name of the training programme: Forestry Cadastre and Geographical IT Systems	
Priority for: 2007	Target group:	ITRSV technical staff
Conditioning: experience in managing database and using PC, GIS implementation at ITRSV level Accepted Exceptions: technical staff who is not directly involved in database management		
Duration: 5 days	Location: România	Estimated price EURO 350 RON 1200
Training method Computer simulation Workshop		Type of training programme Specialisation
Professional training providers: ICAS experts in Romania and forestry faculties		
Objectives of the course		
<ol style="list-style-type: none"> 1. Familiarize with the cadastral system and cadastre law. 2. Improve the capacity to incorporate the forest cadastre in the national cadastre. 3. Familiarize with the latest technologies and equipments for terrestrial measurements (total stations, GPS). 4. Update knowledge regarding the geodetic networks. 5. Acquire function principles and knowledge about the utilization of the Geographic Informational Systems (up to medium level). 		
Programme of the course		
<ol style="list-style-type: none"> 1. Cadastral lot: definition, structure and functions in the land book; structure of database associated to a cadastral lot. Documents and use regulations in case the database associated to the cadastral lot changes. 2. Rules that are to be observed at plan surveying: conditions to build simple roads, erasures or roads combined with erasures. 3. Basic knowledge of GIS: general presentation of GIS products. Basic concepts: theme attributes table. 4. Georeference: protection systems, georeferency of more basic plans. 5. Modalities of vectorizing basic plans. Vectorizing the plans used at map editing of a forest range. 6. Making thematic maps. 		
Graduation modalities Attendance certificate	Expectations from the training period	
	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input type="checkbox"/>	Complying with EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input type="checkbox"/>	Improving managerial skills
	<input type="checkbox"/>	Being aware of the students' needs

TRAINING PROGRAMME RECORD

Cod PF PI 04	Name of the training programme: Training auditors for the management systems with application on the forest management system	
Priority for: 2006	Target group:	Inspectors with control competences in ITRSV
Conditioning: there are not Accepted exceptions: there are not		
Durati5ion: 5 days	Location România	Estimated price EURO 500 RON 1750
Training method Seminar Team work Group discussion	Type of training programme Initiation	
Professional training providers: EU experts		
Objectives of the course Acquire knowledge skills useful to develop auditing activity for forest management systems.		
Programme of the course		
1. reference documents for the Forest Management System		
- Code of Forests Practices		2 h
- Environment Management System (ISO 14001:2004)		2 h
- Sustainable Forest Initiative (SFI)		1h
- Programme for the endorsement of Forest Certification (www.pfec.org)		1h
- Native Forest Management System (www.nfsm.com)		1h
2. Forest Management System: Context, general demands, specific concepts (systemic approach, performance indicators, goals and targets, lasting development)		4h
3. Specific demands for the drawing up and implementation of forest management system: forest planning, connection between the environment management and forest management, elements of forest management system, operational planning and implementation, integrated planification of deforest instruction process, monitoring and reporting, sizing the performances of forest exploitation, roles and responsibilities, implementing management tools (GIS, Ecofield Guides), continuous improvement and lasting development.		
4. Audit: specific demands for management systems auditing (ISO 19001:2001),audit process, types of audit, principles of audit, audit documents, auditors' competences.		5 h
5. Practical audit exercise: shall comprise an audit report and an interview during an		

audit (role-play).		9 h
Graduation and evaluation modalities	Expectation from the training programme	
	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input checked="" type="checkbox"/>	Complying with EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input type="checkbox"/>	Improving managerial skills
	<input type="checkbox"/>	Being aware of the students' need

TRAINING PROGRAMME RECORD

Cod PF PS 03	Name of the training programme: Forestry legislation including directives of EU	
Priority for :2005	Target group:	ITRSV technical staff
Conditioning: there are not Accepted exceptions: there are not		
Duration: 3 days	Location: România	Estimated price: EURO 200 RON 800
Training method Coaching Workshop		Type of the training programme Specialisation
Providers of professional training; FP providers authorised in Romania		
Objectives of the course		
<ol style="list-style-type: none"> 1. Familiarize students with the way juridical and legislative system work. 2. Acquire the substantial forestry norms and the procedure ones. 3. Appropriation of how to read legislation, understand and bring up the law into operation. 4. Acquire knowledge about the EU directives important for the Romanian forestry legislation. 		
Programme of the course		
<ol style="list-style-type: none"> 1. Basic juridical notions. Juridical act and fact. Structure of the juridical norm. Interpretation of the juridical norm. Law sources. Classification of the laws. Property right. Classification, aspects, forms. Charges. Obligations and contracts. 2. Administrative law. Public authority. Administrative contentious. Elements of coercive law and criminal procedure. Offence and contravention, aspects. Material and territorial competences of juridical instances. Steps of the trial, trial party quality, and law/criminal report. 3. Nature of forestry right: definition, object, subjects. Forestry right sources: legislation, forest planning, customary law. Fundamental forestry right institutions: propriety, administration, planning, forestry body. Form of propriety over forestry lots and tries. Administration of the forestry fund. Responsibility of the forestry stuff. Forms, conditions. 4. Forestry conditions, subjects, object, characterization, particularities. Aria of applicability of forestry conditions and laws within national forestry fund. 5. Regulation of certain specific activities in the forestry fund: wooden 		

mass purchase, wood working, status of forestry stuff, certification of commercial agents, certification of administration bodies, operation trade conditions of forestry products other than wood, juridical circulation of forestry lots.

6. Forestry offences and contraventions. Classification, juridical aspects, material and volitional elements. Aggravated forms and aggravating circumstances. Sanction of forestry offence. Aspects of illegal tree cutting. Aspects of tree theft offence.
7. Circulation of wooden material on public roads and control of discharging installations. Documents accompanying wooden material. Devices for trees marking. Custody and confiscation of wooden material. Determine indemnification in case of damages on the forestry fund.
8. Record and pursue the forestry offences and contraventions. Rights and obligations of the finding agent in compliance with specific legislation. Characteristics of the finding document in the forestry domain. Drawing up of procedural documents of finding. Application of sanctions for forestry contraventions.
9. Directives and recommendations of the EU relevant for the forestry domain.

Graduation modalities Attendance certificate	Expectation from the training period	
	<input checked="" type="checkbox"/>	Updating theoretical knowledge
	<input type="checkbox"/>	Complying with EU demands
	<input checked="" type="checkbox"/>	Improving practical skills
	<input type="checkbox"/>	Improving managerial skills
	<input type="checkbox"/>	Being aware of the students' needs