

National Agency of Ukraine on Civil Service  
Center for Adaptation of the Civil Service to the Standards of the European Union

# **PROFESSIONAL DEVELOPMENT OF CIVIL SERVANTS IN THE EASTERN PARTNERSHIP COUNTRIES**

**results of comparative study  
of civil service reform**

within the framework of the Working Group (Panel) "Public Administration Reform"  
of the Thematic Platform No 1 "Democracy, Good Governance and Stability"  
of the EU initiative "Eastern Partnership"

*Edited by*  
*Kostiantyn Vashchenko*

Kyiv  
2017

**General editorship**, Kostiantyn VASHCHENKO, Dr.sc.pol., prof.

**Authors:** Maryna KANAVETS, PhD (head of authors), Yulia LYKHACH, Anzhela KUKULIA

**Professional development of civil servants in the Eastern Partnership countries:** the results of comparative study of civil service reform (Materials collection) / [M. Kanavets (head of authors), Y. Lykhach, A. Kukulia; edited by K. Vashchenko]; translation from English I. Bielobratova, O. Rachynska, Y. Fedyna. — 2nd ed., revised and enlarged. — Kyiv : Center for Adaptation of the Civil Service to the Standards of the European Union, 2017. — 112 p.

The materials collection were prepared on the basis of the comparative study of civil service reform of Azerbaijan, Belarus, Armenia, Georgia, Moldova and Ukraine, conducted by NAUCS in 2016-2017 within the framework of the Working Group (Panel) "Public Administration Reform" of the Thematic Platform No 1 "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership".

Materials collection analyze the provisions of the legislation of the Eastern Partnership countries on professional training and development of civil servants and the professionalization of the civil service in general, strategic documents on the development of the civil service system and system of training, retraining and advanced training of civil servants, planned changes and their implementation status.

Will be useful to personnel management services of government authorities, and will be of interesting to a wide range of civil servants and experts in public administration.

**Published at the expense of the European Union. Sale prohibited**

**Print is funded within the framework of the Working Group (Panel)  
"Public Administration Reform" of the Thematic Platform No 1 "Democracy,  
Good Governance and Stability" of the EU initiative "Eastern Partnership"**



UDC 35.08/35.088.6

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## **National Agency of Ukraine on Civil Service**

**C**entral executive body that ensures the development and implementation of the state policy in the field of civil service, provides functional management of the civil service. One of the main tasks of the National Agency of Ukraine on Civil Service is methodological support management services Personnel in government authorities.

## **Center for Adaptation of the Civil Service to the Standards of the European Union**

**S**tate institution that belongs to the management of the National Agency of Ukraine on Civil Service. Among the activities of the Center for Adaptation of the Civil Service to the standards of the European Union are staff development and capacity services, personnel management of public authorities, the publication of periodicals analytical and informational publications, promotion of new ideas and best practices in the civil service.

## **Thematic platform No 1 "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership"**

**T**hematic Platform No 1 "Democracy, Good Governance and Stability" aims to promote democratic and economic reforms in the Eastern Partnership countries. Its aim is to develop stable democratic institutions and effective state structures. The Panel on Public Administration reform covers the following areas:

- Civil service, public administration organisations and their functioning (HR management, rules of recruitment, statutes);
- Transparency, e-government and data protection;
- Local/regional government and decentralisation;
- Effective management of technical assistance.

# PREFACE

**Dear colleagues!**

Implementation of reforms in all spheres of public life requires quality work of government. There are three main components of the necessary changes - institutions, processes, personnel. Civil service is a key element of public administration. An effective civil service means the quality administrative services for citizens, appropriate political decision-making projects, and compliance with public expectations and interests.



The new Law of Ukraine "On Civil Service", which came into force on May 01 2016, created the prerequisites for the formation of a professional, politically impartial, stable and competent civil service according to European standards of Good Governance. Also important are the relevant regulations adopted for the implementation of this Law, as well as approved by the Government the Strategy for Public Administration Reform for 2016-2020.

The main vector of the development of the civil service is its professionalization, the development of professional competence of civil servants during the passage of service ("worklong-learning", similar to "lifelong-learning"). Today, it determines the content, directions and main ways of modernizing the civil service.

One of the essential reasons for the current crisis in public administration is ineffective training practices for civil servants. The question of what and, most importantly, how to teach a civil servant goes far beyond the traditional pedagogical science. This question is complex. Unfortunately, the knowledge contained in the traditional curriculum has largely lost its relevance, is obsolete and does not meet the real needs of both public authorities and civil servants themselves. Currently, there is no single advanced training system in the country - it has several components that are not interconnected. The Law of Ukraine "On Civil Service" stipulates that Ukraine should have a unified system of such work and today we are working to create it.

A professional civil servant is a person, who constantly improves his/her competence and is working on improving his/her qualifications. The principle of life-long education, that we transform into the principle of "education during the civil service", determines the need for reforming the system of professional training for civil servants, local self-government officials, deputies of local councils.

We understand that innovative changes in the civil service sector are impossible without the support of a progressive scientific and expert environment, dialogue with civil society, attraction of international potential and experience..

This materials collection is an attempt to gather key, in our opinion, aspects of the functioning and reform of the system of professional training and development of civil servants in the Eastern Partnership countries, and is intended to become a "handbook" in identifying ways of developing a system of democratic governance and adaptation of the civil service to the European standards.

***Head of the National Agency of Ukraine on civil service  
Kostiantyn Vashchenko***

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# REPUBLIC OF AZERBAIJAN

The legal regulation of professional training and development of civil servants of the Republic of Azerbaijan and the professionalization of the civil service in general is carried out by the Law "On Civil Service" of July 21, 2000 No. 926-IIQ and the Law "On Education" of September 19, 2009 No. 833-IIQ, as well as by other legislative and normative-legal acts\*.

The Law "On Civil Service" states that the *qualification requirements* for administrative and auxiliary civil service positions guarantee that the candidate has sufficient experience to perform the tasks.

At the same time, the Law "On Education" defines *education* as a process of learning systematized knowledge, skills and abilities and its result.

## Organization of the civil service selection procedure

### procedure of competitive selection

The selection and recruitment process is regulated by the Law on Civil Service and "Rules of recruitment to the civil service in the state bodies through competition". These rules apply to the general civil service. Positions in the specialised civil service (including Ministries of Justice, National Security, Internal Affairs, Taxes, Foreign Affairs; State Customs Committee; Prosecutor's Office; Judiciary; and National Bank) have their own recruitment and promotion system also based on similar competition rules.

Competition consists of test examination and interview. Tests are conducted by the State Examination Center (SEC).

The SEC, established in accordance with the Presidential Decree of April 11, 2016 No 860 as a public legal entity of the Republic of Azerbaijan, organizes test exams at least once a month for entrance to the civil service in accordance with the classifier of administrative and auxiliary posts.

The procedure for preparing, examining, approving test samples, organizing, conducting a test exam, assessment is established by the SEC.

The fee for participation in the test exam is set by the SEC.

The SEC provides a certificate to the person who passed the test exam, which is confirming the passing of the test exam in accordance with the classifier of administrative and auxiliary posts. The validity period of the certificate, the form of which is approved by the SEC, is five years. A person may receive several certificates for civil service posts in accordance with this Law.

The interview is organized by the state body to which the post of civil service belongs.

- \* Based on:
- information available in the public domain on the Internet;
- Resolution of the President of the Republic of Azerbaijan of October 24, 2013, No. 13 "On Approval of the State Strategy on the Development of Education in the Republic of Azerbaijan";
- Resolution of the President of the Republic of Azerbaijan of January 19, 2015, No. 995 "On Approval of the Action Plan Related to the Implementation of the State Strategy on the Development of Education in the Republic of Azerbaijan".

The announcement of the interview, indicating the latest deadline for the reception of documents, is published on the website of the state body to which the civil service post belongs, and in other media.

An interviewer may be represented by a person who has a certificate confirming the passage of the test exam for the corresponding position of the civil service. A person who wishes to participate in the interview, within 30 days from the date of the announcement of the interview, applies to the state body to which the civil service post belongs. The list of documents to be attached to the appeal, and the procedure for accepting documents are set by the SEC.

The interview is conducted within 30 days after the completion of documents acceptance.

In order to conduct the interview, the state body, to which the civil service post belongs, creates an interview commission. The interview commission is created in the structure of 5 people, including 2 representatives of the SEC. A special opinion of a member of the interview committee on the results of the interview is the basis for examining the results of the interview.

Candidates, who have succeeded in the tests and the interview, shall be introduced to the head of the relevant state body for appointment to a vacant position. The head of the relevant state body makes the final decision and informs the Commission about the results of appointment (this has also been reflected in the Civil Service Law). Candidates who succeeded in the competition, but were not recruited by the head of the state body, are registered in the reserve list of civil servants for 2 years. During these 2 years candidates can be appointed to proper civil service position at the different state bodies.

All the decisions about the results of the competition and recruitment are made public on the website of the Commission. Candidates dissatisfied with the recruitment decision may file an administrative complaint to the Appeals Commission established by the SEC, and/or to the court.

Works on application and development of information technologies on different directions of SEC's activity are in the process. The centralized e-system on job descriptions of administrative positions in state bodies was created. This e-base automates work of giving announcements reflecting comprehensive information about vacant position in a state body during competitions and interviews. "Candidates-CSC" automated management system summarizing broad information about candidates who take part in competitions and interviews for occupation of vacant civil service positions in state bodies was reprocessed and improved, functional capacities of system and number of reports entering this system were increased for more efficient arrangement of all stages of competitions (announcement, documents acceptance, test examination, interview, appointment on position, dealings with reserve staff).

In view of increase in number of citizens applying for civil service recruitment online "E-recruitment" system was launched on SEC's website with a purpose of increasing responsiveness and efficiency. Introduction of computer assisted application and test systems instituted to revolutionize the pen-and-paper style of civil service examinations. The new systems assist to develop the systematic storage, updating, retrieval, checking and scoring of examinee data through specialized computer software. Basically, implementation of the IT systems aims at provision of an individual, through a one-stop process, the opportunity to acquire civil service eligibility, which is now one of the main conditions for entering the civil service in Azerbaijan.

Regarding implementation of "Action Plan on formation of "E-Government" during 2010-2011 in the Republic of Azerbaijan (E-Azerbaijan)" approved by Order of the Cabinet of Ministers of the Republic of Azerbaijan of May 14, 2010 No 136 with purpose of increasing training level of civil servants, specialists on information and communication technologies was established the "E-government" training-education centre, arranged training courses for civil servants on increasing ICT application level, organized trainings on increasing professional development of civil servants working on information and communication technologies, including information safety.

In order to coordinate these measures, Coordination Board was established at the Ministry of Communication and Information Technologies of the Republic of Azerbaijan.

GSM-based operating system was applied for informing the candidates in real time at different stages of competition and interviews. The system has the capacity informing about date of test examination, result of test examination, schedule of interview, result of interview, etc. via short message – SMS service.

### **determination of the requirements for candidates for vacant positions**

Qualification requirements for administrative and auxiliary positions ensure that a person, who applies for a position, has sufficient competence to handle this position.

A person, who applies for an administrative position, must have a corresponding higher education. If this person has another higher education, she must change the speciality and study the profile of the administrative position to which he/she applies.

A person, who applies for an auxiliary position, must have an appropriate secondary education. If this person has another secondary or general secondary education, he/she must change the education and study the profile of the auxiliary position to which he/she applies.

Additional requirements for the occupation of administrative and auxiliary positions are established by legislation and job descriptions.

### **the existence and duration of probation period**

After appointment to the position civil servant is involved to probation period for 6 months and a supervisor is defined by head of state body over him/her.

Main functions of supervisor are realizing methodological and practical guidance, controlling internship process and gives feedback about civil servant at the end of internship. At the end of probation period according to feedback of supervisor, civil servant is admitted to trial period and this period is about 3 months. After passing trial period successfully, civil servant is admitted to permanent civil service.

## **Performance appraisal**

### **frequency and procedure of performance appraisal of civil servants, its impact on the further career advancement**

The service performance of civil servants holding administrative positions shall be appraised in the end of each calendar year. Aim of the service performance appraisal of the civil servant is to assess performance of his duties during the year, carrying out of requirement on holding position, as well as to define future development of the employee. The service performance appraisal results shall be taken into consideration during attestation of the civil servant. Performance appraisal of the civil servant shall be carried out by his direct supervisor. Service performance of the civil servant shall be assessed due to the following criteria:

- 1) professional knowledge;
- 2) attitude to the service positions;
- 3) ability to analyze, problem-solving and decision making;
- 4) creativeness and initiative;
- 5) labor discipline
- 6) working experience and sharing such experience

7) ability to team-working, sociability, relations between workers.

Besides points indicated above, service performance of the senior managers (a shall be assessed on the following basis:

- 1) analysis and forecasting;
- 2) management;
- 3) ability to influence and inspire inside the team;
- 4) ability to build a team.

Service performance of the civil servant shall be appraised as perfect, good, satisfactory and unsatisfactory. Results of the service performance appraisal of the civil servant shall be made officially through document on service performance appraisal. Performance of the civil servant shall be appraised in this document due to all criteria and relevant comments shall be given. The opinion of the civil servant, whose service performance has been appraised, shall be added to the document on service performance appraisal. The standard acts on rules referring to the service performance appraisal of the civil servant shall be accepted by the relevant executive power body. Results of the service performance appraisal of the civil servant shall be added to his/her personal file.

## **System of professional training**

### **general principles of functioning of the system of professional training of civil servants**

*Professional training* is divided to professional development, retraining and internship program. Professional development, retraining and additional education of civil servants in Azerbaijan is regulated by Order of Cabinet of Ministers adopted of March 19, 2009 No. 44. *Main aims of professional training of civil servants* are increasing efficiency of activities of civil servants, gaining and improvement of theoretical, practical knowledge, development of abilities and professional skills on implementation of job functions, as well as developing intellectual skills of civil servants.

*Main requirements for professional training of civil servants are as following:*

- appointment of civil servant to the higher civil service position;
- involving to reserve staff list of civil service;
- results of attestation or performance appraisal of civil servants;
- personal initiative of civil servant.

*Professional development and retraining of civil servants* is being implemented state educational institutes and centers. This process is carried out on the basis of state order.

*Internship of civil servants* is implemented in the state body where he/she is working, in the other state bodies, proper organizations of foreign countries and other institutions.

During internship of civil servant any supervisor is defined by head of state body. Main functions of supervisor are realizing methodological and practical guidance, controlling internship process and gives feedback about civil servant at the end of internship

*Retraining of civil servants* is a long period process for gaining a new (different) qualification by civil servants. Retraining is attributed to civil servants who were admitted to permanent civil service.

During the professional development civil servants are involved to short period trainings and courses for increasing job and qualification knowledges. Civil servants admitted to permanent civil service or civil servants who completes 1 year in civil service can be involved to professional development. Programs of short period trainings, courses are prepared by

state educational entities, centers and agreed with State Examination Center (SEC). For determination of appropriation level of training program by civil servants, at the end of these trainings civil servants gives test exam. Civil servants who passes exam successfully are rewarded by appropriate certificates.

Professional training of civil servants can be in 3 forms:

- decomposing from serving;
- partially decomposing from serving;
- without decomposing from serving.

Period of internship of civil servant is till to 15 days, professional development is till to 4 months and retraining period is till to end of the training.

here is also an option to implement professional training in abroad and this process is funded according to state budget. Civil servant who wants to deliver professional training in abroad must enter to the competition implemented by SEC.

Legislation contains certain provisions regarding the financing of professional training of civil servants:

- if civil servant is sent for internship with decomposing from serving and is not provided by accommodation, trip expenses must be paid to him/her by the state body according to legislation;
- if civil servant will be provided by accommodation, only meal expenses must be paid by the state body where he\she is serving;
- if civil servant is sent for professional development with decomposing from serving and is not provided by accommodation, for the first month of professional development, civil servant must be paid trip expenses fully and from the second month of the process he/she must be provided by 70% of his/her monthly salary.

### **management and functioning of the system of training, specialization and advanced training of civil servants**

The main unit responsible for the civil service is the State Examination Center (SEC) established in accordance with the Presidential Decree of April 11, 2016 No 860. The SEC is the public legal entity of the Republic of Azerbaijan, and considered to organize admissions of personnel to civil service on a competitive basis, the admission of students to higher and secondary specialized educational institutions, regardless of their organizational and legal form and form of ownership, as well as for state bodies, legal entities and individuals under the contract.

In the exercise of its rights and obligations the SEC operates in conjunction with state agencies and local governments, international and non-governmental organizations, other corporations and individuals.

According to the Statute of the main tasks of the SEC are:

- participation in the formation of public policy in sphere of civil service and ensuring its implementation;
- according to the Law of Azerbaijan Republic "On civil service" organization of realization of citizens' civil service entrance in a centralized manner on the basis of competition and ensuring its transparency;
- development and publication of test and interview programs for the candidates for the vacant civil service positions;
- preparation of draft laws, adoption of legal acts regulating relations in the field of public service in the framework of its powers, monitoring the implementation of legislation;
- organization of the preparation and development of job descriptions for civil service positions;

- conducting scientific and statistical analysis on the results of ... admission examinations, and reporting to the President of the Republic of Azerbaijan and the Ministry of Education of the Republic of Azerbaijan;
- control of the ethical behaviour of civil servants;
- formation and improvement of the centralized information database: register of civil servants;
- rostering Civil Servants and including information about Civil Servants' performance appraisal;
- analysis of the training needs for civil servants, development of training strategies, organizing short-term trainings, courses etc.

In addition to the above mentioned additional powers conferred by these amendments, the SEC is now also authorized to execute state and international programs aimed at the development of the civil service, cooperate with international and non-governmental organizations, media and independent experts on civil service and students admission process.

By the end of May, the public authorities for the current financial year provide the SEC with information on the needs for additional professional training (with the type and form indicated) for the current year in accordance with the funds allocated from the state budget, the number of civil servants and information on qualifications and positions for training. The SEC prepares a state order on the basis of these data and submits it for approval by the Cabinet of Ministers of the Republic of Azerbaijan.

Between the civil servants (client) and the SEC, from the one side, and the educational institution (executor), from the other side, concludes an agreement.

#### **training of Masters of the field of knowledge "Public management and administration"**

In accordance with the Law "On Education" and the Provision on Master's Degree (Magistrate) in the system of multi-level higher education of the Republic of Azerbaijan, approved by the Resolution of the Cabinet of Ministers of the Republic of Azerbaijan of February 13, 1997 No. 15, *the magistrate* is the second level of higher education in the system of multilevel higher education.

The master's educational program, with taking into account the carrying out by the specialist of scientific research and design and verification work in the future, is drawn up in accordance with the current "List of Directions and Specialties of Higher Education" by further developing and differentiating the educational program of the bachelor in specialty.

#### *Rules for admission to the magistrate, definition of master's degree*

The right to study at the magistracy has persons, who successfully completed their studies in one of the major programs of professional higher education education and have a diploma in higher education.

Persons, who do not have a bachelor's degree in the relevant field for admission to the magistracy, must pass the academic differences that arose in the scope of the requirements for undergraduate training in this area.

The rules for admission to the competition for training in the magistracy of higher educational institutions and the conducting the competition are determined on the basis of the Law "On Education", this Provision on the higher educational institution, and other legislative acts, as well as on the basis of the statute of the higher educational institution and approved by the Ministry of Education.

The level of annual admission to the magistrate for certain educational areas and specialties at the expense of the state is determined at the level of 20 percent of the bachelor's degree in this area and specialty.

### General requirements for a master's degree program

Education at the magistracy is carried out with the separation from work. The normative term of master's studies education is determined by the relevant state standards and, depending on the specialty, is 1.5 - 2 years.

Studying in a magistracy is carried out in accordance with an individual student plan under the direction of a scientific supervisor.

In case of the implementation of master's programs at the junction of directions (specialties), it is allowed appointment, apart from the scientific supervisor, scientific consultant.

Studying according to the master's degree program should be based on active independent work of the student. In this regard, his/her maximum audience load should not exceed 12-20 hours per week (on average for the whole period of training).

### Final (graduation) certification in the magistracy

In the final semester of the magistracy, is envisaged the defense of graduation work - master's thesis, final examinations, including in the field of higher education.

Individuals, who have completed an individual plan according to the master's program in higher education, are awarded a specialty and a master's degree and a master's degree certificate of a state standard.

Graduates of the magistracy also received a Master's degree diploma supplement - an extract from the record book (tables) indicating the topic of the master's thesis.

The leading institution of higher education in the field of public administration in the Republic of Azerbaijan is the Academy of Public Administration under the President of the Republic of Azerbaijan, which was established in accordance with the Decree of the President of the Republic of Azerbaijan of January 3, 1999 No. 60 at the base of the Baku Institute of Social Management and Political Science (BISMPS).

Training is carried out in directions:

- civil service and personnel policy;
- sustainable development planning and management;
- international relations and foreign policy;
- state law;
- state and municipal government;
- state administration of economy;
- political science and political management;
- philosophy and social psychology;
- information technologies in public administration;
- history;
- philology, etc.

Areas of training for the postgraduate students (PhD candidates):

- national security and political strategy;
- international relations and diplomacy;
- state law, etc.

### **advanced training of civil servants**

The Academy also serves as a training center offering full and short-term courses for civil servants to enhance their professionalism. In particular, on the basis of the Academy there is *the Institute of training and advanced training of senior management personnel*.

### **Areas of activity of the Institute:**

- provision of retraining of civil servants and municipal servants according to the directions of higher education;
- organization of long-term and short-term training courses and trainings for senior civil servants and municipal servants in different directions;
- holding conferences, round tables, seminars and other events and projects related to the civil and municipal service;
- conducting research and analytical work in the spheres of public and municipal administration, etc.

On the basis of the Institute is functioning the faculty "Retraining of management personnel" and the Center for continuing education of leading personnel.

In addition, the advanced training of civil and municipal servants is carried out in the framework of international projects and programs. In particular, for the period 2014-2016, trainings were held within the framework of the project "Support to Civil Service Commission under the President of the Republic of Azerbaijan in implementation of Comprehensive Institution Program", which was implemented jointly by the Commission, GIZ and UNDP. Training was carried out on such subjects:

- time management and delegation;
- skills of presentation, speeches, moderation of events;
- conflict management and negotiations;
- organization and holding of meetings;
- fundamentals of human resources management;
- motivation and team building;
- business etiquette;
- the language of business documents;
- application of e-government tools;
- overcoming digital inequality;
- knowledge management system;
- ICT communication and comprehensive development;
- information security and protection;
- strategic planning of e-governance;
- Government and business;
- management of the Internet network;
- management of ICT projects in theory and in practice, etc.

Within the project Appraisal Methodology of Training Needs was prepared, during preparation period local and foreign experts were involved to this process. During preparation period of methodology some pilot trainings were delivered for civil servants of state bodies on its application. For professional development of civil servants project of Training Strategy was prepared and inside of this strategy some training modules were determined. Training modules were on "Training of trainers/training of elders", "Team building and motivation", "Leadership skills", "Management of negotiations and conflicts/mediation", "Time management and delegation", "Project management", "Presentation skills", "Management of human resources" and "Interview conducting skills". These topics of training modules were determined upcoming from general training needs of state bodies and taken into account for employes of different state bodies. In each modules, special attention is paid to combination of theoretical and practical knowledges, usage from different learning options, active usage from interactive methods (presentation, movies, Q&A, brainstorming, team work, personal tasks, simulation games, case studies etc.).

In the framework of the Project trainings were conducted on standard training modules:

- training of trainers/training of elders;
- team building and motivation;
- leadership skills;
- negotiations and conflicts management/mediation;
- time management and delegation;
- project management.

For professional development of civil servants there were some opportunities to conduct online trainings and as a result "e-learning" platform has been established. For testing this platform initially e-training courses on "Performance appraisal of civil servants" and "Ethic conducts of civil servants and fighting against corruption" were carried out.

#### **availability of programs for a senior civil servants (leadership development programs)**

On the basis of the Academy of Public Administration under the President of the Republic of Azerbaijan is functioning *the Institute of training and advanced training of senior management personnel*, which among other things, provides organization of long-term and short-term training courses and trainings for the senior civil and municipal servants in different directions.

In addition, during 2014-2016 the Civil Service Commission under the President of the Republic of Azerbaijan, in conjunction with the GIZ and UNDP, was implementing the project "Support to Civil Service Commission under the President of the Republic of Azerbaijan in implementation of Comprehensive Institution Program".

One of the main parts of this project was implementing a project on "Strategy leadership program for high ranked civil servants". Strategy Leadership Program was prepared initially as a pilot project by Public Administration Institute of Lithuania and was carried out by involving high level international experts. Participants of this program were head and deputy head of state agencies established under central executive bodies, head of offices of state bodies and their deputies, head of departments of II category state bodies, as well as deputy heads of local executive bodies. Opening ceremony of program was on 10 November 2015 in Baku, Azerbaijan.

In the framework of this program 4 training sessions were delivered. First training session was on "Personal leadership style and relations with staff", second was on "Management of changes and advocacy skills", third was on "Cooperation instruments between EU and EaP countries and provision of gender equality in state bodies" and fourth session was dedicated to the topic on "Delivering services within ICT and social networks, usage with service users as a communication remedy and communication with citizens".

During the program participants of project carried out training visit to Lithuania. Program finished on 11 February 2016.

Beside of this leadership program, within "Support to civil service training capacity development with a focus on EU issues" project some trainings on leadership were delivered to civil servants of the Commission and different state bodies. These were on "Leadership skills", "Conflict management, negotiation and mediation skills" etc.

For the future we are planning to implement programs, projects on strategy leadership as a continuation of this pilot project.

#### **Career management and mobility in the civil service**

##### **career development of a civil servant**

In the civil service system of Azerbaijan, the promotion of civil servants in the fifth to seventh categories is performed according to merit-based criteria. Promotion is carried out through upgrading, competition or interview (internal and general).

The competition or interview assesses the knowledge, professional capacity and logical thinking of candidates with reference to a particular state body and vacancy. Also, during the interview (only valid for a person holding a civil servant position), the following issues are taken into consideration: specialisation level, attestation results, performance evaluation results, and additional education corresponding to the requirements of the relevant position.

## Development of the civil service system

### availability of strategic documents concerning civil service and professional training system development

- Resolution of the President of the Republic of Azerbaijan of October 24, 2013, No. 13 "On Approval of the State Strategy on the Development of Education in the Republic of Azerbaijan";
- Resolution of the President of the Republic of Azerbaijan of January 19, 2015, No. 995 "On Approval of the Action Plan Related to the Implementation of the State Strategy on the Development of Education in the Republic of Azerbaijan";
- Decree of the President of the Republic of Azerbaijan of December 29, 2012 No. 800 "On Approval of the Development Concept "Azerbaijan 2020: Look into the Future""\*\*;
- United Nations-Azerbaijan Partnership Framework (UNAPF) 2016-2020\*\*\*.

### changes that have been occurred over the last year

In accordance with the amendments to the Law of the Azerbaijan Republic "On Civil Service", which were made on May 31, 2016, attestation of civil servants was abolished and certification system will be applied in civil service recruitment. Candidate who will pass test examination successfully, will gain certificate and this certificate will be in force for 5 years.

With this certificate any candidate can claim to vacant civil service positions announced by state bodies and will get an opportunity to participate in interview stage. Certificates are differentiated based on position.

At previous form of law only 5th-7th classification of civil service positions were announced to competition, but according to the changes from now 1th-7th (as well as heads of services, heads of office, heads of department etc.) classification of civil service positions will be announced to competition.

### planned changes and the stage of their implementation

According to *Section 7 of the Action Plan, related to the implementation of the State Strategy for the Development of Education in the Republic of Azerbaijan*, one of the strategic goals and objectives is:

1. Creation of a person-oriented content of education based on competences:
  - the application of higher education standards that support the transformation of higher education institutions into educational research and innovation centers and competitive training providers;
2. The formation of a state-public education system based on a partnership between the state and business, and has mechanisms for responsible, transparent and effective regulation based on the results:
  - creation, with taking into account the best international experience, of new evaluation mechanisms, educational levels covering all education degrees in accordance with the requirements of the Bologna Process;

\*\* [http://www.president.az/files/future\\_en.pdf](http://www.president.az/files/future_en.pdf).

\*\*\* [https://www.unece.org/fileadmin/DAM/operate/Technical\\_Cooperation/Delivering\\_as\\_One/UNDAF\\_country\\_files/UNDAF\\_files\\_2015-2020/AZERBAIJAN\\_UNAPF\\_2016-2020\\_signed.pdf](https://www.unece.org/fileadmin/DAM/operate/Technical_Cooperation/Delivering_as_One/UNDAF_country_files/UNDAF_files_2015-2020/AZERBAIJAN_UNAPF_2016-2020_signed.pdf).

3. Creation of a new financing mechanism for education from sustainable and diverse sources:
  - stimulating creation of target capital funds in higher educational institutions without the use of state budget funds.

At the same time, it is planned, during the next two years, with the assistance of the European Union to improve the procedures for adoption to the civil service, remuneration and performance appraisal. The mentioned measures will be implemented within the framework of the *Twinning project "Support to further reforms of the civil service system in Azerbaijan"* for the State Examination Center (SEC). Representative of partner country in the framework of this project is the State Chancellery of Lithuania\*\*\*\*.

According to *Strategic Priority Area 2 "Strengthening Institutional Capacities and Effective Public and Social Services" of the United Nations-Azerbaijan Partnership Framework (UNAPF) 2016-2020* the objectives of cooperation are improvement of legislation and strengthening of institutional potential; development of human capital and provision of an effective social security system; balanced development of regions; development of civil society; ensuring transition to an information society; protection and effective management of cultural heritage.

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\*\*\*\* [http://pao.az/administrator/components/com\\_twinning\\_in\\_azerbaijan/files/3620cbd7837a086e7623985023818d09-State-Examination-Center.pdf](http://pao.az/administrator/components/com_twinning_in_azerbaijan/files/3620cbd7837a086e7623985023818d09-State-Examination-Center.pdf), [http://www.tqdk.gov.az/en/?ELEMENT\\_ID=3132](http://www.tqdk.gov.az/en/?ELEMENT_ID=3132).

# REPUBLIC OF BELARUS

The legal regulation of professional training and development of civil servants of the Republic of Belarus and the professionalization of the civil service in general is carried out by the Constitution, the Law "On Civil Service in the Republic of Belarus" of July 14, 2003 No. 204-3 and the Code "On Education" of January 13, 2011 No. 243-Z, as well as by other legislative and normative-legal acts\*.

The Law "On Civil Service in the Republic of Belarus" stipulates that a civil servant has the right to advanced training and retraining at the expense of funds of the corresponding budget or other sources provided by legislation. A civil servant is also required to maintain the required level of qualification for the effective performance of his/her official duties.

At the same time, the Code "On Education" defines *an education* as training and upbringing in the interests of the individual, society and the state aimed at the assimilation of knowledge, skills, formation of the harmonious, versatile personality of the student. *The training* is defined as a purposeful process of organizing and stimulating the students' learning activities on mastering the knowledge, skills and abilities, development of their creative abilities.

According to the Concept of the State Personnel Policy of the Republic of Belarus, approved by the Decree of the President of the Republic of Belarus of July 18, 2001 No. 399, *the personnel potential* - the ability of personnel to solve their current and future challenges. It is determined by the number of personnel, their educational level, personal qualities, professional qualification, gender-age structure, characteristics of labor and creative activity. *The mechanism of implementation of the state personnel policy* is a complex of legal norms, principles, forms, methods and means that ensure the efficiency of selection and placement of personnel, their training, retraining and advanced training.

## Organization of the civil service selection procedure

### procedure of competitive selection

The competition is conducted by an appropriate state body that has vacant positions. The competition may be open or closed.

An open competition is held after the announcement of the competition in the official publications of the republican mass media is published. All citizens of the Republic of Belarus, who meet the qualification requirements for admission to the civil service, have the right to take part in an open competition.

Closed competition is held among personnel, who are in the reserve of civil servants.

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- \* Based on:
  - information available in the public domain on the Internet;
  - Program of activities of the Government of the Republic of Belarus for 2016 - 2020, approved by the Order of the Council of Ministers of the Republic of Belarus of April 05, 2016 No. 274;
  - presentation materials of the representatives of the Academy of Public Administration under the aegis of the President of the Republic of Belarus, presented in the framework of the training "Building of Professional, Sustainable and Politically Impartial Civil Service: the Role of Transformational Leadership and Organizational Culture" (01-02 June 2017, Kyiv, Ukraine) organized by NAUCS and the Center for Adaptation of the Civil Service to the Standards of the European Union within the framework of the Working Group (Panel) "Public Administration Reform" of the Thematic Platform "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership".

Each participant of the competition shall be informed about the results of the competition in writing within one month from the date of its completion.

The decision of the competition commission is grounds for occupying a civil service position or refusal to appoint such position.

Competition participants, who have not received the positive conclusion of the competition commission, but recommended for the civil service, can be credited to the personnel reserve, which is formed by the personnel unit of the relevant state body.

The Provision on holding a competition are approved by the Government of the Republic of Belarus.

For persons who first enter the civil service, *a qualification examination* is conducted.

The qualification exam is conducted in order to establish the conformity of the level of professional knowledge, skills and abilities of the persons, who first enter the civil service, to the modern requirements of effective work in state bodies (organizations).

In accordance with paragraph 5 of the Decree of the President of the Republic of Belarus of March 17, 2005 No. 139 "On Approval of the Regulation on the Qualification Exam for the First Entrants into the Civil Service" exam questions, questions for interviewing and testing, common to all persons undergoing an examination, are developed by the Academy of Public Administration under the aegis of the President of the Republic of Belarus and, after agreement with the Administration of the President of the Republic of Belarus, are approved by the rector of this Academy.

*The qualification exam applies to persons who first enter the civil service:*

- on state positions, included in the list of senior public officials of the Republic of Belarus;
- on state positions of judges of the Constitutional Court, the Supreme Court and other courts of general jurisdiction;
- on state positions of heads of regional executive committees and Minsk City Executive Committee;
- on elected government positions in the chambers of the National Assembly of the Republic of Belarus, local councils of deputies, whose powers are exercised on a professional basis;
- on state positions of members of the Central Commission of the Republic of Belarus on elections and holding of republican referendums.

*Does not apply to persons who first enter civil service in the:*

- positions of prosecutors;
- positions of servicemen;
- positions of ordinary and commanding staff of the Investigative Committee, the State Committee of Forensic Expertise, the bodies of internal affairs, the bodies and subdivisions in the emergency situations, the bodies of financial investigations of the State Control Committee;
- for persons, who studied at the Academy of Public Administration under the aegis of the President of the Republic of Belarus, other educational institutions and sent to work in state bodies, other state organizations.

*Questions of the qualification examination are based on the requirements of knowledge of:*

- the Constitution of the Republic of Belarus;
- civil service in the Republic of Belarus;
- state personnel policy;
- ideology of the Belarusian state;

- state regulation of the economy;
- workflow.

To automate the examination, *an innovative computer product "Qualification Exam for Persons First Entry to the Civil Service"* (jointly with the Departments of the Academy of Public Administration under the aegis of the President of the Republic of Belarus) was created.

Electronic resource is developed for the purpose of professional and personal development of people, who first enter the civil service.

The resource provides both a full-fledged independent preparation for the qualification examination and a comprehensive objective assessment of the knowledge of candidates for public positions.

The resource consists of 6 thematic electronic operating sections and 292 questions.

The resource was sent out and used in the activities of 38 state bodies and other government organizations. This product, in particular, is used by the State Control Committee of the Republic of Belarus, the Ministry of Justice, the Ministry of Economy and the Ministry of Foreign Affairs, etc.

#### **determination of the requirements for candidates for vacant positions**

Qualification requirements imposed on admission to the civil service are:

- appropriate education, except when the occupation of public office presence of a certain education is required;
- the necessary experience and professional experience, except when the occupation of public office they set;
- possession of the official languages of the Republic of Belarus;
- knowledge of the Constitution of the Republic of Belarus, laws regarding the implementation of the relevant duties.

Qualification characteristics of public office shall be determined by the Government of the Republic of Belarus or authorized body.

#### **the existence and duration of probation period**

For the citizen who comes to the civil service, with the consent of the parties can be established preliminary testing for a period of three to six months.

In terms of previous tests do not count the period of temporary incapacity and other periods when there was no public servant at the service.

Preliminary testing is not established when entering the civil service through approval, election or competition.

At unsatisfactory results of the previous test public official should be released.

If the term of the previous trial ended and a civil servant is not released, he is deemed to have passed the test, and the next release is allowed only on the grounds provided by the legislation.

## **Performance appraisal**

### **frequency and procedure of performance appraisal of civil servants, its impact on the further career advancement**

Civil servants are certified in order to determine the objective assessment of their practical activity, level of professional knowledge, legal culture and career prospects.

Civil servants, who first entered the civil service or with a break length of civil service period for at least one year, are certified at the end of three years of continuous service in the civil service. Women, who have been on childcare leave before reaching the age of three years, are subject to certification not earlier than one year after they came back at work.

Attestation of civil servants is carried out periodically every three years by the attestation commissions established by the relevant state authorities in which the civil servant is in service.

Attestation of civil servants, the appointment or approval of which is carried out by the supreme bodies of state authority, is carried out by the attestation commissions of these bodies.

The Attestation Commission carries out the certification in the presence of a civil servant, who passes the certification, and on the results of the certification decides on:

- compliance with the position occupied;
- incomplete compliance with a position with postponement of attestation for one year, subject to the implementation of the recommendations of the certification committee;
- inconsistency with the position occupied.

The decision of the certification committee has a recommendatory nature, is passed to the head of the state body not later than in the five-day term after the certification for the final decision.

## **System of professional training**

### **general principles of functioning of the system of professional training of civil servants**

Proper conditions for training, retraining, advanced training, internships and self-education of civil servants are created in the Republic of Belarus.

The procedure for organizing and implementing the process of continuous professional development of civil servants is regulated by a number of legislative and regulatory acts, among which it is necessary to allocate such:

- Decree of the President of the Republic of Belarus of January 24, 1997 No. 100 "On improvement of the organization of retraining and advanced training of senior officials";
- Decree of the President of the Republic of Belarus of July 26, 2004 No. 354 "On the work with leading personnel in the system of state bodies and other state organizations";
- Decree of the President of the Republic of Belarus of February 7, 2006 No. 80 "On the Rules of admission of persons for higher education of the i degree and secondary special education";
- Decree of the President of the Republic of Belarus of June 2, 2009 No. 275 "On certain measures to improve the training, retraining and advanced training of personnel in the sphere of administration";

- Order of the Council of Ministers of the Republic of Belarus of January 18, 2008 No. 68 "On certain higher education issues" (approved the Provision on the first level of higher education, Provision on the second level of higher education (master's degree), Rules for admission to the Master's degree in higher educational institutions and Provision on higher education institution);
- Order of the Council of Ministers of the Republic of Belarus of June 22, 2011 No. 821 "On certain issues of distribution, redistribution, referral to employment, further referral to graduates, reimbursement of state spent for education and targeted training of specialists, workers, and servants" (approved the Provision on the order of distribution, redistribution, referral to work, further referral to the work of graduates, who have received basic scientific, higher, secondary special or professional-technical education, Provision on procedure of compensation republican and (or) local budgets money spent by the state on the training of highly qualified scientists, specialist, workers, employees and the Regulation on targeted training of specialist, workers, employees);
- Order of the Council of Ministers of the Republic of Belarus of July 15, 2011 No. 954 "On certain issues of additional adult education" (approved the Provision on the procedure of determining of additional adult education institutions as the leading education institution in the field, List of educational profiles and (or) education directions enforced by republican bodies the state administration for the development of educational standards for the retraining of managers and specialists, the Provision on the continuing professional training of managers and specialists, the Provision on the continuing professional training according to the occupations of workers and the Provision on additional training courses for adults);
- Order of the State Committee of the Republic of Belarus on Labor and Social Protection of the Population of March 31, 1994 No. 42 "On approval of the Provision on internship of civil servants of the state apparatus of the Republic of Belarus".

In accordance with the Decree of the President of the Republic of Belarus of January 24, 1997 No. 100 "On the improvement of the organization of retraining and advanced training of senior officials of state bodies" and the Decree of the President of the Republic of Belarus of June 2, 2009 No. 275 "On certain measures to improve training, retraining and advanced training of management personnel» *the Academy of Public Administration under the aegis of the President of the Republic of Belarus* is the leading educational, scientific, information-analytical center for retraining and advanced training management personnel.

Formation of the system of continuous education of management personnel, persons included in the reserves of senior staff, civil servants, and other persons studying at the Academy (hereinafter referred to as management personnel) is carried out by the Academy on the basis of a combination of training, retraining, advanced training and self-education.

The training, retraining and advanced training of management personnel is carried out by the Academy, taking into account the priorities of socio-economic development of the Republic of Belarus, the objectives and functions of state bodies and other state organizations, and qualification requirements for relevant positions.

In accordance with the Decree of the President of the Republic of Belarus of July 26, 2004 No. 354 "On the work with leading personnel in the system of state bodies and other state organizations", *the main objectives of training, retraining and advanced training of management personnel, as well as persons included in the reserve of senior staff, and persons included in the single promising personnel reserve (hereinafter referred to as the persons included in the reserve of management personnel) is to ensure the constant acquisition of knowledge in the field of theory and practice of public administration, state ideology, economics, law, improvement of managerial abilities and skills.*

Training, retraining and advanced training of management personnel and persons included in the reserve of management personnel are based on the principles of systematic, scientific, perspective and differentiated approach.

In order to ensure continuous improvement of the professional level of management personnel, including those assigned to new positions, it is envisaged their mandatory advanced training.

Results of training, retraining, advanced training, internship and self-education are one of the grounds for promotion of civil servants.

In case of the release of a civil servant in connection with the liquidation of a public authority, a reduction in the number or staff of employees in the absence of employment opportunities, for them are guaranteed the professional training, retraining or advanced training with a payment for the entire period of training the scholarships in accordance with the Law of the Republic of Belarus "On the employment of the population of the Republic of Belarus".

### **management and functioning of the system of training, specialization and advanced training of civil servants**

According to the Decree of the President of the Republic of Belarus of January 24, 1997 No. 100 "On Improvement of the organization of retraining and advanced training of senior officials state bodies", *the Administration of the President of the Republic of Belarus*:

- provides general management of the activities of ministries, other republican bodies of state administration, local executive and regulatory bodies and educational institutions that carry out retraining and advanced training of management personnel in all areas of the said activity, control the activities of the Ministry of Education on licensing and accreditation of these institutions, approves their list;
- coordinates the activities of ministries and other republican bodies of state administration in the field of scientific and organizational support of international and research programs and projects in the field of training and advanced training of management personnel, that carried out in the framework of intergovernmental agreements;
- controls the expenditure of budget funds for retraining and advanced training of management personnel;

At the same time, in accordance with the Decree of the President of the Republic of Belarus of June 2, 2009 No. 275 "On certain measures to improve the training, retraining and upgrading of personnel skills in the sphere of management", *state bodies and other state organizations*

- organize the passage of advanced training of management personnel among their employees for at least once every three years;
- assist the Academy in the organization and conducting of practices, internships of students, as well as pedagogical and scientific workers of the Academy;
- organize self-education of management personnel, persons included in the reserves of management personnel, with taking into account relevant methodological recommendations developed by the Academy and approved by the Administration of the President of the Republic of Belarus;
- annually, no later than October 1, submit to the Academy the proposals for the training, retraining and advanced training of their employees in the Academy, indicating the specialties (directions of specialties, specializations), education profiles, education directions.

In accordance with the Statute of the Academy, approved by the Decree of the President of the Republic of Belarus of June 2, 2009 No. 275, it is the leading institution of higher education in the system of higher education and the leading institution of education in the system of adult education. The Academy acquires the education of management personnel, persons included in the reserve of management personnel, civil servants and other persons.

*The Academy carries out educational, scientific, innovative, informational and analytical, and other activities aimed at meeting the needs of society and the state in the management personnel.*

The main activity of the Academy is the training, retraining and advanced training of management personnel, conducting research and innovation activities.

The purpose of the Academy's activity is the formation of highly skilled management personnel.

The objectives of the Academy:

- realization of educational activity in the sphere of management;
- scientific and methodological provision of education;
- participation in realization of the state personnel policy in the sphere of formation of the personnel potential of public administration;
- realization of scientific and innovative activity in the field of management;
- development of international cooperation in the field of training, retraining and advanced training of personnel in the field of management;
- implementation of the education of the students in order to form a high moral and creative person, citizenship, patriotism and national self-awareness.

The Academy, in accordance with the legislation of the Republic of Belarus, including this Statute, performs such basic functions:

- training of management personnel at the first and second levels of higher education (first, second and subsequent higher education);
- trained scientists of higher qualification in management;
- retraining at the level of higher education and advanced training of management personnel;
- scientific-methodological and information-analytical provision of training, retraining and advanced training of management personnel, development of informational educational resources necessary for the implementation of educational programs, and the development of distance educational technologies;
- coordination of educational activities of state educational institutions, which carry out training, retraining and advanced training of management personnel;
- participation in the development and improvement of educational standards, scientific and methodological provision of training of management personnel;
- preparation of methods of selection and appointment to the positions of management personnel;
- organization and conducting of scientific research on improvement of public administration, state personnel policy and civil service, educational process in the field of training, retraining and advanced training of management personnel;
- promotion of self-education of management personnel, including on the basis of distance educational technologies;
- participation in the development and expertise of draft legal acts on the issues of state personnel policy, training, retraining and advanced training of management personnel, persons included in the reserve of management personnel;
- monitoring of the personnel potential of public administration and development of recommendations on the improvement of the state personnel policy;
- development of exam questions, questions for interviewing and testing for the purpose of carrying out the qualifying examination for persons, who are first enters the civil service;
- other functions.

The Academy has the following objectives for the implementation of the state personnel policy:

- development and introduction of proposals for the formation of a state order for the training, retraining and advanced training of management personnel, persons included in the reserve of management personnel;
- information-analytical and scientific-methodological support of the activities of the President of the Republic of Belarus and the Administration of the President of the Republic of Belarus on training, retraining and advanced training of management personnel;
- studying on behalf of the Administration of the President of the Republic of Belarus the activities of leading personnel, whose positions included in the staff registries of the Head of State of the Republic of Belarus, the Council of Ministers of the Republic of Belarus, the regional executive committees and the Minsk City Executive Committee, and the development of recommendations for its improvement;
- information-analytical and software-technical support of all levels of the automated information system of electronic accounting of management personnel (hereinafter - AIS "Reserve");
- formation, maintenance and organization-methodological support of a single perspective personnel reserve.

According to the Decree of the President of the Republic of Belarus of July 26, 2004 No. 354 "On the work with leading personnel in the system of state bodies and other state organizations", training, retraining and advanced training of management personnel and persons included in the reserve of management personnel is carried out by the Academy in accordance with the state order, which is annually approved by a joint order of the Prime Minister of the Republic of Belarus and the Head of the Administration of the President of the Republic of Belarus. The state order includes a list of specialties (specializations), profiles (directions) of education, categories and number of people to be trained.

*The Council of Ministers of the Republic of Belarus* annually, during the formation a republican budget for the next fiscal year, provides funds for funding training, retraining and advanced training of management personnel and persons included in the reserve of management personnel in accordance with the approved state order, including material and technical expenses, information-analytical and scientific-methodical support of these measures.

The Academy, in accordance with the Rules for the admission of management personnel, persons included in the reserve of management personnel, to the Academy for training, retraining and advanced training in accordance with the state order, approved by it in agreement with the Administration of the President of the Republic of Belarus, shall select candidates for study. The Academy annually informs the Administration of the President of the Republic of Belarus about the categories of students enrolled for training, retraining and advanced training in accordance with the state order.

In accordance with Article 16 of the Law "On Civil Service in the Republic of Belarus", a personnel unit of a public authority:

- draws up decisions of the state body connected with the passage of civil servants of the civil service and controls their implementation;
- ensures competition for vacant public positions, qualification examination for persons first entering the civil service, passing by civil servants of a preliminary test upon entering the civil service, attestation;
- ensures the passage of the civil service in accordance with the profession, specialty and qualifications of a civil servant with taking into account the requirements of labor legislation and this Law;
- advises civil servants on passage of service in state bodies;
- organizes advanced training and retraining of civil servants, etc.

## **training of Masters of the field of knowledge "Public management and administration"**

*The conditions and procedure for admission of students to the Academy for obtaining a higher education of I level* are established by the Rules of admission of persons for higher education of I level, approved by the Decree of the President of the Republic of Belarus of February 7, 2006 No. 80.

### **Terms of the competition**

Applicants submit to the Admission Committee of the Academy the originals of the certificates of centralized testing (hereinafter referred to as the CT) based on the results of compiling three compulsory entrance examinations for three subjects in the form of a CT: Belarusian or Russian (optional) languages and two educational subjects (hereinafter - profile tests) according to the chosen specialty. Since 2001, the Academy has trained specialists on the basis of secondary, secondary special and higher education in specialties:

Name of the specialty, directions of specialty	Code of specialty for the National Classifier of the Republic of Belarus, NCRB 011-2009 "Specialties and Qualifications"	Qualification of a specialist	Subjects of the profile test			
			The first subject	The second subject		
INSTITUTE OF MANAGEMENT PERSONNEL						
Faculty of Management						
separate competition is held in specialties						
1. Public administration and law	1-26 01 02	lawyer	social science (CT)	foreign language (CT)		
2. Public administration and economics	1-26 01 03	economist-manager	mathematics (CT)	foreign language (CT)		
Faculty of Innovation training						
the competition is held in the specialty						
3. Information resources management	1-26 03 01	manager-economist of information systems	mathematics (CT)	foreign language (CT)		

The term of obtaining higher education in the full-time form is 4 years.

### **Features of admission**

Admission to the Academy for all specialties of the full-time form of education is carried out by competition in accordance with the total amount of points based on the results of entrance examinations in the form of a CT and the average score of the education document. The competition is held separately in specialties. Enrollment of entrants to a specialty is carried out in the following order: persons having the right to enroll without entrance examinations; persons having the right to enroll outside the competition; persons who scored a large amount of points based on the results of the CT and the average score of the education document.

Admission to the Academy of foreign citizens and stateless persons (hereinafter - foreign citizens) is carried out on all specialties of full-time forms of higher education of I level in accordance with the Rules of admission and international treaties of the Republic of Belarus.

Interviewing that establishes the level of foreign citizens knowledge of language, in which the educational process is carried out, is conducted according to the objectives (issues) that are developed by the Academy, taking into account the content of curricula for educational subjects, profile tests on the basis of educational standards of general secondary education.

At the same time, in accordance with the Decree of the President of the Republic of Belarus of July 26, 2004 No. 354 "On the work with leading personnel in the system of state bodies and other state organizations", *the training at the first level of higher education*, of management personnel that have a higher education, occupy the position of the head (deputy head) of the state body (organization), the head (deputy head) of the structural subdivision of the state body (organization), persons included in the reserve, have a total management experience not less than 5 years and aren't, usually, 45 years old, *is carried out in accordance with the state order at the Faculty of Training at the Institute of Civil Service of the Academy*.

The first level of higher education in the Academy is carried out by part-time form of education with a term of education of not less than 3 years.

To persons, who completed the Academy's training for the first level of higher education and successfully passed the final certification, appropriate qualifications are awarded and a diploma of higher education is issued.

*The retraining of management personnel that have a higher education, holds the position of the head (deputy head) of the state body (organization), the head (deputy head) of the structural subdivision of the state body (organization), persons included in the reserve, is carried out in accordance with state orders at the Faculty of retraining in Institute of Civil Service of the Academy.*

Retraining at the Academy is carried out in full-time and part-time forms of education. The period of retraining for the full-time form of education must not exceed 1 year, for the part-time form - one year and 10 months.

Persons, who have undergone retraining at the Academy and successfully passed the final certification, a graduate degree certificate is issued on the level of higher education.

### **advanced training of civil servants**

The advanced training at the Institute of Civil Service of the Academy is carried out by full-time and part-time forms of education. The period of training should not exceed 3 months.

The Academy continues to work on the training of temporary (crisis-management) leaders for state organizations, organizations with a share of state ownership in the statutory fund.

Advanced training is conducted:

- in the form of monthly seminars;
- according to individual plans;
- in the form of internships.

Persons, who have passed the advanced training in the Academy and successfully passed the final certification, a certificate of advanced training is issued.

Internship may be an independent form of training and be carried out in accordance with the procedure and on the terms established by the legislation.

#### Advanced training programs:

- improvement of professional activity of the heads of personnel units;
- improvement of personnel management in public administration (on a distant form of education);
- work with appeals of citizens and legal entities (on a distant form of education);
- business protocol interaction;

- public procurement management (basic course);
- organization and conduct of public procurement procedures;
- organization and conducting of procurements of goods (works, services) in construction and procurements at the expense of own funds;
- foreign economic activity of the enterprise;
- marketing strategy of the organization;
- legal regulation of economic activity of organizations;
- logistics as a tool for improving the organization's performance;
- improvement of the activity of anti-crisis leaders in the conditions of new integration interactions of the crisis-type nature;
- corporate governance: legal, economic, social-psychological aspects (on distance education form).

#### **availability of programs for a senior civil servants (leadership development programs)**

*The advanced training of management personnel, persons included in the reserve of management personnel, chief editors (editors) of the state mass media, as well as heads of youth public associations is carried out in accordance with the state order at the Faculty of advanced training at the Institute of Civil Service of the Academy.*

The main purpose of the programs is the formation of highly professional managers-practitioners with modern knowledge and skills that allow the effective management of the organization or its structural divisions.

##### *Advanced training programs:*

1. *Competencies of the modern manager*
  - structure of the person and its interrelation with managerial competences;
  - historical and ideological competences of the modern leader;
  - competence approach in personnel management;
  - technologies of prevention and constructive resolution of conflicts;
  - stress management;
  - technologies of making managerial decisions;
  - influence and opposition of influence as a communicative competence;
  - negotiation, etc.
2. *The modern leader - the art of managing*
  - requirements for a modern manager: from self-management to team management;
  - formation of leadership qualities;
  - team and its formation;
  - organization of the personal time of the head;
  - technology of effective interaction;
  - personal branding;
  - basics of health, preserving techniques, etc.
3. *Improvement of management activity*
  - features of the economic development of the Republic of Belarus and world experience of economic reforms;
  - management functions;

- motivation and employee behavior;
  - corporate culture as an environment for the development of the competitiveness of the organization;
  - construction and development of organizational communications;
  - effective management decisions;
  - organizational conflicts and ways of their elimination, etc.
4. *Woman-manager: image and effective management*
    - personality of female leader and effective leadership;
    - effective personnel management;
    - formation of the individual image of the woman-leader;
    - psychological aspects of work in stressful situations;
    - prevention of the "emotional burnout" syndrome of the female leader;
    - conflict management technologies in the organization;
    - marital and family welfare of the female leader as a criterion for effective management activities, etc.
  5. *Innovation Manager*
    - modern globalization processes and their influence on the Republic of Belarus;
    - management of innovation cycles in the organization;
    - time management and personal qualities of the innovation manager;
    - the characterization of the roles of the innovation manager, the decision-making process in the innovation management;
    - the image of the innovation manager;
    - technologies of forming a positive image;
    - professional type of personality of innovation manager;
    - methods and technologies of motivation of employees;
    - technology of team work in the innovative organization;
    - constructive communication of employees of the organization, etc.
  6. *Communicative competence of manager*
    - technique of development of communicative interaction;
    - destructive types of communicative interaction;
    - verbal and non-verbal means in business communication;
    - positive family interaction as a factor of effective professional activity;
    - public performance and self-presentation;
    - negotiations as a means of achieving mutual understanding;
    - constructive written communications;
    - protocol and etiquette in business communication;
    - the role of communication in the adoption of managerial decisions, etc.

## Career management and mobility in the civil service

### transfer of a civil servant

In accordance with Article 39 of the Law "On Civil Service in the Republic of Belarus" it is permissible to transfer a civil servant to another position or to another area, if he/she gave his/her written consent, unless otherwise provided by legislative acts. In case of transferring with civil servants shall be concluded a contract in accordance with the requirements established by this Law, other legislative acts.

To the civil servant during the transfer is provided guarantees and compensation in accordance with the labor legislation.

### career development of a civil servant

According to Article 35 of the Law "On Civil Service in the Republic of Belarus", the results of training, retraining, advanced training, internship and self-education are one of the grounds for promotion of civil servants.

## Development of the civil service system

### availability of strategic documents concerning civil service and professional training system developmen

- Decree of the President of the Republic of Belarus of July 18, 2001 No. 399 "On approval of the concept of the state personnel policy of the Republic of Belarus";
- National Strategy for Sustainable Socio-Economic Development of the Republic of Belarus for the period up to 2030, approved by the minutes of the meeting of the Presidium of the Council of Ministers of the Republic of Belarus of May 2, 2017, No. 10;
- Program of the Government of the Republic of Belarus for 2016-2020, approved by the Order of the Council of Ministers of the Republic of Belarus of April 5, 2016 No. 274.

In accordance with the *Concept of the State Personnel Policy of the Republic of Belarus*, approved by the Decree of the President of the Republic of Belarus of July 18, 2001 No. 399, the personnel policy in the system of public administration is aimed at solving such priority objectives:

- ensuring the stability of the state apparatus, determining the mechanism for passing and termination of the civil service, envisaging the adoption of a new Law of the Republic of Belarus "On Civil Service in the Republic of Belarus";
- optimization of the number, professional qualification structure of personnel of state bodies on the basis of decentralization of functions of management and development of local self-government;
- improvement of the forms and methods of selection of management personnel of public administration bodies, formation of a reserve for the occupation of management positions and training of persons, who are in reserve;
- creation of a mechanism for the promotion of management personnel in the state apparatus, ensuring their career development based on the consideration of moral and psychological and professional qualities, evaluation of the results of activities;
- improvement of forms and methods for assessing personal qualities, the performance of management personnel and persons, who are credited to the reserve and nominated for management positions;

- creation of the system of forecasting and planning of needs in personnel of public administration;
- creation and development of a system of psychological support of personnel management in public administration, which provides monitoring and adjustment of personal qualities of management personnel;
- development and implementation of republican programs of retraining and advanced training of management personnel and specialists of state administration.

### **changes that have been occurred over the last year**

By the Resolution of the Prime Minister of March 24, 2016 No. 112r, was created *the Interdepartmental Coordination Group on the reform of state organizations and state assets management*.

The Coordination Group is tasked with preparing a draft comprehensive strategy for reforming and restructuring public organizations. An analysis of the work of the largest state-owned organizations, which was provided with state support, should be conducted. To this work, if necessary, will be involved experts of the republican bodies of state administration and state organizations subordinated to the Government.

An experimental sample of the State Personnel Policy Portal of the Republic of Belarus (access mode: <http://snii1.pac/index.php>) was created and a set of materials for its development, launch and maintenance was prepared.

The portal is designed to form a single information and communication space in the system of state personnel policy and civil service, and includes analytical information in the areas of civil service, state personnel policy, prevention of corruption.

### **planned changes and the stage of their implementation**

According to Section 4 of the *National Strategy for Sustainable Social and Economic Development of the Republic of Belarus for the period up to 2030*, in order to ensure the development of human potential and quality of life, the strategic goal for 2020 in the field of education is the formation of a quality education system that fully meets the needs of the post-industrial economy and sustainable development of the country.

Priority directions of development:

- updating the content, structure and organization of education;
- organization of continuous education throughout the life cycle;
- development of national qualifications system, introduction of professional and educational standards;
- modernization of the material and technical, and socio-cultural base of educational institutions, the formation of a "cloud" informational and educational environment, which contains qualitative resources and services and is based on modern technical means of information;
- improvement of staffing of the education system, improvement of professional competences and improvement of the social status of the teacher in society.

*In the system of higher education there are priority areas:*

- development of a system of continuous education on the principles of "life-long education" by expanding the training of workers (employees), specialists in integrated educational programs of higher education;
- improving the quality of the educational process, taking into account the principles of sustainable development, including raising the skills of civil servants on environmental security, sustainable regional development, etc.;

- creation of university educational-scientific-industrial complexes on the basis of innovative scientific researches; increase in the system of grant support for scientific research;
- formation of a two-level system (1 degree - baccalaureate, 2 degree - magistrate) training of specialists with higher education;
- organization of the system of personnel training, including outreach, with the participation of personnel of staff in its financing on the basis of the target order;
- improvement of the system of grant support for gifted and talented youth for the purpose of professional self-determination and life-style;
- improvement of the material and technical base of institutions of higher education, including by equipping modern teaching laboratory equipment and experimental equipment.

*In the years 2021-2030 a transition to a new paradigm of education is envisaged:* the learning instead of education, which is based not on the assimilation of ready-made knowledge, but on the development of the abilities of the learners, which enable them to master the knowledge, creatively transform it, create a new one, implement it in practice and be responsible for their actions.

*To ensure the realization of the task is required:*

- updating educational standards of a new generation, including issues of sustainable consumption, healthy lifestyles;
- integration into the Bologna process, creation of conditions for obtaining new knowledge and skills contributing to sustainable development of society;
- development of e-education, distance learning interactive forms and teaching methods, including the issuance of electronic textbooks and manuals;
- provision of network educational services, development and implementation of modern online training models;
- providing free access to international educational and intellectual resources;
- expansion of the market of educational services, activation of academic mobility of personnel, teaching staff and teaching staff, their participation in international educational, research and cultural programs, professional seminars;
- regular monitoring of the quality of the educational process.

*According to Section 8 of the Strategy, to improve the institutional mechanism of sustainable development, the reform of the management system the strategic goal is to increase the efficiency of public administration in the context of ensuring sustainable socio-economic development and achieving a high position in global economic competition.*

In the first stage (until 2020), priority tasks of the policy in the field of public administration, among the other things, are:

- a) delimitation of the functions of state and economic management, the exclusion of non-specific and duplicate functions;
- b) ensuring the transparency and openness of public administration activities, which means:
  - organization of public public discussion of the most important laws, publication of all planned and normative legal documents in the mass media, except for those that constitute state secrets;
  - development of feedback technology, providing an open dialogue with civil society;
  - increased administrative responsibility for avoiding decision-making, delinquency and other manifestations of bureaucracy;

- development of the system of public monitoring and evaluation of the state apparatus;
- improving the mechanisms of interaction between the state, society and business using e-government technologies;
- ensuring openness and transparency of competitive recruitment for the civil service.

*In the period of 2021-2030 years, the process of improving the system of public administration of the economy will be continued in the direction of increasing the efficiency and effectiveness of state bodies on the basis of a combination of advanced scientific knowledge and management decisions.*

It is necessary to solve such problems:

- complete the transition to a new system of management of state property through shares and the formation of the institute of managers;
- to increase the professionalism and prestige of the civil service;
- widely use in the activities of public administration new technologies: ... foresight forecasting, modern communication mechanisms - crowdsourcing and IT technologies. In the departments of public administration, widespread will adopt tools based on the principles of resource-saving organizational structure of "lean production".

The implementation of the proposed measures aimed to increase the efficiency of public administration will ensure a positive dynamics of changes in the quality indices of the Belarusian system of public administration in international rankings.

At the same time, according to Chapter 14 of the *Program of Activities of the Government of the Republic of Belarus for 2016-2020*, approved by the Order of the Council of Ministers of the Republic of Belarus of April 5, 2016 No. 274, improvement of the efficiency of public administration activities will be ensured, among other things by:

- raising the prestige of the civil service, the quality of recruiting civil servants and improving their qualifications.

# REPUBLIC OF ARMENIA

The legal regulation of professional training and development of civil servants of the Republic of Armenia and the professionalization of the civil service in general is carried out by the Law "On Civil Service" of December 27, 2001 No. ZR-272 and the Law "On Education" of May 20, 1999 No. ZR-297, as well as by other legislative and normative-legal acts\*.

The Law "On Civil Service" defines *retraining of civil servants* as a consistent improvement of professional knowledge and skills of civil servants. At the same time, according to the Law "On Education" *education* is a process of education and upbringing in the interests of the individual, society and the state, aimed at preserving and transferring knowledge to new generations.

## Organization of the civil service selection procedure

### procedure of competitive selection

The preparatory works of the competition for occupying a vacant highest and chief civil service position are implemented by the staff of the Civil Service Council, and for occupying a vacant leading civil service position by the staff of the respective body.

The competition is conducted by competition commission. The competition consists of two stages: testing and interview.

Tests are constructed out of the questions installed in the computer and questions selected randomly from these for checking the participants' knowledge in the following areas: Constitution of the Republic of Armenia, the legislation on civil service, the legislation of the Republic of Armenia defining the jurisdiction of the respective body, profession related questions testing the capability of working in the given civil service position.

The list of the questions is published no later than one month before the competition. The testing stage is held by usage of codes for the participants in order to ensure confidentiality. Those participants who provided correct answers to at least 90 per cent of the test assignments obtain the right to participate in the second stage of the competition - the interview.

The interview with the participants check their professional knowledge and capability, practical abilities and managerial skills. In the stage of the interview the percentage expression of the points scored by the participant shall be at least 75%, to pass the interview stage.

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- \* Based on:
- information provided by the Civil Service Council and available in the public domain on the Internet;
  - the results of the comparative study of the SIGMA program. See: Civil Service Professionalisation in Armenia, Azerbaijan, Georgia, Moldova and Ukraine. - OECD Publication. - November 2014. - 116 p. - Available at: <http://www.sigmapublications.org/publications/ParradoDiezS-CS-Professionalisation-Nov2014.pdf>;
  - presentation materials of the representatives of the Republic of Armenia, presented in the framework of the training "Building of Professional, Sustainable and Politically Impartial Civil Service: the Role of Transformational Leadership and Organizational Culture" (01-02 June 2017, Kyiv, Ukraine) organized by NAUCS and the Center for Adaptation of the Civil Service to the Standards of the European Union within the framework of the Working Group (Panel) "Public Administration Reform" of the Thematic Platform "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership".

Three participants, passing the interview stage and with the maximum percentage sum in the result of the testing and interview, are declared winners in the competition. Right after the publication of the competition results, the corresponding competition commission forwards a conclusion on the participants selected as winners to the official having jurisdiction to make appointments to the position concerned. For the period of three working days after receiving the conclusion the official, having jurisdiction to make appointments to the given position of civil service, appoints one of the participants selected as a winner to the corresponding position.

Testing for candidates to occupy civil service junior positions is held at least once in 3 months. The testing is conducted by the testing committee created by the Civil Service Council. The participants who provide correct answers to at least the 90% of testing assignments, receive certificates for filling civil service junior position. The certificate is valid for a one year period.

### **determination of the requirements for candidates for vacant positions**

The general requirements are defined by the Law "On Civil Service", while the specific ones are stated in each civil servant position passport.

The passports of the civil servant positions shall be approved (amended) on the basis of the general description of each group of civil service positions. The Passports of the civil service positions include also at least the following criteria of work history and experience:

- a) for higher civil service positions - higher education, at least two years of seniority for at least in the 2nd subgroup of the main civil service positions, or at least five years of seniority in civil service and a class rank of an advisor of grade 2 of civil service, or at least two years of service seniority over the past five years on political or discretionary positions;
- b) for the main positions of the civil service - higher education, at least two years of seniority for at least in the 2nd subgroup of leading civil service positions, or at least 5 years of seniority in civil service and a class rank of a leading civil servant of grade 2 of civil service, or at least one year seniority during the last three years on a political or discretionary position, or a scientific degree and at least three years of professional experience;
- c) for leading positions in the civil service - higher education, at least two years of seniority in civil service positions, or at least one year of seniority during the last two years in a political or discretionary position, or at least three years of professional experience;
- d) for junior civil service positions - without seniority and work experience.

### **the existence and duration of probation period**

The appointment of a person occupying a civil service position for the first time is made for the probation period of up to six months in accordance with the procedure defined by the labor legislation of the Republic of Armenia.

## **Performance appraisal**

### **frequency and procedure of performance appraisal of civil servants, its impact on the further career advancement**

Regular attestation of the civil servant shall be carried out once every three years.

Extraordinary attestation of the civil servant shall be carried out at least one year after the regular attestation. Extraordinary attestation of the civil servant shall be carried out on the basis of a reasoned decision by the official having jurisdiction to appoint him/her to the position, with the exception of the case envisaged paragraph 2 of the Law "On Civil Service" or at the civil servant's wish.

The attestation shall be carried out with the immediate participation of the civil servant.

The civil servants subject to attestation shall be informed about the attestation no later than one month before the attestation.

At least two weeks before the attestation the immediate manager shall forward the service description of the civil servant.

Attestation shall be held in the following ways:

- a) documented - for civil servants, with a maximum class rank of civil service provided to the subgroup of the occupied position;
- b) by testing and interviewing the rest of the civil servants.

Testing may be held by computer or in writing.

The Attestation commission shall adopt one of the following decisions on the basis of the testing and interview results:

- a) on awarding a higher civil service classification grade;
- b) conforms to the position occupied;
- c) conforms to the position occupied, on the condition of undergoing training and receiving a positive grade as the result of the training;
- d) does not conform to the position occupied.

The Attestation Commission, within three days from the date of the certification, shall present the results of the attestation to the public official, authorized to appoint a civil servant to a position, who takes one of such decisions:

- a) on assignment of a civil servant of a higher class rank of civil service or submission of request to the state body, authorized to assign this class rank;
- b) on civil servant retraining need;
- c) on dismissal of a civil servant from a position. Such a decision is also made, if the civil servant receives a negative assessment on the results of retraining.

## **System of professional training**

### **general principles of functioning of the system of professional training of civil servants**

The retraining of a civil servant is carried out on the basis of the results of his/her attestation, change of passport of the relevant civil service position, and on the initiative of the organization or the head of the apparatus - also, on the basis of the application of the head of the apparatus.

Each civil servant is subject to compulsory retraining at least once every three years.

Expenses related to the retraining of a civil servant are carried out at the expense of the state budget, as well as at the expense of other funds not prohibited by the legislation of the Republic of Armenia.

The list of educational institutions that carry out retraining of civil servants and plans for these training institutions for retraining civil servants are approved by the Civil Service Council.

The Procedure for retraining civil servants on the basis of the Law "On Civil Service" shall be established by the Civil Service Council.

## **management and functioning of the system of training, specialization and advanced training of civil servants**

### *Civil Service Council:*

- carries out a methodical guidance on the realization of work on personnel of the relevant state bodies and controls it;
- receives from the relevant and other state bodies the necessary information and materials related to the civil service;
- submit to the President of the Republic of Armenia, the Government of the Republic of Armenia and the Prime Minister of the Republic of Armenia draft laws and normative-legal acts on civil service;
- adopts normative-legal acts envisaged by the Law "On Civil Service", as well as ensures the implementation of this Law;
- carries out other authorities envisaged by the Law "On Civil Service", other legislative acts, legal acts arising from them, and its statute.

On the basis of the provided training programs, the Civil Service Council decides which educational institutions will conduct the training, and approves plans for these training institutions to retrain civil servants.

### *The functions of HR management units are:*

- drafting decisions and orders on HR management;
- participation in the training of civil servants;
- on behalf of the head of the apparatus - studying reports with recommendations from direct managers, to which civil servants reports on their activities for the half-year, submission of relevant proposals based on the results of the reports analysis;
- provision of internship for students of educational institutions;
- study, analysis and formation of statistics on human resources management, submission of statistical data to the head of the staff.

## **training of Masters of the field of knowledge "Public management and administration"**

In accordance with the Law "On Education" in the Republic of Armenia, state educational standards, assessing the level of education and qualifications of graduates, which are the basis, regardless of the form of education and the organizational and legal form of educational institutions, are established and published.

The educational program determines the content of the formation of a certain level and orientation, the volume of necessary knowledge and skills.

*Professional educational programs* are aimed at training of specialists of the appropriate qualification, formation of skills and abilities, increase of knowledge and professional development by ensuring continuity of general education and professional levels of education. *Major professional programs* include, among others, higher professional and postgraduate professional program.

The terms of mastering the basic professional programs in educational institutions are determined by this Law and the relevant state educational standard.

*Additional educational (professional) programs* are aimed at satisfying the educational needs of entrants and specialists and improving their qualifications beyond the main programs.

### *Organization of the educational process*

The process of education is organized in accordance with this Law and is regulated by curricula, subject programs, curriculum and schedule of classes.

Curricula and subject programs of higher education are developed and approved by the higher educational institution. They are submitted to the authorized body of state management of education. The authorized body of state management of education controls the conformity of curricula and subject programs with state educational standards.

The beginning and duration of the academic year in educational institutions are established by the state educational standard.

Mastering of professional educational programs is completed by compulsory final certification of the knowledge, skills and abilities of graduates, the procedure of which is established by the authorized body of state management of education.

Organization of higher education in the form of an external institution is carried out in accordance with the procedure established by the authorized body of state management of education, and the list of professions (specialties) is established by the Government of the Republic of Armenia.

The list of professions (specialties) of higher education by part-time form of study is established by the Government of the Republic of Armenia.

#### *General requirements for admission to an educational institution*

Requirements for admission of entrants to an educational institution shall be established by the founder in accordance with this Law.

The educational institution is obliged to familiarize the entrants and their parents (or their legal representatives) with the statute of the educational institution and other documents regulating the educational process.

Admission to higher professional education institutions is carried out on a competitive basis.

#### *Implementation of professional educational programs*

Professional educational institutions implement educational programs envisaged by this Law that satisfy different levels of education with the aim of training highly qualified personnel.

The list of professions (specialties) of state and accredited non-state educational institutions implementing higher professional programs is approved by the Government of the Republic of Armenia upon submission of the authorized body of state management of education.

#### *Higher professional education*

*The purpose of higher professional education* is the training and retraining of highly qualified personnel, and the satisfaction of the individual's needs in the deepening of education on the basis of secondary and secondary professional education.

In the Republic of Armenia, there are the following types of higher education institutions: university, institute, academy, conservatory.

The status of a higher educational institution is determined by the form of its educational programs (full-time, part-time, external), organizational and legal form, the presence of state accreditation.

In the Republic of Armenia, the following qualification levels of higher professional education are established:

- 1) bachelor;
- 2) diploma specialist;
- 3) master's degree.

The list of professions (specialties) of higher educational institutions, which are preparing the qualified specialists, is approved by the Government of the Republic of Armenia upon submission of the authorized body of state management of education.

Higher educational institution, in accordance with its nature and in accordance with the procedure established by law, can also implement general and secondary professional education programs according to occupations (specialties), agreed with the authorized body of state management of education.

The leading educational institution in the field of public administration in the Republic of Armenia is *the Public Administration Academy of the Republic of Armenia*, which was founded on May 24, 1994 in accordance with the Order of the Government of the Republic of Armenia No. 240 as the School of Management of the Republic of Armenia.

It was subordinate and accountable to the Government.

By the Order of the Government of April 3, 2002 No. 338 the School of Management of the Republic of Armenia was reorganized into a non-profit organization - the Public Administration Academy of the Republic of Armenia. The authorized body that carries out general management was the Civil Service Council of the Republic of Armenia.

In accordance with the Resolutions of November 11, 2010 No. 1452-N and of January 20, 2011, No. 29-A the general management of the Academy passed to the Administration of the President of the Republic of Armenia.

The Academy is a higher educational institution for the training, retraining and advanced training of state and municipal officials.

The Academy has the functions of a training-methodological, a research and information-analytical center in the field of public service in the Republic of Armenia.

At present, jointly with the International Scientific and Educational Center of the National Academy of Sciences of the Republic of Armenia, a grant (WB) program "Distant Education for a Masters Degree with a Shared Diploma" is conducted on the implementation of a joint distance master's course in the field of "Management" of the educational program "Business Administration" (MBA - Master of Business Administration).

The Academy is responsible for developing training programs for the civil service system, as well as for training senior management personnel for state and local self-government bodies.

For the organization of the educational process, besides professors and teachers of the Academy, highly qualified professional practitioners from the authorities, well-known scientists are always involved.

The education is carried out in the following specialties:

1. Management:
  - public management;
  - public administration and local self-government;
  - public finances management;
  - electronic public administration;
  - business management (IBA management);
  - tourism management.
2. Finances:
  - insurance business.
3. Jurisprudence:
  - Jurisprudence.
4. Politology:
  - political governance and political analysis;
  - global governance and regional policy;
  - political journalism and PR technology.
5. Psychology:
  - management psychology.

Entrance examinations are conducted on a competitive basis. The training consists of a theoretical and practical course and lasts for two years, and only on the results of the examinations, the students receive the appropriate qualification. Students who graduated from the Academy receive a state-recognized diploma.

#### *Postgraduate professional education*

*The purpose of postgraduate professional education* is to improve the educational level and scientific-pedagogical qualifications of persons with higher professional education.

Postgraduate professional education is carried out in PhD, internship, residency of higher educational institutions and scientific institutions at educational programs of a researcher, clinical intern, as well as in educational centers at educational programs of a master's degree or graduate specialist.

#### *Certificate of completion of an educational institution*

The persons who have passed the final certification, the educational institution issues the relevant document (certificate, diploma).

Persons, who have passed the final certification of accredited professions (specialties), educational institutions issues a document of a state standard on the completion of the university (for graduates of military educational institutions - a document on the termination of military and related to civilian education of a state standard).

A state-issued document on the completion of an institution of higher education is a prerequisite for obtaining education at accredited professions (specialties) at the next level in educational institutions.

For state bodies and budget institutions, a document certifying higher education is a state-issued document on the completion of a university, issued by a state or accredited non-state educational institution.

Persons, who have not completed the education of the corresponding level, issued a corresponding certificate.

### **advanced training of civil servants**

In accordance with the Law "On Education" *additional educational programs* are implemented in order to meet the educational needs of citizens and society. The main task of additional education in each level of professional education is continuous improvement of professional qualifications of a person.

Additional education is provided in general education, professional educational institutions and institutions of additional education, as well as with the help of individual pedagogical activities, the procedure of which is established by the Government of the Republic of Armenia.

Forms for increasing the level of professional competence are: training of a civil servant and secondment to work to another state body for the purpose of improvement of professional knowledge and skills.

Each civil servant must undergo compulsory education at least once every three years. The average number of training hours is 72.

*The Public Administration Academy of the Republic of Armenia* is a powerful center for retraining and raising the skills of civil servants (more than 1500 civil servants per year):

Academy's programs for retraining:

- development of personal qualities and managerial skills;
- effective management technologies;
- financial management;

- public relations in the management system;
- organizational psychology;
- managerial skills and civil service.

Short-term (up to 72 hours) retraining program:

- on specific service activities - in order to master the actual changes in specific issues of professional activity;
- thematic training for solving specific issues in the field of official activity.

#### **availability of normative regulation and peculiarities of the advanced training of civil servants on European integration issues**

There is a curriculum on European integration, which is mandatory for all civil servants. Special regulation does not exist, this topic is included in the curriculum of the programs.

#### **availability of programs for a senior civil servants (leadership development programs)**

There is a special leadership development program, besides, leadership skills development components are part of every curriculum. These programs are intended not only for the senior civil service, but also for each group of civil servants.

The program of the Academy for the retraining of civil servants "*Development of personal qualities and managerial skills*" includes the following topics:

- public administration and civil service system;
- government management decisions;
- HR management;
- psychology of effective management;
- leadership and technology of image formation;
- art of rhetoric;
- professional ethics and the morale of a civil servant.

### **Career management and mobility in the civil service**

#### **mobility**

According to Article 17 of the Law of the Republic of Armenia "On Civil Service" a civil servant may be seconded to another position or to another state body in order to improve his/her professional knowledge and skills. At the same time they are kept for him/her:

- a) civil service position, remuneration and seniority of the civil service (for a period of one year, they are kept with the permission of an official authorized body to appoint him/her to a position);
- b) civil service position and seniority of the civil service (with a term of one to three years, they are kept with the permission of an official authorized body to appoint him/her to position, in agreement with the Civil Service Council).

When on a business trip with the permission of the Civil Service Council for more than three years, a civil servant is dismissed from position, and the length of service during the period of business trip (time of training) is equal to the seniority of the civil service.

## **Development of the civil service system**

### **availability of strategic documents concerning civil service and professional training system development**

- Program of the Government of the Republic of Armenia for 2017-2022, approved by the Order of the Government of the Republic of Armenia of June 19, 2017 No. 646-A;
- The Civil Service Reform Strategy of the Republic of Armenia and the Action Plan for Implementation The Civil Service Reform Strategy of the Republic of Armenia, adopted in December 2015.

### **changes that have been occurred over the last year**

The Civil Service Reform Strategy of the Republic of Armenia and the Action Plan on Implementation of the Civil Service Reform Strategy of the Republic of Armenia, approved by the Government of the Republic of Armenia in accordance with the Principles of Public Administration of the SIGMA Program.

Priorities of civil service reform include:

- implementation of an internationally recognized system of civil service positions evaluation;
- improvement of management of the civil service system;
- improvement of the register of civil servants and the classification system;
- transparent selection process on civil service positions (selection and appointment);
- mobility (career advancement), assessment (performance appraisal) and education system;
- a comprehensive system of rights and obligations, including disciplinary procedures;
- improvement of the procedures for termination of labor relations and social security.

### **planned changes and the stage of their implementation**

The Civil Service Council had developed a new version of the draft law "On Civil Service", as well as drafts of laws on amendments and supplements to other laws related to it.

In addition, in order to improve the training of civil servants by the end of 2018, the Council will have to develop new questionnaires, tests and programs needed for recruitment, assessment and training in the civil service system, and provide appropriate training for the relevant heads of state authorities and human resources management units and employees of the departments of management included in the civil service system.

In order to automate human resources management processes by the end of 2018, the development and implementation of an automated human resources management system will be planned in the Republic of Armenia.

At the same time, according to *the Program of the Government of the Republic of Armenia on 2017-2022*, approved by the decision of the Government of the Republic of Armenia of June 19, 2017 No. 646-A, the priority objectives of the reform:

- 1) in the field of public administration to increase the level of professional competence of civil servants - to introduce new criteria for the professional skills of civil servants, as well as to assess the level of performance of official duties, taking as a basis the requirement of a radical transformation of the image of a civil servant;
- 2) in the field of education and science:

- a) in order to modernize the quality of higher education, increase its efficiency and accessibility, the Government of the Republic of Armenia envisages improving the content of higher education and the educational process:
  - during the 2017-2018 to develop, in accordance with the national qualification standards of higher education, the qualification standards of the relevant field;
  - during the 2019-2021 with focusing on learning outcomes, to review the content and structure of professional education programs, implementing an individual model for student achievement and flexible modular structures;
  - during the 2019-2021 to develop research and innovation components in educational programs for the postgraduate and postgraduate study program;
  - in 2017 to begin and in 2022 complete the process of accreditation of programs at universities;
- b) In order to increase the efficiency of the system of higher education and higher education institutions, the Government of the Republic of Armenia envisages:
  - by the end of 2018 to improve and implement a unified system of information management of higher education at the higher education institutions level and at the national level;
  - during 2019-2022 to implement the program of increasing the efficiency of the system of higher education and higher educational institutions;
- c) in order to improve the functions of financing the higher education system, the Government of the Republic of Armenia envisages:
  - by the end of 2018 to review the mechanisms of state financing of higher education institutions and the principles for granting scholarships and grants;
  - during the years 2018-2019 to form intact (protected) universities' funds in the system of higher education of the Republic of Armenia;
  - starting from 2019, provide for all segments of the population equal opportunities for higher education with an increase in the number of students, who receive from the state full or partial compensation for tuition fees, with orientation in the specialty of priority areas and vulnerable groups of students;
- d) in order to improve the legislative field in higher education, the Government of the Republic of Armenia during 2017 envisages submission to the National Assembly of the Republic of Armenia of the draft Law of the Republic of Armenia "On Higher Education".

In addition, for the *Public Administration Academy of the Republic of Armenia*, the main challenges for the near future are:

1. Improvement of the legislation in the field of retraining civil servants.
2. Implementation of effective evaluation mechanisms, needs accounting.
3. Develop proposals for retraining needs.
4. The necessity of implementation of monitoring, evaluation of efficiency, formation of feedback mechanisms.
5. Creation of the necessary specialized training programs.
6. Implementation of the concept of a modular approach (clarification of training objectives, methods, teaching aids, training materials, tools for assessing knowledge and skills).
7. Providing higher quality education and meeting the personal and professional needs of employees in education.

8. Use of the system of accumulation of credits in the system of retraining.
9. Provision of advanced training of the teaching staff.
10. The demand for distance learning for civil servants due to its economy and efficiency.

# GEORGIA

The legal regulation of professional training and development of civil servants of the Georgia and the professionalization of the civil service in general is carried out by the Law "On Public Service" of October 27, 2015 No. 4346-Іc and the Law "On Higher Education" of December 21, 2004 No. 688-vc, as well as by other legislative and normative-legal acts\*.

According to the current legislation, an public servant is obliged, on the basis of the objectives of the public service, to develop his/her professional capacity by participating in public service programs offered by the public service.

*The purpose of professional development of an public servant* is to promote his/her professional development and ensure the well-functioning of a public institution.

The Law "On Higher Education" defines *qualifications* as the result of study, which is achieved through the familiarization of a higher education program and is certified by a diploma or certificate issued by a higher educational institution. At the same time, *higher education* is education, obtained after full general education, which ensures the development of the corresponding competence of the educational degree and is confirmed by the relevant qualification document.

## Organization of the civil service selection procedure

### procedure of competitive selection

A person shall be appointed to a vacant officer position on the basis of a competition.

A person shall be appointed to a rank IV officer position on the basis of an open competition.

A person may be selected through an open competition to be appointed to a rank III, II or I officer position if:

- a) an appropriate candidate could not be selected through a closed competition;
- b) there is a reasoned recommendation of the Civil Service Bureau (the Bureau) that an appropriate candidate cannot be selected through a closed competition taking into account the additional qualification requirements determined for the given vacant position.

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Based on:

- information provided by the Civil Service Bureau and available in the public domain on the Internet;
- the results of the comparative study of the SIGMA program. See: Civil Service Professionalisation in Armenia, Azerbaijan, Georgia, Moldova and Ukraine. - OECD Publication. - November 2014. - 116 p. - Available at: <http://www.sigmaprofessionalisation.org/publications/ParradoDiezS-CS-Professionalisation-Nov2014.pdf>;
- the results of the study of the current state of regulatory and legal regulation and its application in the field of civil service, presented in the Road Map of Georgia's Public Administration Reform by 2020;
- presentation materials of the representatives of the Georgia, presented in the framework of the training "Building of Professional, Sustainable and Politically Impartial Civil Service: the Role of Transformational Leadership and Organizational Culture" (01-02 June 2017, Kyiv, Ukraine) organized by NAUCS and the Center for Adaptation of the Civil Service to the Standards of the European Union within the framework of the Working Group (Panel) "Public Administration Reform" of the Thematic Platform "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership".

The procedure and conditions for the conduct of a competition provided for by this Law, the detailed rules of operation of the Competition Commission and issues related to the probation period for officers are determined by an ordinance of the Government of Georgia "On the Procedure for the Conduct of Competitions in Public Service".

Public institutions shall announce competitions to fill vacant officer positions through the website administered by the Bureau.

The announcement of a competition shall contain a job description for the vacant position and define the requirements and qualification necessary for an applicant to occupy the vacant position. This implies that there shall be a list of documents certifying both personal skills and professional experience of the candidate.

Candidates shall be given at least 10 working days after the announcement of a competition to submit an application for the participation in the competition.

An application for the participation in a competition may only be submitted electronically, through the website administered by the Bureau.

Competition Commissions shall be established in public institutions to ensure the conduct of open or closed competitions.

The head of the public institution concerned shall appoint as the chairperson of the Competition Commission an officer holding Rank I or II position in the same public institution. The head of a public institution may not be the chairperson of the Competition Commission.

The chairperson of the Competition Commission may form a specialised composition of the Competition Commission based on professional and territorial principles.

The chairperson of the specialised composition of the Competition Commission shall be appointed by the chairperson of the Competition Commission.

The number of members and composition of the Competition Commission is determined by the chairperson of the Competition Commission based on urgent necessity. The Competition Commission shall be composed of a representative of the human resources management unit of the public institution concerned, a representative of the structural unit of the public institution where there is a vacant position, a representative of a sectoral trade union (if any) and an invited independent expert and/or an expert in the relevant field who is not officially related to the given public institution.

The chairperson of the Competition Commission shall appoint a deputy chairperson of the Competition Commission from among the members of the Competition Commission; the deputy shall substitute for the chairperson in his/her absence.

A representative of the Bureau may, upon instructions of the Head of the Bureau, attend a competition in any public institution.

The competition stages are:

- a) the establishment of compliance of applications submitted for participation in a competition with basic official requirements;
- b) the evaluation of a candidate;
- c) the announcement of competition results.

The human resources unit of the given public institution shall, upon instructions of the Competition Commission, ensure the establishment of compliance of applications submitted for participation in the competition with basic official requirements

If a candidate fails to pass the stage, the Competition Commission shall notify him/her electronically and/or in writing, seven working days before the next stage of the competition, of the non-compliance of the application submitted by him/her with the basic official requirements, and if the candidate requests, the reason of non-compliance.

The Competition Commission shall evaluate the compliance of a candidate with the requirements established for the vacant position.

The evaluation of a candidate shall be conducted by:

- a) a written and/or oral assignment;
- b) interview;
- c) other forms of evaluation provided for by the legislation of Georgia.

When announcing a competition to fill a vacant officer position, the Competition Commission shall determine the forms of evaluation provided for by paragraph 3 of this article and coordinate them with the Bureau.

The Competition Commission shall nominate the best candidate for the appointment to the vacant officer position or refuse to nominate a candidate.

Within not later than five working days after making a relevant decision, the Competition Commission shall notify each candidate electronically and/or in writing of the decision.

#### **determination of the requirements for candidates for vacant positions**

Any legally competent citizen of Georgia may be recruited as an officer if he/she:

- a) knows the official language;
- b) has attained the age of 18;
- c) holds an officer's certificate provided for by this Law.

A person shall not be recruited as an officer if:

- a) he/she has a previous conviction for committing an intentional crime;
- b) he/she has been dismissed from public service for disciplinary misconduct and one year has not expired from the dismissal of the officer for the disciplinary misconduct;
- c) at the time of recruitment for public service, he/she fails to submit a drug test certificate, the form of which is established by the legislation of Georgia or the submitted drug test certificate proves the use of drugs by him/her;
- d) a court has deprived him/her of the right to occupy the relevant position in public service;
- e) a court has recognised him/her as a beneficiary of support, unless otherwise determined under a court decision.

Any legally competent person having the status of a compatriot residing abroad, who has appropriate knowledge and experience, knows the official language of Georgia and has attained the age of 18, may be recruited for public service only on the basis of an employment agreement.

Special requirements shall be established for each hierarchical rank of officer positions, which determine the knowledge, qualification and experience necessary for the given rank.

Special requirements necessary for each hierarchical rank of officer positions are determined by an ordinance of the Government of Georgia "On Determining Special Requirements for Each Hierarchical Rank of Positions of Qualified Public Officers".

Additional qualification requirements shall be established by the heads of public institutions in agreement with the Bureau, taking into account the specific nature of and job description of each position.

An officer's certificate is a document certifying the general aptitude and knowledge necessary for applicants seeking recruitment for an officer position in public service, which is issued after successfully passing the certification.

The following persons shall not be required to have an officer's certificate when participating in competitions announced to fill the vacant officer positions:

- a) an existing officer;
- b) a former officer.

Certification shall be arranged by the Bureau.

Certification shall be conducted in the official language at least once in every six months.

The Bureau shall monitor compliance of the tests developed for the certification with the established standards.

The Bureau shall publish information about the time and place of certification on the website administered by it.

The procedure, standard and topics of certification of officers is determined by an ordinance of the Government of Georgia.

The Bureau shall maintain a register of persons holding officer's certificates.

Any legally competent citizen of Georgia who has attained the age of 18 and received a secondary education may participate in the certification.

The validity of an officer's certificate is five years.

If a person holding an officer's certificate is appointed to an officer position within the validity period defined under paragraph 1 of this article, the officer's certificate shall have no time limit.

#### **the existence and duration of probation period**

A person not holding the status of an officer shall be recruited for a vacant officer position for a probation period of 12 months that included in the length of service.

The compatibility of the officer's professional skills, capabilities and personal characteristics with the occupied position shall be evaluated during the probation period of the officer by his/her immediate supervisor on the basis of the evaluation provided for by this Law.

In the case of two negative evaluations within a probation period, the officer may be dismissed.

#### **Performance appraisal**

##### **frequency and procedure of performance appraisal of civil servants, its impact on the further career advancement**

Public institutions shall evaluate officers of all hierarchical ranks once a year, according to the procedure for the evaluation of officers approved by an ordinance of the Government of Georgia on the Procedure and Conditions for the Evaluation of Qualified Public Officers.

A person hired for a probation period shall also be subject to evaluation.

The evaluation process shall be conducted in a transparent manner by an immediate supervisor of an officer and by a representative of the human resources management unit of the public institution concerned. On the initiative of an officer, the evaluation process may be attended by an expert in the relevant field. The following four-level evaluation system shall be applied for the evaluation of officers:

- a) exceptional - an officer has performed the duty and/or work exceptionally well, and is clearly distinguished from others with his/her results and/or professional skills;
- b) good - an officer has performed the duty well, and his/her results and/or professional skills consistently comply with the established requirements;

- c) satisfactory - the duty has been partially performed and needs improvement; the officer is not substantially distinguished by his/her professional skills;
- d) unsatisfactory - an officer performed the duty in sub-standard manner, and his/her results and/or professional skills do not meet the established requirements

A person hired for a probation period shall be subject to evaluation once a quarter.

An officer shall be subject to evaluation if he/she has been performing official duties in the given position for at least three months.

The evaluation of officers is conducted by means of the evaluation of documents and interviewing officers.

If an officer to be evaluated refuses to undergo the evaluation, it shall be considered as serious disciplinary misconduct.

Public institutions shall enter evaluation results in the unified human resources management electronic system.

## **System of professional training**

### **general principles of functioning of the system of professional training of civil servants**

Officers shall, based on the goals of public service, develop their professional abilities by participating in professional development programmes offered by public service.

The goal of the professional development of officers is to facilitate their professional development and ensure proper functioning of public institutions.

A public institution shall, based on the goals of the public institution, ensure the participation of officers in mandatory professional development programmes and facilitate their participation in professional development programmes outside the public service system.

Public institutions shall determine the needs for professional development of officers at the beginning of each year, based on the professional development standards approved by the Government of Georgia, according to the results of the analysis of the needs of a public institution and evaluation of officers.

An officer may additionally determine on his/her own the need for training programmes necessary for his/her professional development and, in agreement with the public institution, request an appropriate leave as determined by this Law.

If the duration of a professional development programme exceeds three months and this programme is financed by a public institution, the officer may not resign on his/her own initiative within one year after the completion of the programme, based on an agreement between the officer and the public institution. This rule shall not apply if the officer reimburses the public institution for the expenses incurred for his/her professional development.

The procedure for determination of the needs for the professional development of officers, and the standards and procedures for the professional development of officers shall be approved by an ordinance of the Government of Georgia.

Public institutions shall enter the reports on the needs for the professional development of officers into the unified human resources management electronic system taking into account the Ordinance.

## **management and functioning of the system of training, specialization and advanced training of civil servants**

According to the results of the comparative study of the SIGMA program "Civil Service Professionalisation in Armenia, Azerbaijan, Georgia, Moldova and Ukraine" and the results of the study of the current state of regulatory and legal regulation and its application in the field of civil service, presented in the Road Map of Georgia's Public Administration Reform by 2020, the Law of Georgia "On Public Service" does not contain norms directly regulating issues of professional training and development of public servants.

Planning and conducting of training is carried out mainly at the level of individual state bodies (institutions).

According to part two of Article 130 of the Georgian Law "On Public Service" *the Civil Service Bureau is entrusted with the functions* of studying and analyzing the state of the public service, implementing the relevant regulations and reporting to the Government of Georgia; coordination and provision of methodological assistance in human resources management processes in the public service, professional training, retraining and advanced training of public servants; coordination of work of personnel units of state bodies (institutions).

*Obligations* to provide advice to employees on their legal status, restrictions and other issues related to the passage of service, analysis of the level of professional training of employees, the organization of their retraining (change of qualification) and advanced training *assigned to the personnel service institutions* (Article 132).

Some government agencies, such as the Ministry of Finance, the Ministry of Internal Affairs and the Ministry of Justice, have their own training centers or academies. These centers offer individual training to meet the needs of ministries. In addition, universities and non-governmental organizations also conduct training for public servants.

## **training of Masters of the field of knowledge "Public management and administration"**

Articles 46-54 of the Georgian Law "On Higher Education" cover issues of professional training in higher education, in particular, the training of Masters in the field of Public Administration.

*The three-level higher education shall consist of the following levels:*

- a) Bachelor's Program – educational program that may not be shorter than three years and longer than four years;
- b) Master's Program – educational program that may not be shorter than two years;
- c) Doctoral Program – educational program that may not be shorter than three years.

In a higher educational institution, an educational program within one academic year includes 60 credits directly.

Upon completion of each educational level a relevant diploma shall be awarded together with a standard transcript. Any person who did not/could not complete any of the above levels shall be granted an appropriate certificate

Only the persons holding the state certificate of full general education or those with equal status *shall have the right to take a bachelor's programme*.

The purpose of undertaking a bachelor's program is the acquisition of deeper knowledge of theoretical aspects of study disciplines in addition to receiving the higher level of professional training as compared to general education, which programme shall prepare a graduate through the research programmes for further study on a master's level.

The qualification awarded after the accomplishment of bachelor's programme should include the term "Bachelor" with the indication of the respective direction or/and field/speciality.

Any person with at least bachelor's or equalised thereto degree *shall be entitled to take a Master's programme*.

The purpose of taking a master's programme shall be as follows:

- a) preparation for research work and pedagogic activities at a higher education institution;
- b) changing of specialty;
- c) further improvement of qualification.

A master's programme, fine arts and sports higher education specialities may not be comprised of only teaching; it should necessarily include the conduct of an independent research by the student, on the basis of which the latter will be able to produce a qualification thesis.

The qualification awarded after the accomplishment of a master's programme should include the term "Master" with the indication of the respective direction, field/speciality or/and subfield/ subspeciality.

#### *The Procedure of Admission to a Higher Education Institution*

*The National Examinations Center* is a public law entity that ensures the implementation of Unified National and Unified Master's Examinations and which is empowered to carry out national assessments and international studies and other powers delegated thereon by the law of Georgia.

For services provided by the National Examinations Center, a fee may be established, the amount and procedure for the introduction of which is determined by the Minister of Education and Science of Georgia.

The statute of the National Examinations Centre shall be developed and approved by the Minister of Education and Science of Georgia.

The director of the National Examinations Centre shall be appointed and dismissed by the Prime Minister of Georgia under the submission of the Minister of Education and Science of Georgia.

The results of the Unified National Examinations held by the National Examinations Centre shall be binding for every accredited higher education institution and serve as the basis for awarding state study grant to a Georgian citizen or resident.

Any interested person, having the state-recognised document certifying their full general education shall be entitled to participate in the Unified National Examinations.

Any person who is able to produce a higher education degree document, issued commensurate with the procedure, envisaged by law, shall be entitled to participate in Unified Master's Examination.

Only the students who have passed the Unified National Examinations in compliance with the procedure, envisaged by the Ministry of Education and Science of Georgia *shall be entitled to enrol in a higher education institution for a Bachelor's programme*.

To encourage entrants and the mobility of students the following persons shall be allowed to enrol in a higher education institution without sitting Unified National Examinations commensurate with the procedure and timelines prescribed by the Ministry of Education and Science of Georgia:

- a) entrants who acquired general secondary education in a foreign country or have studied the last two years of general secondary education abroad;
- b) students who stayed in a foreign country for the last 2 years or a longer period and studies at a higher education institution recognised under the legislation of the country concerned;
- b) for persons who study / have studied and received loans in another country in a higher education institution recognized in accordance with the legislation of that country.

A higher education institution that is willing to accept students for Bachelor's programme shall announce the coefficients granted by its educational programmes to the results of the entrants in each examination subject. The students shall be admitted for educational programmes according to coefficients granted to examination subjects.

A higher education institution admitting students on the basis of only the general skills Azerbaijan, Armenian, Abkhazian and Ossetian language test of the Unified National Examinations, shall announce the vacancies for the enrolment of students on the basis of only the general skills within the framework of student quota, prescribed by the National Centre for Educational Quality Enhancement, which vacancies to be enrolled from the total number of students in the Single National Examinations:

- a) 5% - for students to be admitted on the basis of only the general skills Azerbaijan language test of the Unified National Examination;
- b) 5% - for students to be admitted on the basis of only the general skills Armenian language test of the Unified National Examination;
- c) 1% - for students to be admitted on the basis of only the general skills Abkhazian language test of the Unified National Examination;
- d) 1% - for students to be admitted on the basis of only the general skills Ossetian language test of the Unified National Examination.

The percentage distribution can be changed within their net amount against a well-reasoned decision of a higher education institution and consent of the Ministry of Education and Science of Georgia with due consideration of the number of students to be enrolled on the basis of only the Azerbaijan, Armenian, Abkhazian and Ossetian language test of the Unified National Examination, registered for the respective year. A higher education institution may allocate vacancies for foreign nationals and stateless persons within student quota determined as a result of authorisation.

The Government of Georgia shall be entitled to define the amount and conditions of funding of students, who enrolled in higher education institutions within the framework of a social programme, with state study grants under the submission of the Ministry of Education and Science of Georgia, which funding should not be less than 6% and more than 10% of the annual volume of state study grants.

The National Examinations Centre shall compile the lists of entrants, who have passed the Unified National Examinations and acquired the right to take a Bachelor's programme at the basic unit of a higher education institution and send these lists to the respective basic educational units.

The National Examinations Centre shall compile the lists of entrants, who have passed the Unified National Examinations and are to be enrolled on the basis of only the general skills Azerbaijan, Armenian, Abkhazian and Ossetian language test of the Unified National Examinations, who are to take the Georgian language training programme and send these lists to the respective basic educational units.

A higher education institution and the basic educational unit shall be required to enrol entrants only according to the lists, except for foreign national and stateless persons.

Only the higher education institution shall be entitled to enrol entrants in a branch of a higher education institution.

*The right to participate in the examination / examinations determined by the higher educational institution for the educational program direction, including - the priority educational program directions of the higher educational institution, which is a member of the Unified Master's Examination Network, have only those candidates for the master's degree, who in the order determined Georgia's legislation successfully overcame the minimum competence established by Georgian law or determined by the higher educational institution.*

A higher education institution – a member of the Unified Master’s Examination Network, shall not be entitled to admit undergraduate candidates to the examination/examinations set thereby, who failed to overcome the minimal competence.

In the directions of educational programs of the masters of the higher educational institution, which is a member of the Unified Master’s Examination Network, including - on the priority directions of the curriculum, if the admission to these programs is not carried out through a general masters examination, the right to study have only those candidates in graduates, who have successfully completed undergraduate examination / exams.

If a higher education institution – a member of the Unified Master’s Examination Network awards coefficients to individual parts of Unified Master’s Examination Test, the higher education institution shall use the sum of coefficients of Master’s examination defined thereby for the enrolment of students for Master’s programmes.

If a higher education institution – a member of the Unified Master’s Examination Network does not award coefficients to individual parts of Unified Master’s Examination Test, the higher education institution shall use the coefficients awarded to the examination/examinations set thereby for the enrolment of students for Master’s programmes.

To encourage undergraduate candidates and student mobility the following person shall be allowed to study at a higher education institution without taking Unified Master’s Examinations, in accordance and within timelines prescribed by the Ministry of Education and Science of Georgia:

- a) undergraduate candidates, who stayed abroad for two or more years and who were awarded the respective academic higher education credential;
- b) for persons who study / have studied and received loans in another country in the postgraduate degree of a higher education institution recognized in accordance with the legislation of that country;
- c) students, who stayed abroad for two or more years and studied a master programme at a higher education institution duly recognised under the law of the country concerned.

The persons, who have overcome the minimal competence threshold in the examination included in the list of international examinations, approved by the Ministry of Education and Science of Georgia shall be entitled to study in a higher education institution without taking Unified Master’s Examination.

#### *Unified National and Master’s Examinations*

The National Examination Centre shall be responsible for preparing and holding Unified National Examinations.

The Minister of Education and Science of Georgia shall approve the regulation for holding the Unified National Examinations and the procedure of allocation of the state study grant under the submission of the National Examination Centre, also the regulation for holding the Master’s examinations and the procedure of allocation of the state Master’s study grant.

A person willing to take the Unified National and Master’s Examinations shall file an application with the Examination Centre either in writing or electronically, using special software/ The procedure and conditions of filing an application shall be determined by the Minister of Education and Science of Georgia under the submission of the National Examination Centre.

The unified examination programme shall be approved by the Minister of Education and Science of Georgia under the submission of the National Examination Centre.

Participation in the Unified National and Master’s Examinations shall be subject to payment of the service fee the amount of which shall be defined by a normative administrative law act of the Minister of Education and Science of Georgia. The procedure and conditions of exemption

from the payment of the service fee shall be approved Minister of Education and Science of Georgia.

The Ministry of Education and Science of Georgia shall be entitled to set different from the General Administrative Code of Georgia timelines for filing and review of an administrative complaint with respect to Unified National and Master's Examinations.

#### *Awarding State Study Grants*

Based on the results of the Unified National Examinations, the National Examination Centre shall make a draft on awarding the state study grant and submit it to the Ministry of Education and Science of Georgia for approval. A state study grant is issued in accordance with the procedure established by the Minister of Education and Science of Georgia.

As a result of ranging of students through absolute score/scored, who have enrolled on the basis of only the general skills Azerbaijan, Armenian, Abkhazian and Ossetian language test of the Unified National Examinations and who are to take the Georgian language training programme and continue their studies through a Bachelor's programme four separate documents on ranging through absolute score/scores shall be drafted for students, who have enrolled on the basis of only the general skills zerbaijan, Armenian, Abkhazian and Ossetian language test of the Unified National Examinations.

#### **advanced training of civil servants**

The Civil Service Bureau provides training on: ethics; conflicts of interest; protect whistleblowers; evaluation of civil servants; human resource management and trainings on innovations of the new Law "On public service".

### **Career management and mobility in the civil service**

#### **mobility**

In the case of reduction in the number of posts due to the reorganisation, liquidation and/or merger with another public institution, an officer may be transferred, with his/her consent, to an equal position in the same or another public institution, and if no such position is available, to a lower position, taking into account his/her competence.

An officer may be transferred to another public institution based on the mobility principle only with the consent of that public institution.

An officer may not be transferred to a vacant position in another public institution based on the mobility principle if the procedures have been initiated to fill the vacant position.

If an officer refuses to use the offered mobility, he/she shall be transferred to the reserve of officers without entitlement to compensation.

#### **transfer of a civil servant**

The transfer of an officer involves assigning to an officer other and/or functionally similar powers corresponding to the same hierarchical rank and position in the same public institution or within its system (horizontal transfer).

The transfer of an officer may be performed:

- a) on the initiative of the officer;
- b) by a reasoned decision of the head of a public institution and with the consent of the officer, based on public interests.

An officer may not be transferred to a position that is functionally incompatible with his/her competence.

A public institution shall enter information on the transfer of the officer into the unified human resources management electronic system.

### **career development of a civil servant**

The career development of a public servant takes place when:

- a) he/she is transferred from a position of a lower hierarchical rank to a position of higher hierarchical rank;
- b) he/she is transferred from a lower position to a higher position of the same hierarchical rank

Career development of a public servant is carried out on the basis of a closed competition.

### **imposing on a public servant the temporary functions**

Based on public interests and/or the state of health of a public servant, he/she may be temporarily assigned to functions that are outside his/her official duties.

The head of a public institution or another duly authorised person may temporarily assign to an officer:

- a) the performance of additional functions;
- b) the performance of other functions and release him/her from the performance of his/her main functions.

An officer may also be assigned functions provided for by paragraph (2)(b) of this article within the public service system and abroad, based on the interests of the public institution.

The total period of performance by an officer of:

- a) additionally assigned functions shall not exceed three months within one year;
- b) other functions assigned within the public service system shall not exceed three years, except as provided by law.

Temporary functions that are incompatible with an officer's competence shall not be assigned to him/her.

An officer may be assigned temporary functions for more than one month only with his/her consent.

An unreasoned refusal of an officer to perform temporary functions for less than one month may entail his/her disciplinary liability.

Based on the interests of the public institution, an officer transferred to the reserve of officers may be assigned temporary functions, taking into account his/her competence.

The procedure and conditions for the remuneration of an officer for the performance of additional functions are determined by the Law of Georgia "On Remuneration in Public Institutions".

## **Development of the civil service system**

### **availability of strategic documents concerning civil service and professional training system development**

- Roadmap administrative reform of Georgia until 2020;
- The Concept of civil service reform, approved by the Order of the Government of Georgia of November 19, 2014 No 627.

## **changes that have been occurred over the last year**

By a Order of the Government of Georgia of April 24, 2015 No. 183, was established *the International Education Center (IEC)*, as a legal public entity with the mission to contribute to strengthening democratic, social and economic development of the country through providing state scholarships and grants to the young professionals, enabling them to receive full-fledged academic degrees and short term professional development opportunities internationally.

Paving way for highly qualified human resources and ensuring access to high-quality education abroad are of strategic importance for Georgia's economic and social development. In line with national development priorities the IEC, aims to support young professionals in their endeavors to gain relevant skills and knowledge and international professional standards. With this in view the IEC offers Masters and Ph.d scholarships to citizens of Georgia for pursuing their studies in the world renowned higher education institutions. Moreover, the IEC finances professional retraining and qualification enhancement courses for public servants.

Upon completion of their studies fellows have a legal commitment to return to Georgia and to deploy their knowledge and experience in service of their country and society for at least 3 years.

Several cohorts of alumni have already arrived back and engaged in wide spectrum of state and societal activities.

The IEC will also open a forum for discussion of state policy and international debates. The IEC takes into account the experience of the Federal Academy of Public Administration of Germany and the National School of Public Administration of Poland.

The Provision on the IEC approved by the Order f the Government of Georgia of June 1, 2015 No. 236.

The Procedure for granting scholarships and programs by the IEC was approved by the Order of the Government of Georgia of April 22, 2016 No. 201.

The Statute of the IEC was approved by the Oder of the Government of Georgia of October 10, 2016 No. 465.

## **planned changes and the stage of their implementation**

In accordance with the *Road map of Georgia's public administration reform to 2020* is one of the main priorities:

1. *To adjust existing legislation in order to ensure merit based recruitment of civil servants and equal treatment in all phases of it.*

The main objective in this part of HRM is to create a recruitment system that guarantees merit-based selection of candidates, equal opportunities for everyone, a well-structured recruitment procedure, selection of most qualified candidates and dismissal of civil servants according to clear and legally substantiated procedures that are equitable both for employers and employees.

The Civil Service Reform Concept note extensively addresses this objective and provides a set of solutions to fulfill it. Recruitment issues are covered both by the CSR Concept note and OGP Action Plan 2015. Therefore, the basis for addressing recruitment issues in the PAR Roadmap and the PAR Action Plan2015-2016 are the above-mentioned documents.

2. *Create a sustainable environment in the civil service that guarantees constant professional development.* Sustainability of civil service and the principles that are related to it are perhaps one of the most complex and broad issues in HRM of public administration.

Major components of sustainability are professional development of public servants, a procedurally wellequipped performance appraisal mechanism, mobility of civil servants and promotion of public employees that is transparent and fair.

In that regard, mechanisms for determining the need and directions of training and development will be elaborated, action Plan for the introduction of Civil Service training system will be developed, regulations regarding the processes for accreditation of trainers, training bodies, curricula and quality assurance of conducted trainings will be introduced and modern system for the performance evaluation of civil servants will be ensured.

At the same time, in accordance with *the Concept of Civil Service Reform*, one of the main priorities of the creation of a capacity development system is to establish the regulations necessary for professional development (knowledge, skills and other competencies) of civil servants, which, on the one hand, will stipulate the right of civil servants and their duty in terms of training and other professional development while, on the other, the obligation of the state to allocate relevant funds for professional development purposes.

The use of the Capacity Development concept goes beyond the definition envisaging only face-to-face classroom training. Capacity development may be achieved through various means, including electronic or complex training, internship, temporary assignment and study tours, targeted mentoring, network activities focused on a specific issue or special assignments under the project.

In terms of capacity development, the new civil service legislation should be based on the following principles:

1. All civil servants should have the possibility for capacity development, within the agency or in another manner.
2. The CSB should set forth standards of accreditation of the institutions that provide training and determine training needs of civil servants. In case of local authorities, training and standards will be developed by the Vano Khukhunaishvili Center for Effective Governance System and Territorial Arrangement Reform, LEPL, by the Ministry of Regional Development and Infrastructure.
3. Capacity development should be based on two approaches:
  - for training the central government high-ranking civil servants, the CSB may develop a special training course considering the experience of leading countries of the world;
  - training centers under the ministries and/or private providers would carry out the training of remaining employees of the central authorities. Each budget unit will be responsible for conducting training needs analysis of relevant employees.

Other activities directed towards ensuring capacity development according to the unified standards and the needs of public institutions are as follows:

- for the purposes of capacity development, set forth a fixed percentage of annual salary budget via a relevant sub-legal act. Each budget unit will be authorized to take decision with regard to the disposal of the capacity development budget, considering the provisions of key regulations;
- the CSB will set forth unified standards in terms of quality control and the evaluation of training results that will apply to the unified training center as well as nongovernmental/private providers. The CSB will publish an annual report on training activities that will include the data about civil servants who have taken trainings, expenditures, monitoring results and final evaluation;
- the government will also promote the use of other means directed at the development of civil servants capacity and will hold discussions around the formulation of training leave for civil servants. The above-mentioned activities may also envisage internship based on contract with universities. Furthermore, performance evaluation will be used as a mechanism for determining training needs and for the evaluation of professional development and evaluation results.

# REPUBLIC OF MOLDOVA

The legal regulation of professional training and development of civil servants of the Republic of Moldova and the professionalization of the civil service in general is carried out by the Law "On State Positions and the Status of a Civil Servant" of July 04, 2008 No. 158 and the Code "On Education" of July 17, 2014 No. 152, as well as by other legislative and normative-legal acts\*.

The Code "On Education" defines *professional education* as professional training programs culminating in a certain qualification, as well as institutions providing these programs. At the same time, in accordance with the Law "On State Positions and the Status of a Civil Servant", *the continuous professional development of civil servants* is carried out through training activities of various types and forms aimed at deepening and updating of knowledge, development of skills and formation of relations / attitudes necessary for the effective performance of official duties.

## Organization of the civil service selection procedure

### procedure of competitive selection

The vacant public position shall be filled through:

- a) competition;
- b) promotion;
- c) transfer;
- d) secondment;
- e) execution of temporary managerial public position.

The competition shall be organized, as a rule, after applying the methods of filling the vacant public position.

The competition is organized and conducted based on the principles of open competition, professional competence and merit, equal access to public office, transparency.

The competition shall be organized under the provisions of the law by:

- a) competition commission, consisting of seven members - leading experts in public administration, appointed by the Government - to replace by competition the positions of state secretary, deputy head of the administrative body;

\* Based on:  
- information available in the public domain on the Internet;  
- the results of the comparative study of the SIGMA program. See: Civil Service Professionalisation in Armenia, Azerbaijan, Georgia, Moldova and Ukraine. - OECD Publication. - November 2014. - 116 p. - Available at: <http://www.sigmapublications.org/publications/ParradoDiezS-CS-Professionalisation-Nov2014.pdf>;  
- presentation materials of the representatives of the Academy of Public Administration of the Republic of Moldova, presented in the framework of the training "Building of Professional, Sustainable and Politically Impartial Civil Service: the Role of Transformational Leadership and Organizational Culture" (01-02 June 2017, Kyiv, Ukraine) organized by NAUCS and the Center for Adaptation of the Civil Service to the Standards of the European Union within the framework of the Working Group (Panel) "Public Administration Reform" of the Thematic Platform "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership".

- b) competitive commissions established pursuant to regulations adopted by relevant public authorities - to replace by competition position of head and deputy head of the apparatus of state authority (Parliament, President of the Republic of Moldova, the Supreme Council of Magistrates, Constitutional Court, Supreme Judicial Chamber the General Prosecutor's Office, the Accounting Chamber, the Office of national lawyer);
- c) competition commissions set up by the public authorities – for filling management public functions and executive public functions within these authorities.

The procedure for the organization of the competition is determined by the Regulations on substitution competitively vacant state positions, approved by the Order of the Government of the Republic of Moldova of March 11, 2009 No. 201.

For posting information on vacancies was created *Governmental portal of public positions, to fill which the public administration bodies is organized the competition* - [www.cariere.gov.md](http://www.cariere.gov.md) / [www.careers.gov.md](http://www.careers.gov.md). The Government adopted the relevant order of December 16, 2013 No. 1022 "On the creation and administration of a government portal of public positions, to fill which the public administration bodies is organized the competition".

The portal was designed on the model of similar tools used in Georgia, Azerbaijan, Singapore, with the attraction of financial resources allocated by the multi-donor trust fund to implement the reform of central public administration.

The terms of the competition are published in the Official Monitor of the Republic of Moldova, periodical publication, on the official website of the relevant public authority, and also posted on the bulletin board in the premises of this authority, in a prominent and public place, not less than 20 calendar days prior to the day of the competition.

Applicants within the deadline set in the information on the conditions of the contest, submitted in person / by post / email application files containing:

- a) the application form specified in the Annex to this Regulation;
- b) copy of the ID;
- c) copies of diplomas and certificates of graduation professional development and / or specialization;
- d) copy of the employment;
- e) medical certificate - if the job description for the position, special health requirements are established;
- f) criminal record.

The competition includes written test and interview.

Competition Commission sets the date, time, place the written test, information that, at least 3 working days before the date of the written test, be placed on the website of the public authority and informational board at its headquarters. Simultaneously, candidates are personally notified of the date, time, place the written test via email / phone.

*The written test is aimed* at testing the knowledge and skills necessary to perform the tasks and duties of public office.

Competition commission, based bibliography, compiled at least three different papers.

Each variant of work include:

- a) a test / test-grid containing 4-6 subjects, of which 2-3 - in the specific civil and 2-3 - in the legal framework regulating the work of public administration and civil servants;
- b) 2-3 practical assignments for civil service top management and the management (planning a concrete task to prepare a meeting with a topic, preparing a draft decision etc.); 2-3 practical assignments for execution public functions (writing and / or drawing different types of letters, directions, draft reports, decisions etc.).

For each variant of paper draw and evaluation grid.

Assessment of the written test is made by the point system from 1 to 10, separately by each member of the commission, and shall be recorded in the minutes. The arithmetic mean of the points given by the members of the competition is considered final grade for the written examination.

Candidates who have obtained the written final grade below 6 are excluded from the contest.

If the written test has been promoted only one candidate, the contest continues.

*The interview is claimed* not later than 5 business days from the date of the written test. The list of candidates admitted to the interview date and time of the interview is placed on the website of the public authority and the information panel at the Public Authority. Simultaneously, candidates are personally notified of the date, time and place of the interview via email / phone.

Interview duration and list of key questions are set by the competition commission.

The basic questions are used to obtain information on:

- a) professional and personal qualities related function;
- b) factors that motivate and demotivate candidate;
- c) behavior in various situations, including crisis etc.

*For civil service senior management and the questions relate to leadership styles and motivating subordinates, teamwork etc.*

Assessment of responses to interview is made by the point system from 1 to 10, separated from each member of the commission and shall be recorded in the minutes. The arithmetic mean of the points given by the members of the competition is considered final grade for the interview.

Candidates who have obtained the interview below final grade 6, are excluded from the contest.

The average of final grades for the written test and the interview is considered the final mark in the competition.

The candidate who wins the greatest final note is considered the winner of the contest.

If obtain final grades equal competition commission candidates according to the level of correspondence departajează conditions of the contest, based on documents from the file of competition.

Contest results are recorded in the minutes, within 2 working days after the promotion of competition, presents the person / body with legal competence to appoint to the post. At the same time candidates informed about the competition results by e-mail / phone / by written notification with acquaintance under signature.

The person / body legally competent to appointment by administrative act, called the contest winner candidate for public office who organized the contest.

In the absence of groundless, the candidate winner of the contest or refusal in writing to be appointed, that person / body legally competent to appoint the next appointment candidate list of candidates who have passed the test.

*The public authority may extend the competition if:*

- a) files were not submitted within the deadline;
- b) has submitted only one candidate file;
- c) after examining the files, the competition can be upheld only one candidate;
- d) no candidate has obtained the minimum passing mark of the contest.

## **determination of the requirements for candidates for vacant positions**

A person can apply for a public position only when meeting the following conditions:

- a) is a citizen of the Republic of Moldova;
- b) speaks the Moldovan language and the official languages of interethnic communication spoken on the respective territory in the limits set by law;
- c) has full work capacity;
- d) has not reached the age of age limit retirement;
- e) is capable in terms of health to perform a public function, according to a medical certificate issued by the relevant health care institution, if special health requirements are set forth for the given function;
- f) has the professional education necessary for the given public position;
- g) or the last three years has not been dismissed from position in accordance with paragraph 1 (a) and (b) of the article 64\*\*, or an individual labor contract with her/him was not suspended for disciplinary reasons;
- h) has no criminal records for premeditated infringements;
- i) is not deprived of the right to perform certain functions or a certain activity, as a basic or complementary punishment, imposed through a final legal sentence.

For filling public positions within public authorities, the civil servant shall have University degree confirmed through a license diploma or the equivalent, except for the executive public positions within the local public administration authorities of first level, which can be filled, as the case may be, by persons with special secondary education confirmed by a diploma.

To fill a senior management public position the civil servant shall meet all the following conditions:

- a) meet the conditions provided for in Article 27 of the Act (mentioned above);
- b) have higher education, certified by a licensee's diploma or equivalent educational document;
- c) have work experience in the specialty / profile of the relevant civil service position for at least five years;
- d) have management experience at least two years.

The candidate for public office and must meet specific minimum requirements for employment that function, set out in the Single Classifier of public functions approved by the Law of July 21, 2011 No. 155.

The public authority may establish other specific requirements that relate to corresponding specialty knowledge, professional skills and attitudes / behaviors required for the effective exercise of public office, which is listed in the job related to public service.

## **the existence and duration of probation period**

Junior civil servants is the person who exercises a public function for the first time.

Notwithstanding, civil servant debutante is considered the person who previously exercised a function public relations service but stopped before the expiration of the evaluation of its probation period or who were dismissed as a result of getting the qualifier "unsatisfactory" for the professional performances by the junior civil servant, under the provisions of this present Law.

\*\* The person/ body legally competent to appoint to a public position shall order the destitution through an administrative act, which shall be communicated to the civil servant within 5 working days from the date of its issuance, but prior to the date of his/her destitution, in the following cases:

- a) as a disciplinary sanction applied for a disciplinary misbehavior, if other disciplinary sanctions have been previously applied and not duly extinguished;
- b) as a disciplinary sanction, imposed for a disciplinary misbehavior with serious consequences.

The probationary period is designed to verify the knowledge, skills and attitudes in meeting public function, job training of junior civil servants and their knowledge of the specifics and requirements of public administration.

It is not considered a public official debutant person who:

- previously exercised a dignitary;
- served in the cabinet official public dignity;
- worked as a civil servant with special status;
- person appointed to public office for the senior.

The probation period is 6 months.

On expiry of the probationary period, the junior civil servant:

- a) is confirmed if as a result of the evaluation of professional activity at least "satisfactory";
- b) is released from the public if it has obtained the professional performances "unsatisfactory".

The probationary period shall be taken into account in calculating seniority in the public service, unless specified in para. b).

The procedure of the probationary period evaluation for junior civil servant, his/her rights and specific duties defined by the Regulation on the probation period for newly appointed civil servants, approved by the Order of the Government of the Republic of Moldova of March 11, 2009 No. 201.

## Performance appraisal

### frequency and procedure of performance appraisal of civil servants, its impact on the further career advancement

The performance appraisal of the civil servants is carried out by comparing the results obtained during the evaluation period with the set objectives, evaluation criteria.

The objectives for each civil servant are set annually by head of public authority, in which works the civil servant, and shall meet the following requirements:

- a) be specific to the activities involving the exercise of public authority;
- b) be measurable - have a particular form of realization;
- c) have deadlines achievement;
- d) be realistic - be implemented within the timeframes provided and allocated resources;
- e) be flexible - to be reviewed in the light of changes in the priorities of public authority.

Revision of the objectives be done quarterly. The changes are recorded in a report signed and dated by the head of the public authority and by the civil servant, which is subject to evaluation.

The performance appraisal of the civil servants is performed annually.

Following the performance appraisal, civil servant shall be given one of the following qualifiers: "very good", "good", "satisfactory" and "unsatisfactory".

In the framework of the performance appraisal of civil servants identify their professional development needs.

The results of performance appraisal of civil servants are taken into account in decision-making:

- a) on increasing the levels of payment or maintaining the level of payment;
- b) regarding the award of a higher class rank;
- c) on promotion to a higher public position;
- d) on dismissal from public position.

The procedure of performance appraisal defined by the Regulations on the performance appraisal of civil servant, approved by the order of the Government of the Republic of Moldova of March 11, 2009 No. 201 "On enactment of the Law on the public position and status of civil servant of July 4, 2008 No. 158-XVI".

#### *The performance appraisal of the civil servants leading higher level positions*

The performance appraisal of State Secretary of the Ministry, deputy head of the administrative body shall be made by the evaluation committee, whose members are appointed by the Prime Minister.

The performance appraisal of the Head and Deputy Head of public authority (Parliament, President of the Republic of Moldova, the Supreme Council of Magistracy, the Constitutional Court, the Supreme Judicial Chamber, the Prosecutor General, the Accounting Chamber, the Office of National lawyer) is performed by evaluation commissions set the heads of public authorities concerned.

A person in a particularly responsible position, or a civil servant - a senior manager who is senior in relation to a civil servant - a senior position manager, prepares an assessment report, and the evaluated civil servant - the senior manager prepares a report on the activity for the relevant period.

An interview with a civil servant - a senior manager is required in the case when the information on the level of execution of the tasks contained in the report on the activities of a civil servant - senior manager and in the evaluation report - is different. If necessary, the evaluation commission may require a senior civil servant to provide any other information about his/her activities during the estimated period.

Each assessment carried out by the evaluation commission is entered in the evaluation card of the civil servant - the senior manager. One copy of the evaluation card is compulsorily sent to a person in a particularly responsible position or to a senior manager who is senior in relation to a civil servant - a senior position manager, and the other one is kept in the personal file of an evaluated civil servant.

In the case if civil servant - the senior manager considers the findings to be inconsistent with the facts, he/she may require the evaluation commission to review the assessment results.

#### *Performance appraisal of public servants - managers and performers*

Procedure performance appraisal of civil servants - managers and performers - is performed in two steps:

- a) filling in the evaluation;
- b) interview.

The evaluation card is filled in by:

- a) person particularly responsible position on a civil servants who are in his/her direct supervision;
- b) civil servant - senior manager on the subordinated civil servants - managers or on the civil servants - performers in the case when the latter work in units that are not coordinated by a civil servant - manager;
- c) civil servant - manager, which is superior according to the organizational structure of a public authority, on a subordinated civil servant - manager;
- d) civil servant - manager on a civil servant - performer, whose activities he/she coordinates;

- e) head of the district, according to the decision of the district council, on the secretary of the district council;
- f) primar\*\*\*, according to the decision of the local council, on the secretary of the village council (commune), sector, city (municipiu)\*\*\*\*.

The interview is an exchange of information between the person who completed the evaluation form and rated public official.

After completing the assessment, the evaluation form is submitted for countersignature\*\*\*\* civil servant hierarchically superior person who filled it, and failing that will countersign person holding public dignity. If the person who completed the evaluation form the persons performing public dignity, the evaluation form shall not be countersigned.

The decision of the counter evaluation procedure can be repeated if:

- a) the observations recorded in evaluation form are not true;
- b) comments civil servant assessed on disagreement with the observations appended to the evaluation are considered well grounded.

## **System of professional training**

### **general principles of functioning of the system of professional training of civil servants**

Articles 37-38 of the Law of the Republic of Moldova "On Public Positions and the Status of Civil Servant" cover the issues of organizing the process of continuous professional development of civil servants.

The procedure of organization and implementation of the process of continuous professional development of civil servants is determined by the Regulation on the continuous professional development of civil servants, approved by the Order of the Government of the Republic of Moldova of March 11, 2009 No. 201 "On the enactment of the provisions of the Law on Public Positions and the Status of Civil Servant No. 158-XVI of July 4, 2008" (Appendix No. 10).

According to the Law of the Republic of Moldova "On Public Positions and the Status of Civil Servant" the civil servant has the right and obligation to improve continuously, skills and training.

Every public authority shall ensure organization of a systematic and planned continuing professional development civil servant, which include:

- a) improving and updating knowledge, skills development;
- b) modeling the skills needed civil servant for the effective exercise of her duties.

In the professional development of the civil servants, the public authorities:

- a) to provide equal opportunities to each civil servant training both at home and abroad;
- b) ensure each civil servant with various forms of continuing professional development, lasting at least 40 hours per year, and each civil servant debutant - an introductory course lasting at least 80 hours;
- c) to provide the annual budget means for financing the professional development of public servants in the amount of at least 2% of the payroll.

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\*\*\* Primar is a mayor.

\*\*\*\* Municipiu is an administrative-territorial unit of Moldova, a city with a special status.

The status of the municipality has the following cities of Moldova: Chisinau, Belts, Bender, Comrat and Tiraspol.

\*\*\*\*\* Countersigning (Latin "contrasignatura", from Latin "contra" - "against", and "assingo" - "put a seal") - the signature of a government official or other official on a document, that issued and signed by the Head of State or the Minister, which means that the government official or another official takes legal and political responsibility for this document together with the Head of State or the Minister. Literally - re-signature (a second signatura), binding signature.

### *Specific conditions of the development process continuing professional*

During the civil servant following forms of CPD organized at the initiative or in the interest of public authority, it benefit from the salary. If their duration exceeds 180 consecutive calendar days and public official is removed from the activity, the service was suspended in circumstances beyond control of the parties, without payment of wages.

If the forms of continuous professional development are conducted outside the locality where the public authority is established, the public official receiving compensation expenses related to travel.

The civil servants attending professional development courses longer than 90 days in a year calendar and following master studies, conducted in the country or abroad, except those attended on their own, must take a written undertaking that, after graduation, will work within public between 2 and 5 years proportion the number of days for professional development. How to prepare written commitment approved by the Government. The Procedure for signing a civil servant's written commitment to work in the civil service after the completion of professional development forms is approved by the Order of the Government of the Republic of Moldova of March 11, 2009 No. 201.

If the commitment specified and if the civil servant has not completed his fault as professional development, he is obliged to compensate the public authority expenses incurred for professional development, including salary received for the period, calculated in accordance with the law. In case of refusal to refund the costs incurred, charged in a court judgment at the request of public authority.

### **management and functioning of the system of training, specialization and advanced training of civil servants**

The following parties are involved in the planning, organization and implementation of professional development activities for civil servants:

- 1) public authority:
  - management of the public authority;
  - heads of structural divisions;
  - personnel unit;
  - civil servants;
- 2) training providers;
- 3) ministries, other public authorities, which, if necessary, organize/coordinate external training on topics that fall within the scope of competence/specialty;
- 4) State Chancellery.

The continuous, systematic and planned nature of the process of professional development of civil servants *is ensured by the consistent application of the actions envisaged at each stage of the training cycle:*

- 1) identification of professional development needs;
- 2) planning of professional development process;
- 3) organization and implementation of activities for the continuous professional development;
- 4) evaluation of the measures and results of training.

*The needs for professional development* are the difference between the level of professional competence and the level demonstrated by a civil servant/unit/public authority (present or future).

Identification of the needs for professional development is realized by various methods based on the comparison of the required level of professional competence (knowledge, skills, attitude/behavior) with the level that manifests itself in the process of activity of a civil servant, subdivision or public authority in general.

*The needs for professional development are determined at the level:*

- each civil servant - individual needs;
- each unit - group needs;
- all public authorities - organizational needs.

*Individual needs for professional development* are determined by the direct manager of the civil servant in conjunction with him/her during the annual performance appraisal of the civil servant, with their updating throughout the year in the process of monitoring and evaluating his/her activities.

*Group/organizational needs for professional development* are determined by the head of the unit/public authority:

- annually, in the process of analysis and evaluation of the implementation by the unit/public authority of the strategic objectives and action plan;
- during the restructuring/reforming of the unit/public authority;
- in the process of modernization or introduction of new positions, technologies and/or public services.

Based on established individual/group needs, the head of unit develops requests for external and/or internal training that could meet these needs and pass them on to a staff unit.

Personnel unit of the public authority:

- 1) considers requests for the professional development of civil servants received from the heads of departments/bodies of public authority;
- 2) compares requests with a list of priority topics for external study, which is annually developed and proposed by the State Chancellery;
- 3) if necessary, compares requests with a list of priority topics for external training in the field of specialty, which is annually developed and proposed by ministries, other state bodies, proposals of training providers;
- 4) formulates:
  - proposals for various forms of internal training with financing from the budget of the public authority and for other financial resources permitted by law;
  - proposals on various forms of external training of personnel with financing from the state budget, from special funds, from financial resources allocated by development partners and other sponsors.

Proposals for various forms of external training of personnel are transmitted by the leadership of the public authority to the State Chancellery and, if necessary, to the ministries and other public authorities organizing external training in the field of competence/specialty.

Ministries, other public authorities organizing external training in the field of competence/specialty, develop a plan for training professionals from local government and other non-executive bodies of public authority and pass it to the State Chancellery.

The State Chancellery summarizes all received proposals and develops, within available funds, proposals for various forms/activities of professional development of civil servants, that financed from financial resources allocated by development partners, as well as an *annual integrated program of external training* that can be updated throughout the year. The annual integrated program includes the titles and the main topics/subjects

of the training course, as well as the length of the course, the category of participants, public authorities involved in the development and implementation of the course, other elements related to the curriculum.

The current Program for training civil servants for 2016-2020 is approved by the Order of the Government of the Republic of Moldova of August 11, 2016 No. 970.

Personnel unit of the public authority develops an annual plan for professional development of the personnel, which includes components "Internal training" and "external training" and can be updated throughout the year.

The annual professional development plan includes the titles of the professional development activities, type and form of training, duration, timing, categories of participants, costs, responsible persons and other elements related to the training plan.

The annual professional development plan is approved by the management of the public authority and communicated to all civil servants by various available methods, including through publication on the official website of the public authority.

The financing of the professional development process is carried out from the state budget in a centralized or decentralized manner and for other financial resources authorized by the legislation.

*Centralized financing* is provided from the funds provided in the state budget for the implementation of professional development programs:

- 1) directly to the providers of training services - in accordance with the themes established by the Government;
- 2) ministries, other public authorities - on topics related to the scope of competence/specialty, within the framework of external training activities implemented by them for specialists of local public administration and non-executive bodies of public authority.

*Decentralized financing* is provided from the financial resources provided for in the annual budget of each public authority, at least 2% of the wage fund.

*Financing from other financial resources permitted by law* are:

- financial resources allocated by development partners;
- special funds;
- own sources of civil servants.

Procurement of training services is carried out in accordance with the provisions of the regulatory framework in the field of public procurement.

To procure educational services, the public authorities and public institutions announce the procurement procedure and provide training providers with the necessary specific information for the development of the proposal, including:

- 1) a field, in which activities of continuing professional development are organized, type of training;
- 2) general tasks of professional development in the accumulation of knowledge and skills development by civil servants as a result of their participation in educational activities;
- 3) subjects/topics of study that are subject to mandatory review;
- 4) the minimum and/or maximum duration for training activities, expressed in actual days/hours of study;
- 5) other necessary information, for example:
  - brief information on the target group for which the training is organized: the category of participants, the scope of competence of the participants, the number of participants, etc.;
  - information about the benefits in terms of implementation of training programs, etc.

Evaluation and selection of proposals provided by training providers are carried out in accordance with the declared qualification and selection criteria.

The qualification criteria contain the basic conditions on the basis of which the right to be elected and the quality of the provider of training services is established. *Qualification criteria relate to:*

- qualification data established in accordance with the normative base in the field of public procurement;
- experience and results of previous activities in the field of organization and conduct of professional development activities, depending on the case;
- professional and managerial competence of the provider of training services and personnel involved in the provision of professional development services.

Selection criteria are set by the public authority - the customer of measures for the continuous professional development through the issuance of an administrative act of his/her manager.

Selection criteria assess the effectiveness of the proposal and relate to the technical and financial aspects on the basis of which the provider of training services is to be selected to procure services. *Selection criteria include:*

- the quality of the training program, its compliance with the requirements set by the public authority - the customer of the professional development activities;
- a way to implement a training program;
- course materials offered to civil servants - recipients of training activities;
- offer price, including additional or related expenses;
- other specific aspects that are relevant in the opinion of the customer when purchasing services from a training provider.

*The network of education service providers is formed with:*

- 1) educational services providers with the status of legal entities (national and from foreign countries) with the right to conduct professional development activities for civil servants/adults:
  - Academy of Public Administration;
  - public and private organizations and institutions, including university educational institutions, business schools;
  - training centers, subordinate to ministries, other public authorities;
  - public associations with experience in this field;
- 2) providers of education services with the status of an individual (national and from foreign countries):
  - professional teachers - persons with experience and specific professional competences certified in the field of training civil servants/adults;
  - instructors-practitioners - managers and specialists with achievements in the subject/subject areas of study.

Public authorities select the service providers, who offer programs that meet the needs of education, adequate tuition, and affordable prices.

Public authorities conclude a contract for the provision of training services with a supplier selected in accordance with the law.

The provider of the training services, with whom the contract has been concluded, adapts the developed training program first to the specific requirements of the civil servants/public authority, submits it to the management body for approval and implements it strictly in accordance with the contract concluded.

In the process of organizing and implementing training programs, training providers are acting on their own or in partnership with other training providers.

Providers of training services, if necessary, issue study program documents to participants on participation in programs/on their completion.

Documents attesting to participation in study programs/ on their completion should contain at least the following elements:

- 1) official symbols of the training provider: name, logo, title and other official identifiers;
- 2) the name, series and number of the document;
- 3) the full name of the training program, the participation in which or completion of which certifies the form of professional development, duration and period of its implementation, if necessary, the main topics;
- 4) assessment of qualifications, if necessary;
- 5) identification data of persons, for whom a document is issued proving participation in the program or its completion;
- 6) the date of issue of the document;
- 7) the seal of the training provider and the signature of the head or his/her legal representative.

In the case of partnership, documents proving participation in the program/on its completion are issued jointly and contain identification elements of all legal entities / individuals involved in the organization and implementation of the program.

Conducted activities for continuous professional development are evaluated in accordance with the indicators established during the planning of training, including in relation to the quality and learning outcomes.

*Assessment of professional development activities is carried out accordingly:*

- 1) beneficiaries of study programs:
  - civil servants - participants in training activities;
  - managers coordinating the activities of civil servants participating in training activities;
  - staff of the personnel units in the process of monitoring the process of professional development;
  - the leadership of the public authority;
- 2) training providers;
- 3) ministries, other public authorities, who organized external study on topics that belong to the field of specialty;
- 4) the State Chancellery.

Assessment of educational activities is carried out by various methods and tools, including reports, surveys, tests, interviews.

The assessment procedure is applied, if necessary:

- before the carrying out of training activities;
- during training activities;
- at the end of the training;
- after certain periods of time.

By assessment before the carrying out of training activities is determined:

- 1) level of knowledge and skills of participants in events;
- 2) level at which the chosen learning methods can actually increase the level of knowledge and skills of participants.

By assessment during the training activities is determined:

- 1) level of understanding and assimilation by the participants of the study of the material being studied;
- 2) the attitude of participants to training and the level of involvement of participants in educational activities;
- 3) the need to make changes to the training program.

By assessment at the end of the training is determined:

- 1) the level of knowledge and skills accumulated by participants during the training, including those in comparison with the available ones;
- 2) the level at which the tasks of professional development were realized;
- 3) the activities of teachers/instructors - practitioners.

By assessment after certain periods of time is determined:

- 1) the level at which a civil servant applies in everyday practical activity the knowledge and skills acquired as a result of participation in educational activities;
- 2) achievement of a civil servant, obtained as a result of participation in the training.

*As a result of the assessment, conclusions are developed on:*

- 1) the correctness of the identification of training needs and the definition of training tasks;
- 2) the correctness of choosing the type, forms and methods of teaching;
- 3) conformity of the implemented study programs with the tasks;
- 4) the right choice of the provider of training services;
- 5) the quality of services provided by the training provider;
- 6) involvement of a civil servant in training activities;
- 7) the impact of training on the performance of a civil servant, the efficiency of investment in education and, accordingly, achievements of the public authority.

The personnel unit compiles and gives to the management of the public authority *an annual/semi-annual report on the professional development of civil servants*, with the allocation of such elements:

- 1) the number and categories of public servants of the public authority that participated in professional development programs;
- 2) types, forms and themes of professional development activities, attended by public servants of the public authority;
- 3) providers that provided training services and ways to implement professional development programs;
- 4) the level of correlation of the approved annual plan of professional development, the activities carried out and the results obtained;
- 5) impact / effectiveness of training;
- 6) use of funds allocated from the budget of the institution for training personnel;

- 7) proposals to improve the system of professional development of civil servants, as the case may be.

The leadership of the public authority transfers to the State Chancellery an annual/semi-annual report on the professional development of civil servants, which is an integral part of the report on the introduction of a normative framework in the field of public positions and civil servants.

*Functions and responsibilities of interested parties in the process of planning, organizing and implementing the continuous professional development of civil servants:*

*Management of public authority:*

- 1) determines on the basis of organizational training needs the tasks of professional development at the level of the public authority;
- 2) approves the annual plan for the professional development of personnel, including civil servants; as well as an external training plan in the field of competence/specialty of specialists from local public administration authorities and from non-departmental public authorities/public institutions;
- 3) approves the financial resources necessary for the implementation of the annual plan for the professional development of personnel, and ensures their effective use for the intended purpose;
- 4) approve documents for the procurement of training services;
- 5) motivates and encourages the participation of civil servants in continuous professional development activities, both as participants and as trainers/instructors-practitioners;
- 6) consider applications of civil servants on their participation in professional development activities not included in the annual plan, and take appropriate decisions;
- 7) review reports submitted by the personnel unit on the professional development of civil servants and take appropriate decisions;
- 8) represent the State Chancellery:
  - proposals on the participation of civil servants in activities for external continuous professional development;
  - a plan for external training in the field of competence/specialty of specialists from local public administration authorities and non-departmental public authorities/public institutions;
  - annual/semi-annual report on the implementation of activities for the professional development of civil servants.

*Heads of structural units:*

- 1) identify individual requirements for the professional development of subordinate civil servants and group needs/requirements of the unit;
- 2) develop on the basis of identified needs requests for themes/topics for activities on internal and external training and present them to the personnel unit;
- 3) plan, organize, monitor and evaluate training at the workplace of the unit's employees, including newly enrolled and beginning civil servants;
- 4) participate as curators and/or instructors in the conduct of internal training activities;
- 5) evaluate the results of training, including:
  - the use by employees of their professional activities of knowledge and skills acquired during training;
  - the effectiveness/impact of training on the performance of civil servants.

*Personnel unit:*

- 1) systematizes the requests of the leadership of the public authority and the heads of units on activities for continuous professional development at the level of the body, unit and at the individual level;
- 2) develop and submit for approval to the management of the public authority an annual plan for the professional development of personnel;
- 3) participates in the organization of procurement procedures for training services: submits information on the topics/subjects of internal training activities to the leadership of the public authority, which should be purchased, develops selection criteria and requests the organization of the procedure for their procurement by the unit responsible for public procurement;
- 4) monitors and evaluates the implementation of activities for professional development, including through:
  - participation in activities for internal and external training;
  - requesting reports on the results of training from civil servants participating in training activities and from units heads;
- 5) compiles and submits to the leadership of the public authority every six months/year reports on the professional development of civil servants;
- 6) provides information and methodological assistance to the leadership of the public authority, the heads of units, civil servants in the field of professional development;
- 7) keep records of data on the professional development of staff.

In case that ministries and other public authorities organize/coordinate external training on subjects in the field of competence/specialty, the personnel unit, in addition to the one specified:

- 1) systematizes requests for external training on topics related to the field of competence/ specialists of local public administration authorities and non-departmental public authorities/public institutions, develops a training course plan and submits it to the management for approval;
- 2) organizes/coordinates external training on topics related to the field of competence/ specialty, in accordance with the requirements.

*Civil servants:*

- 1) cooperate with the unit head in determining the training needs and setting the tasks of their own professional development;
- 2) develop and implement an individual plan for professional development through:
  - active participation in activities for external and internal training;
  - self-education;
- 3) provide the necessary information to assess the effectiveness of the training activities in which they participated;
- 4) submit to the personnel unit of the public authority a document indicating the end of the training/participation in the training event issued by the training provider;
- 5) apply in practice knowledge, skills and patterns of behavior resulting from participation in training activities;
- 6) participate, if necessary, in conducting training activities as a teacher/instructor-practitioner.

*The providers of training services:*

- 1) ensure the quality of the provided training services;

- 2) carry out research to identify the needs for professional development of various categories of civil servants;
- 3) develop, on the basis of identified needs, proposals for the provision of professional development services and bring them to the attention of public authorities;
- 4) cooperate with public authorities with participation in accordance with the legislation in the tenders they proclaim for the purchase of training services;
- 5) develop and provide flexible training programs to meet the training needs of civil servants;
- 6) use in the training activities adequate forms and methods of teaching that contribute to the satisfaction of training needs;
- 7) if necessary, issue to the participants documents proving participation in the training programs/about their graduation;
- 8) submit information/reports on the results of participation of civil servants in training activities to the public authority - the customer of training services.

*State Chancellery:*

- 1) plans professional development courses for civil servants, financed from the state budget and financed by development partners:
  - annually, based on the strategic objectives of the Government, draw up a list of priority themes/topics for professional development courses for various categories of civil servants and pass it on public authorities;
  - submit to the Government for approval an annual integrated external training program at the central level, developed on the basis of requests received from public authorities, training providers and within available means;
- 2) coordinates the process of professional development, including:
  - approve requirements for professional development programs and criteria for their evaluation;
  - approves training programs at the central level for various categories of civil servants;
  - creates and administers a database of teachers certified in the field of professional development;
  - provides consulting services to public authorities in the field of continuous professional development of civil servants;
  - organizes the training of persons responsible for the professional development of civil servants;
- 3) monitors, monitors and evaluates the professional development of public servants carried out by public authorities, training providers, international organizations, public associations, regarding:
  - compliance with the provisions of the regulatory framework in the relevant field;
  - implementation of the annual integrated external training program at the national level;
- 4) requests and studies information/reports on the results and impact of professional development activities, develops relevant conclusions;
- 5) initiates research on the system of professional development of civil servants, creating, if necessary, working commissions/groups;
- 6) submit to the Government:

- annual/semi-annual report on the professional development of civil servants, compiled on the basis of reports submitted by public authorities, training providers, monitoring and monitoring cards of the professional development process;
- proposals on measures to improve the effectiveness of the system of continuous professional development;
- if necessary, proposals for introducing changes and additions to the regulatory framework in the field of professional development of civil servants.

Responsibilities on coordinating and monitoring the process of continuous professional development of civil servants are carried out by the State Chancellery of the Republic of Moldova.

#### **training of Masters of the field of knowledge "Public management and administration"**

Articles 75-120 of the Code of the Republic of Moldova "On Education" cover issues of professional training in higher education, in particular, the training of masters in the field of Public Administration.

The higher education shall be organized in two fields: academic and advanced professional.

*The higher education shall be structured in three cycles:*

- cycle I – Bachelor's degree (ISCED level 6);
- cycle II – Master's degree (ISCED level 7);
- cycle III – doctoral degree (ISCED level 8 ).

The professional training in the higher education institutions shall be carried out through the appropriate study programs.

The higher education programs shall include the educational and research or artistic creation activities, which provide training in an academic or advance professional field, in accordance with the regulatory framework in force.

The organization of the higher education programs shall be the responsibility of the higher education institutions, under the present Code.

*The higher education programs shall be differentiated by:*

- cycle of the higher education;
- professional training field;
- organizational form of the higher education.

The Bachelor's and Master's degree shall be organized in the following forms:

- full-time;
- part-time;
- distance learning.

The doctoral degree shall be organized in the following forms:

- full-time;
- part-time.

*The citizens of the Republic of Moldova shall be provided the access to the higher education:*

- a) funded from the state budget, within the limits set annually by the Government;
- b) by paying the tuition fees as individuals or legal entities;
- c) with mixed funding.

The citizens of the Republic of Moldova shall be entitled once to the higher education funded from the state budget, per every cycle of the higher education.

*By derogation from the paragraph (2), the citizens may be entitled repeatedly to the higher education funded from the state budget in case of:*

- a) losing the workability, under the provisions provided in the Labour Code, for the specialty (profession) previously obtained;
- b) professional disease and /or disability;
- c) opting for special programs launched by the Government on the labour market.

Higher education, in particular the training of masters in the field of Public Administration, is regulated by the List of areas of professional training and specialties in higher education, approved by the Order of the Government of the Republic of Moldova of June 28, 2017 No. 482 (new edition). It is an integral part of state educational standards and defines the directions and specialties for which vocational training in higher education is carried out.

<b>The code and the name of the fundamental branches of science, culture and technology</b>	<b>The code and the name of the general directions of training</b>	<b>The code and the name of the areas of training</b>	<b>Specialties / Educational Programs I cycle - Bachelor's degree</b>	<b>Number of educational loans</b>
004 Business, management and law	0040 Management science	00400 Management science	00400.1 Public administration	180

The higher education shall be organized in universities, academy of studies, institutes, schools of higher studies and others (hereinafter – higher education institutions or universities).

The higher education institutions shall be established, reorganized and closed down by the Government, at the founder's initiative.

*Depending on the higher education programs provided, the higher education institutions shall be assigned one of the following categories:*

- category A;
- category B;
- category C.

The higher education institution shall be of category A if it:

- a) provides higher education in one or more professional training areas;
- b) carries out research, development, innovation and artistic creation activities;
- c) provides Bachelor's, Master's, and Doctoral degree programs.

The higher education institution shall be of category B if it:

- a) provides higher education in one or more professional training areas;
- b) carries out research, development, innovation and artistic creation activities;
- c) provides Bachelor's and Master's degree programs.

The higher education institution shall be of category C if it:

- a) provides higher education in one professional training area;
- b) carries out research or artistic creation activities;
- c) provides Bachelor's degree programs.

*As an exception to the categories listed above, the Academy of Public Administration in accordance with its Statute, approved by the Order of the Government of the Republic of Moldova of March 26, 2014 No. 225, provide Master's degree programs, doctoral degree programs and continuous professional development programs for the civil service staff, and provide scientific and methodical support to the activity of the public authorities*

To date, the Academy has graduated 4056 people from different specialties of the master's degree, and 40490 civil servants from different spheres took part in professional development courses.

Every year more than 4,000 civil servants pass professional development courses at the Academy. The Academy is one of the few educational institutions that organize courses on initial mediation training.

Among the graduates of the Academy are 19 deputies of the Parliament, 19 district heads and most heads of ministries and other bodies of the central public administration of the Republic of Moldova.

The admission to the higher education shall be organized only for the accredited or provisionally authorized study programs, according to the law.

The plan for admission to the higher education funded from the state budget shall be approved by the Government.

The admission to each cycle of higher education shall be organized through competition, based on the higher education institution's own methodology, within the limits of the schooling capacities set through the provisional accreditation or authorization. The criteria for organizing the admission competition shall be established through the Framework regulation for organizing the admission to higher education, approved by the Ministry of Education.

The admission to the higher education shall be organized based on the Nomenclature of professional training fields and specialties.

The higher education institutions may charge from candidates, under the law, the registration fees for the admission competition, in the amount set by the educational institution, based on its own methodology posted on the institution's website. The methodology for admission to higher education institution shall be made public on the institution's web page and shall be posted in the institution's premises, two years before its enforcement.

The monitoring of admission to the higher education shall be carried out by the Ministry of Education.

The study contract shall regulate the relations between the student and the higher education institution under the academic, financial, social and other specific aspects of the higher education institution.

The study contract shall contain the object of the contract, the rights and obligations of parties, the tuition fee for the entire training cycle, as well as other regulations set forth in the legislation.

The internships for students represent one of the compulsory forms for training of highly qualified specialists.

The internships shall be organized by the higher education institutions and shall be carried out within institutions, organizations, companies, associations, and other structures, according to the framework regulation approved by the Ministry of Education.

The entities offering places to the higher education institutions for student internships may benefit from the following incentives provided by these institutions:

- a) priority in selecting graduates to be employed in own structure;
- b) partnerships in organization of business incubators, scientific laboratories, joint projects and other;
- c) technological transfer and exchange of experience;
- d) continuing training of personnel in the higher education institution

The internships shall be carried out based on contracts concluded by the higher education institution and/or students with the entities providing internship places.

The entities providing internships for students shall benefit from tax exemptions, as set by the Government.

## **advanced training of civil servants**

*Continuous professional development of civil servants* is carried out through training activities of various types and forms aimed at deepening and updating knowledge, developing skills and developing the attitudes/behaviors necessary for effective performance of official duties.

Continuous professional development of civil servants contributes to the following objectives:

- 1) ensuring the introduction of the process of reforming public administration;
- 2) the perception by civil servants of citizens as customers, consumers of public management services, ensuring transparency, accessibility and quality of public services;
- 3) increasing the level of professionalism of civil servants, the effectiveness of public administration;
- 4) application of new technologies in the activity of public authorities, including the provision of services;
- 5) increasing the level of awareness by government officials of the need to observe norms of conduct, avoid conflicts of interest and eliminate the phenomenon of corruption;
- 6) enhancing the effectiveness of the European integration process and developing international cooperation.

As already noted, the public authority is obliged to ensure:

- every civil servant has at least 40 hours of professional development per year: external and / or internal training outside the workplace;
- every beginning civil servant has at least 80 hours of familiarization with public administration.

The system of continuous professional development of civil servants includes types, forms, methods and training programs, providers and users of training services, financing the process of continuous professional development, the bodies responsible for coordinating and monitoring the process.

*Users of training services* are civil servants participating in professional development activities, as well as public authorities that purchase training services.

*Continuous professional development of civil servants is carried out through the following types of training:*

- 1) external training, which provides for the implementation of training programs, as a rule, centrally for civil servants from different public authorities, and is organized / coordinated by:
  - the State Chancellery;
  - ministries, other public authorities, if necessary, for specialists from local public administration authorities and other non-departmental public authorities operating in the field of competence / specialty;
  - other units, including development partners, for different categories of staff from central and local state authorities;
- 2) internal training, which provides for the implementation of training programs for its own staff and is organized by the public authority, which, if necessary, purchases training services;
- 3) self-education, which is organized by every civil servant.

*External training* is carried out by various forms of professional development, organized in the country or abroad, including:

- training courses of different duration;

- internship;
- seminars, workshops, distance learning, conferences, round tables and other forms of professional development.

*Internal training* is carried out in various forms, including:

- 1) on-the-job training:
- mentoring, led by a direct supervisor or curator, to facilitate the social and professional integration of a novice civil servant;
- rotation by position, practical internships conducted to absorb new skills necessary for the effective performance of service tasks or duties with a higher level of complexity and diversity than those performed earlier according to the job description;
- 2) training outside the workplace: seminars, workshops, round tables and other forms of professional development conducted by specialists from the public authority and / or training providers on subjects of primary interest to the authority.

*Self-education* is carried out through various forms, including at the workplace.

Training of civil servants is carried out with a separation, without separation or with a partial separation from work. Forms of continuous professional development are determined by the public authority, and when purchasing training services - a provider of training services, depending on the level of complexity of training programs, in accordance with the requirements of the user and on the basis of the contract concluded with him.

Activities for continuous professional development are realized by various andragogical forms of teaching: lectures, presentations, discussions, case studies, business games, role plays and other methods recommended for use in the adult learning process.

When choosing training methods, consideration should be given to the theynamics/topic and objectives of the training activity, the expected result, the specific character of the adult learning process.

Depending on the requirements for the professional development of various categories of civil servants, units and the public authority as a whole, are set the specific tasks, for the implementation of which *training programs are developed*:

- 1) general: on theynamics/topics on public administration, public service management, strategic management , human resources management, communication, public relations, etc.;
- 2) specialized nature: on topics / topics from specific areas of activity specified in the job description;
- 3) for newly appointed civil servants: on theynamics/topics related to public administration, regulation of activities and ethics of civil servants, provision of public services, etc.;
- 4) for managerial development: on theynamics/topics related to planning, organization, coordination, monitoring and evaluation of professional activities, etc.;
- 5) in areas that are identified as priority for specific time periods.

The providers of training services should ensure the practical, applied nature of the training programs, in which theoretical studies should not exceed 25% of the total number of scheduled hours.

#### **availability of programs for a senior civil servants (leadership development programs)**

In order to increase the level of professional competence of senior and middle management in the civil service, the Academy of Public Administration implements training courses including the following modules:

- 1) "Management and leadership in public administration";
- 2) "Training of Trainers "Management and Leadership";
- 3) "Development of managerial skills";
- 4) "Development and evaluation of state policy";
- 5) "Strategic Planning Process";
- 6) "Drafting and approval of the law";
- 7) "Management and development of programs/projects";
- 8) "Development of communicative skills";
- 9) "Conflict and stress management", etc.

## Career management and mobility in the civil service

### transfer of a civil servant

Transfer as a way of amendment of service occurs between subdivisions of the same public authority.

The transfer is in the interest or on civil servant's request.

The transfer has authority manager.

The transfer service is only with the written consent of the transferred civil servant.

Transfer interest shall be done in a public position equivalent with the public position held by the civil servant.

Transfer to the civil servant's request is in a public position equivalent with the public position held by the civil servant or a public office lower level .

Public authorities may give the public positions that can be filled by transfer on request. Where two or more civil servants calls for public office transfer demand is the civil servant with the best results of performance appraisal. If the results of professional performances are equal, the selection is made on a competitive basis.

#### *Transfer in the interests of service of civil servants - senior executives*

The transfer in the interests of service of the senior civil servant in vacant senior public position carried out:

- a) it is necessary to coordinate complex activities by a public official of the senior management with a particular qualification or specialization and experience as those which fall under official public senior management;
- b) is necessary to coordinate projects or programs of major importance.

Transfer in the interests of service of the senior civil servants can not be done more often than once a year.

This provision does not apply to the reorganization authority.

The public authorities shall ensure the compensation of costs of transfer in the interests of service and to make housing service according to the law.

### career development of a civil servant

#### The promotion

Promotion is a method career development through public office beyond that exercised.

Promoting civil servant into a higher public position is based on merit.

Promoting civil servant shall be under the administrative act accordingly appointment issued by the manager public authority, with the written consent of the public official.

Can be promoted to a higher public position that public official has obtained from the evaluation of professional performance as "very good" or qualifier last assessment "good" the last 2 evaluations and fulfilling the requirements.

Can not be promoted civil servant who has disciplinary sanctions.

Where two or more civil servants meet the requirements of promotion to a higher public position, the selection is made on a competitive basis.

#### The advancement on the salary scale

The advancement of civil servant salary steps are carried out by professional performance thereof under this law and legislation on the remuneration of civil servants.

The advancement in a salary step higher is performed sequentially with subject to the performance appraisal at least the qualifier "good".

In case of obtaining professional performance evaluation of "satisfactory" the civil servant salary step remains the same.

#### **imposing on a public servant the temporary functions**

Temporary employment of managerial public positions carried out by providing temporary duties of public employees in this public authority that meet the basic conditions and specific requirements stipulated in the job description for the public positions, temporary performance of which is provided, and don't have not canceled according to the law the disciplinary measures. Not considered as a temporary performance of duties the situation where the managerial public position temporarily replaced by the deputy of the person, who holding this public position.

If the managerial public position is vacant, this provisions applies to the person / body legally competent to appoint on a period of 6 months per year.

The period may be extended by up to six months if the public authority organizes a competition and public position was occupied, according to the law.

If payment corresponding public position, which temporarily carries out public servant, higher, he/she is entitled to this payment.

### **Development of the civil service system**

#### **availability of strategic documents concerning civil service and professional training system development**

- National Development Strategy "Moldova 2020", approved by Law of July 11, 2012 No. 166;
- Education development strategy 2014-2020 "Education - 2020", approved by the Order of the Government of the Republic of Moldova of November 14, 2014, No. 944;
- Programme of the Government of the Republic of Moldova for the period 2016-2018 years;
- Order of the Government of the Republic of Moldova of July 20, 2016 No. 890 "On approval of the Action Plan of the Government for 2016-2018";
- Public administration reform strategy for 2016-2020, approved by the Order of the Government of the Republic of Moldova of July 25, 2016 No. 911;
- Order of the Government of the Republic of Moldova of December 15, 2016,

No. 1351 "On Approval of the Action Plan for 2016-2018 for the Implementation of the Strategy of Public Administration Reform for 2016-2020";

- Order of the Government of the Republic of Moldova of December 30, 2016, No. 1472 "On Approval of the National Action Plan for the Implementation of the Association Agreement between the Republic of Moldova and the European Union for 2017-2019".

### **changes that have been occurred over the last year**

According to the results of the assessment of the SIGMA program was prepared and approved by the Order of the Government of the Republic of Moldova of July 25, 2016 No. 911, the Strategy of Public Administration Reform for 2016-2020.

The overall goal of the Strategy for the reform of the civil service and human resources management is to adjust the human resources management system in accordance with the goals and requirements of modern management.

#### Specific objectives and directions of action:

*Specific objective 1.* Clearly defined and implemented in practice the area of public administration, the existence of a regulatory and institutional framework for the provision of professional civil service.

##### I stage (2016-2018)

1. Adjustment of the normative base through the prism of the introduction of European principles of public administration:
  - ensuring the implementation of all recruitment and promotions based on merit;
  - protection of civil servants from unjustified dismissals;
  - improvement of the wage system.
2. Analysis of the provisions of the legislation on the management of human resources in state bodies in which there are no public positions or regulated by a special status, as well as carrying out the functions of state authorities in the common interest of the state.
3. Ensuring the implementation and development of the Automated Information System "Register of Public Positions and Civil Servants", including at the level of local state bodies.
4. Ensuring effective management of human resources:
  - consolidating the capacity of the unit at the central level for human resource policies in public administration by expanding legal competencies and increasing the number of staff;
  - consolidation of human resources management at the level of the public administration body.

##### II stage (2019-2020)

- Development of proposals for amending the legislation on human resources management in state bodies, in state bodies in which there are no public positions or regulated by a special status, as well as carrying out the functions of state authorities in the common interest of the state.
- Development of the Automated Information System "Register of Public Positions and Civil Servants" by incorporating new functionality, including by improving reporting procedures and incorporating analysis and data processing tools. Ensuring interoperability of the Register of civil service positions and civil servants with relevant components of other systems, in particular those relating to the payment of civil servants.
- Clear delineation of the competencies of public authorities involved in the management of human resources in public administration.

*Specific objective 2.* Professionalization of the civil service is provided by high standards of management and practices of human resources management.

#### I stage (2016-2018)

1. Strengthen the corps of civil servants - senior executives, including state secretaries.
2. Preparation of amendments to the legislation to consolidate the role of the position of the State Secretary through the provision of a general management function of the body, including human resource management.
3. Improvement of recruitment and selection procedures based on merit.
4. Development of a system for training staff in public authorities.
5. Improvement of the system of financial and non-financial motivation.
6. Increase the objectivity of assessing professional achievements.
7. Promotion and integrity of civil servants.

#### II stage (2019-2020)

1. Improvement of the recruitment and selection procedure based on merit through the introduction of a centralized stage of testing candidates' competencies (computerized program).
2. Development of a network of providers of training services.

#### **planned changes and the stage of their implementation**

In accordance with the *Program of activities of the Government of the Republic of Moldova for the period 2016-2018*, the priority tasks for reforming the civil service are:

- to carry out central public administration reform, including by optimising the number of ministries and public authorities, administrative costs, once a complex analysis carried out;
- to adopt and implement Good Governance Strategy;
- to update each ministry's strategic development programme according to the provisions of the Moldova-EU Association Agreement, as well as to undertake concrete measures to implement them;
- to diversify mechanisms to maintain high achievers, increase workload and reputation of public position by improving salary and non-salary motivation system;
- to consolidate the normative framework and develop professional competences of public servants as to formulate and implement public policies, including implementing the mechanism on ex-ante analysis of public policy impact.

# UKRAINE

The legal regulation of professional training and development of civil servants of Ukraine and the professionalization of the civil service in general is carried out by the Law "On Civil Service" of December 10, 2015 No. 889-VIII, the Law "On education" of May 23, 1991 No. 1060-XII and the Law "On higher education" of July 1, 2014 No. 1556-VII, as well as by other legislative and normative-legal acts\*.

The Law of Ukraine "On Civil Service" defines the *professional competence of civil servants* as the ability of a person within the powers determined by the position to apply special knowledge, skills and abilities, to identify the relevant moral and business qualities for the proper performance of the prescribed tasks and responsibilities, training, professional and personal development. At the same time, *professional training of civil servants* is defined as the acquisition and improvement of professional knowledge, skills and skills that provides the appropriate level of professional qualification of a civil servant for his professional activity.

## Organization of the civil service selection procedure

### procedure of competitive selection

For the purpose of selecting persons able to perform professional duties, a contest to occupy the vacant civil service positions (further - competition) according to the procedure of competition for the civil service (hereinafter - the order of the competition) approved by the Order of the Cabinet of Ministers of Ukraine of March 25, 2016 No. 246 (in edition of the Order of the Cabinet of Ministers of Ukraine of August 18, 2017 No. 648).

This Procedure applies during the competition for the positions of diplomatic service, except when the appointment to diplomatic positions is carried out by the President of Ukraine in accordance with the Constitution of Ukraine, and taking into account that in accordance with the Law of Ukraine "On Diplomatic Service" in the bodies of the diplomatic service is carried out the rotation of employees of the diplomatic service.

Persons who apply for the positions of specialists in the field of reform, are pass the competition under the general procedure, taking into account the specifics determined by this Procedure.

The decision on the announcement of the competition to occupy the vacant post of public service category "A" accepts an appointment. NAUCS purpose entity makes a draft decision on the contest announcement on holding vacant civil service positions "A" category. The decision on the announcement of the competition to occupy the vacant post of public service category "B" and "C" takes the head of the civil service in state bodies.

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- \* Based on:
  - information available in the public domain on the Internet;
  - the results of the comparative study of the SIGMA program. See: Civil Service Professionalisation in Armenia, Azerbaijan, Georgia, Moldova and Ukraine. - OECD Publication. - November 2014. - 116 p. - Available at: <http://www.sigmapublications.org/publications/ParradoDiezS-CS-Professionalisation-Nov2014.pdf>;
  - informational and analytical report "Analysis of the state on professional training, retraining and advanced training of civil servants and officials of local self-government bodies in Ukraine" / The project of international technical assistance "Partnership for urban development" (PLEDDG). - Kyiv, 2017. - 57 p. [Electronic resource].  
- Available at: [http://pleddg.org.ua/wp-content/uploads/2017/07/Analytical-report\\_Institution-Training-2017\\_7July\\_Final.pdf](http://pleddg.org.ua/wp-content/uploads/2017/07/Analytical-report_Institution-Training-2017_7July_Final.pdf).

The competition is held in stages:

- 1) making a decision on the announcement of the competition;
- 2) the announcement of the competition;
- 3) acceptance of documents from persons, who wish to take part in the competition;
- 4) preliminary consideration of submitted documents for compliance with the requirements of the law;
- 5) testing and determining its results;
- 6) solution of situational tasks and determination of their results (except for category "B");
- 7) conducting an interview and determining its results;
- 8) carrying out the calculation of the results of the competition and determining the winner of the competition and the second by the results of the candidate's competition;
- 9) announcement of the results of the competition.

Announcement on the competition for the positions is published:

- of category "A" - on the Single portal of vacancies of the civil service of the NAUCS\*\*, the official website of the NAUCS\*\* and the official website of the entity appointment;
- of categories "B" and "B" - on the Single portal of vacancies of the civil service of the NAUCS, the official website of the NAUCS and the official website of the state body, in which the competition is held..

In order to disseminate widely the information about the position, such information may be further disclosed on other websites or in the media.

Information on Vacant Civil Service Positions is announced on official web-sites of the government agency in which the competition is conducted and the central executive body ensuring the formation and implementation of state policy in the sphere of civil service in accordance with this Law and Competitive Recruitment Procedure.

The published announcement of the competition shall contain:

- 1) the name and location of the government agency;
- 2) title;
- 3) professional duties;
- 4) conditions of labour remuneration;
- 5) requirements for professional competence of the candidate for the position;
- 6) information on the term of appointment or indication that the appointment is for an indefinite term;
- 7) the exhaustive list of documents required for participation in the competition and the period for submission thereof;
- 8) date and place of the competition;
- 9) name, telephone number and email address of the person who provides additional information on the competition.

The period for submitting documents for participation in the competition may not be less than 15 and more than 30 calendar days after the publication of information on the competition. Competitions results shall be published no later than within 45 calendar days after publication of information about such competition.

During the submission the documents for participation in the competition through the Single portal of vacancies of the civil service of the NAUCS, a copy of the certificate on the fluency of the state language is checked after the candidate has presented the original of such a certificate before passing the test. In this case, the final decision on the compliance of

\*\* <https://career.gov.ua/>

\*\*\* [http://portal.nads.gov.ua/view\\_doc.html?mode=ukr\\_map](http://portal.nads.gov.ua/view_doc.html?mode=ukr_map)

the submitted documents with the established requirements and admitting / not admitting a candidate to pass the test is taken by a special structural subdivision of the NAUCS or the personnel management unit of the state body in which the competition is conducted, based on the results of checking the copy of the said certificate, which the candidate is notified personally or in another way.

In case of inconsistency of the copy of the certificate of fluency of the state language, submitted through the Single portal of vacancies of the civil service of the NAUCS, with the original of such a certificate (except for the cases of the loss of such a certificate and receipt of its duplicate) or the non-presentation of the original of such a certificate, the candidate can not be admitted to the test and is considered to be that did not pass the competition.

Civil service vacancies for which no competition is announced during one year shall be subject to reduction.

The competition for appointment to vacant civil service positions of "A" category shall be conducted by the Commission on Senior Civil Service.

The competition for the occupation of positions of the head and deputy head of the territorial body of the ministry, another central executive authority and other state bodies formed as legal entities of public law shall be held in the relevant ministries, other central executive bodies and other state bodies by a competition committee formed by the subject of appointment.

The competition for the positions of deputy heads - heads of apparatus of regional state administrations is held in the respective regional state administrations by a competition commission formed by the head of the regional state administration.

The competition for the positions of first deputies and deputy chairmen, deputy heads - heads of apparatus of district state administrations is held in the respective rayon state administrations by a competition commission formed by the head of the district state administration.

The competition for the occupation of category "B" in all other cases and category "B" is conducted by a competition commission formed by the head of the civil service or the subject of appointment.

In accordance with the amendments to the Law of Ukraine "On Civil Service"\*\*\*\*, *the heads of local state administrations are appointed and dismissed by the President of Ukraine upon the submission of the Cabinet of Ministers of Ukraine.*

According to the Order of the Cabinet of Ministers of Ukraine of November 15, 2017, No. 874 "Some issues of the implementation of the Law of Ukraine "On the Cabinet of Ministers of Ukraine" and the Procedure for consideration of issues related to the preparation and submission of applications for persons appointed and dismissed from positions by the Verkhovna Rada of Ukraine, the President of Ukraine or the Cabinet of Ministers of Ukraine or agreed with the Cabinet of Ministers of Ukraine, approved by the Order of the Cabinet of Ministers of Ukraine of April 11, 2012 No. 298, *proposals to the Prime Minister of Ukraine for further submission to the Cabinet of Ministers of Ukraine regarding candidates for appointment to the positions of the heads of regional, Kyiv city, district in Kyiv, district state administrations, first deputy, deputy chairmen of oblast, Kyiv city state administrations, and also deputy head of Kyiv city state administration whose powers relate to the sphere of executive authority*, were carried after preliminary consideration in the established procedure in the Secretariat of the Cabinet of Ministers of Ukraine.

In order to ensure maximum transparency of the competition for the occupation of category "A" positions, video fixation of procedure of conducting the competition (testing, solving of situational tasks by candidates and their presentation in the envisaged cases, conducting interviews), including simultaneous broadcasting in real time, is carried out if the other is not provided by law.

During the competition for the positions of categories "B" and "C", according to the decision

\*\*\*\* Law of Ukraine "On amendments to some laws of Ukraine on specific issues of passing civil service" of November 9, 2017, No. 2190-VIII

of the competition commission, video or audio fixation may be performed, unless otherwise provided by law.

On the implementation of the fixation of the procedure for conducting the competition with the help of technical means the administrator announces before the start of the respective stage of the competition.

In the case of audio or video fixation, the audio and video records are kept in the state body in which the competition was held, within five years.

*The competition for the positions of specialists in the field of reform is carried out in the following stages:*

- 1) making a decision of the announcement of the competition;
- 2) announcement of the competition;
- 3) acceptance of documents from persons, who wish to take part in the competition;
- 4) verification of submitted documents for compliance with the requirements of the law;
- 5) testing of analytical abilities and abilities to work with information, as well as determine its results;
- 6) solution of situational tasks and determination of their results (in cases stipulated by this Procedure);
- 7) testing on the knowledge of legislation and determination of its results;
- 8) conducting an interview and determining its results;
- 9) carrying out the calculation of the results of the competition and determining the winner of the competition and the second by the results of the candidate's competition;
- 10) announcement of the results of the competition.

*Testing for the presence of analytical abilities and ability to work with information includes the following types:*

- testing on abstract thinking - conducted for the purpose of assessing the abilities of logical and abstract thinking, establishing a cause-effect relationship;
- numerical testing - is conducted to assess the abilities of understanding and working with numerical information;
- testing on verbal thinking - is conducted to assess the abilities of understanding and working with textual information.

To assess analytical abilities and ability to work with information, the candidate undergoes abstract thinking testing, as well as testing numerical or verbal thinking, taking into account the requirements for the candidate's professional competence.

The decision to establish a competitive commission for the appointment of heads of structural units of the Ministry of Defense is adopted by the Minister of Defense.

Meetings of the competition commission shall be valid subject to presence of at least two thirds of its members.

During the meeting the competition commission members shall:

- 1) review the results of the inspection of documents of candidates for vacant civil service positions made by the HRM function;
- 2) conduct selection of candidates using methods of assessment according to the Competitive Recruitment Procedure;
- 3) conduct interviews with candidates for appointment to vacant civil service positions, with consideration of their test scores, to clarify their professional competency;

- 4) personally assess levels of professional competency of candidates who meets competition requirements, and individually define their general rating;
- 5) following the results of overall rating of applicants meeting the requirements of the competition, determine the winner of the competition and the second winning candidate on the basis of competition results.

Information about the winner of the competition shall be published on the official website of the central executive body ensuring the formation and implementation of state policy in the sphere of civil service and a government agency in which competition was held, not later than the next business day after the day of signing the minutes of the meeting of the competition commission in accordance with the Procedure for conducting competition. For vacant civil service positions of category "A", information about the winner of the competition and the second winning candidate to a vacancy proposed by the Commission to the appointing entity on the basis of competition results shall be published on the official web site of the NAUCS.

The HRM unit of the government agency conducting the competition shall send notification to each candidate about competition results in writing within five calendar days upon their announcement

Participants of the competition who have not passed the competitive selection may appeal the decision of the competition commission:

- 1) as to competition for civil service positions of the category "A" – in the court;
- 2) as to competition for civil service positions of the categories "B" and "C" – in the NAUCS or in the court.

The NAUCS shall inform the competition participant of who filed an appeal, no later than within 14 calendar days from the day of appeal receipt, and in case of established violation shall direct a binding request to cancel results of the competition to the head of civil service of a government agency where the competition was held.

Candidate for the vacant civil service position who is rated second based on the results of the competitive selection shall have the right to be appointed to this position within one year of the date of the respective competition if it becomes vacant, and in the event the winning candidate refuses from the position or is rejected on the basis of special inspection results.

Information about this position being made open shall be communicated to the second winning candidate within five calendar days.

Repeated competition shall be held in the event of:

- 1) established fact of violation of the competition conditions in the course of the competition could affect the results thereof;
- 2) no candidate determined to be appointed to a vacant position on the basis of competition results;
- 3) special inspection has revealed restrictions on entry into civil service for the competition winner and absence of the second winning candidate to a vacant civil service position on the basis of competition results.

Transfers may be made without any mandatory competition:

- upon reorganization (merger, accession, division, transformation) or liquidation of the government agency, the civil servant shall be transferred to the equivalent or lower position in the government agency (by civil servant's consent) to which the authorities and functions of such body are assigned;
- during transfer or delegation of powers and functions of the government agency to the body of local self-government, the transition of civil servant to the position in the bodies of local self-government shall be carried out without compulsory

competition, subject to availability of his/her professional competence requirements to the respective qualification requirements for such position and compliance with the conditions of entry into service for the first time following the results of the competition;

- on another equivalent or lower vacant position in the same government agency, including positions in other regions (in other populated areas) – by the decision of the head of the civil service;
- to equivalent or lower position in other government agency, including positions in other regions (in other populated areas) – by the decision of the head of the civil service in the authority, from which the civil servant is transferred, and the head of the civil service in the authority, to which the civil servant is transferred.

A civil servant appointed without competition cannot be transferred to a higher-level position without holding competition.

#### **determination of the requirements for candidates for vacant positions**

The citizens of Ukraine, who have come of age, are fluent in the national language and assigned the level of higher education not lower than:

- 1) for the positions of category "A" and "B" – Master's Degree;
- 2) for the positions of category "C" – Bachelor's Degree, Junior Bachelor's Degree, have the right to civil service.

The following persons cannot enter into civil service:

- 1) persons who have reached the age of sixty five;
- 2) persons declared incapable or of limited capability in the manner prescribed by law;
- 3) persons who have a record of conviction for an intentional crime, if it has not been removed from official records or expunged in accordance with the law;
- 4) persons who are disbarred by the court ruling from engaging in activities related to performance of the state functions or from holding the respective positions;
- 5) persons who were imposed an administrative penalty for corruption or corruption-related offence – during three years since respective decision entered into force;
- 6) persons who are citizens of other states;
- 7) have not passed special check and have not given consent to such check;
- 8) is subject to the ban stipulated by the Law of Ukraine "On Cleansing of Power".

During implementation of citizens' right to the civil service, no forms of discrimination defined by the legislation shall be allowed.

According to the article 20 of the Law requirements to persons applying for civil service entrance shall be the requirements to their professional competence that include general and special eligibility criteria.

Persons applying for civil service positions shall meet the following general requirements:

- 1) for positions of category "A" – general work experience of at least seven years; work experience at civil service positions of categories "A" or "B", or at the positions not lower than heads of organisational units in local self-government agencies, or work experience in managerial positions in the respective sphere for at least three years; fluent proficiency in the state language, fluency in a foreign language which is an official language of the Council of Europe.

- 2) for positions of category "B" in the government agency with jurisdiction over the entire territory of Ukraine, and its apparatus – the experience at positions of civil service categories "B" or "C", or work experience in self-government agencies, or experience at managerial positions of enterprises, institutions and organizations irrespective of form of ownership of at least two years, fluent proficiency in the state language;
- 3) for positions of category "B" in the government agency with jurisdiction over the territory of one or more regions, the cities of Kyiv and Sevastopol, and their apparatus – the experience at positions of civil service categories "B" or "C", or experience in self-government agencies or work experience at managerial positions of enterprises, institutions and organizations irrespective of form of ownership of at least two years, fluent proficiency in the state language;
- 4) for positions of category "B" in another government agency, except those listed in sub-items 2 and 3 of this part – experience at positions of civil service categories "B" or "C"; or work experience in the bodies of local self-government, or work experience at managerial positions of enterprises, institutions and organizations irrespective of form of ownership of at least one year, fluent proficiency in the state language;
- 5) for category "C" positions – Bachelor's or Junior Bachelor's Degree, fluent proficiency in the state language.

Special requirements to persons applying for positions of categories "B" and "C" are to be determined by the appointing subject with regard to the requirements of special laws regulating the activities of respective government agency according to the Procedure approved by the NAUCS of April 6, 2016 No. 72 and registered in the Ministry of Justice of Ukraine of April 27, 2016 under the No. 647/28777.

Persons applying for civil service positions of category "A" shall meet standard requirements (including special requirements) approved by the Cabinet of Ministers of Ukraine of July 22, 2016 No. 448.

On the content of the special requirements are the description of the requirements for work experience, education, knowledge, skills, competencies required for effective implementation of a public official assigned duties.

Thus the special requirements for education and experience can carry specifying character (on disciplines and specialties for which higher education, work experience in a particular field, etc.) and may not exceed the established by the Law of Ukraine "On Civil Service" general requirements.

Special requirements should be defined considering the requirements of special laws, which regulate the activities of the relevant public authority, and should be linked with the needs of public authority, tasks and content of work that is required to perform public employee according to his job description, described the level of detailization, which is sufficient for the selection of candidates for the civil service.

The Procedure of attestation of persons applying for admission to the civil service regarding the proficiency on state language was approved by the Resolution of the Cabinet of Ministers of Ukraine of April 26, 2017 No. 301.

#### **the existence and duration of probation period**

Appointment act issued by the appointing entity may establish probation required to verify whether the person meets the requirements of the position held, with indication of the respective period

For persons entering into civil service for the first time probation shall be mandatory.

Probation during appointment to civil service positions is established for the period up to six months.

In the event that the person disagrees with the decision on the probation period, he/she shall be deemed to have rejected appointment to the civil service position. In this event the suspended right of the candidate rated second after the winner to the vacant civil service position shall apply. If the said candidate has not been defined by the competition commission – a repeated competition is held.

If during probation period the civil servant was absent from work due to temporary disability, additional leave due to study or other valid reasons, the probation period shall be prolonged for the respective number of days when he/she did not actually perform professional duties.

The appointing entity shall have the right to dismiss the civil servant from his/her position prior to the expiration of the probation period in the event of established unsuitability of a civil servant for the occupied position. The appointing entity shall give a written notice of dismissal to the civil servant at least seven calendar days in advance, indicating the grounds for unsuitability for a particular position.

In the event that no order of dismissal from the civil service position was served upon the person by the end of the probation period, the person shall be deemed to have passed the probation period.

## Performance appraisal

### **frequency and procedure of performance appraisal of civil servants, its impact on the further career advancement**

Civil servants' performance shall be subject to annual appraisal aimed to determine the quality of performance of the assigned tasks as well as to decide on bonuses, career plan and to identify professional training needs.

The Model Procedure for the performance appraisal of civil servants was approved by the Order of the Cabinet of Ministers of Ukraine of August 23, 2017 No. 640.

The purpose of performance appraisal of civil servants is to determine the quality of the performance of the tasks by the civil servant, as well as to decide on his/her bonus, career planning, and the definition of the need for professional training.

Evaluation of the civil service activities is carried out in stages:

- defining and reviewing tasks and key indicators;
- an estimated interview (except for the cases provided for by this Standard Procedure);
- determination of the evaluation results and their approval.

Performance appraisal shall be based on performance, efficiency and quality indicators determined with regard to the professional duties of the civil servant, as well as compliance with rules on ethical behaviour and legal requirements in the area of anti-corruption.

The tasks and key indicators of the effectiveness of the Director General of the Directorate, Director of the General Department and Director General of the Government Office for the Coordination of European and Euro-Atlantic Integration of the Secretariat of the Cabinet of Ministers of Ukraine for the probation period are determined in accordance with the Methodological guidelines, approved by the order of the NAUCS of November 27, 2017, No. 236.

The key indicators of the effectiveness, efficiency and quality of service of civil servants, who hold positions of the civil service of categories "B" and "C", are determined in accordance with the Methodological guidelines, approved by the order of the NAUCS of November 27, 2017, No. 237.

Performance appraisal results of civil servants, who hold civil service positions of categories "B" and "C", is carried out by the immediate supervisor of the civil servant and the head of a stand-alone structural unit; performance appraisal of civil servants who hold civil service positions of category "A" is carried out by the appointing entity.

The civil servant should be made aware of their performance appraisal results against written acknowledgement within three calendar days after the appraisal.

Conclusions based on the performance appraisal findings shall be approved by an order (direction) of the appointing entity.

Performance appraisal results in giving a grade of 'negative', 'positive' or 'excellent' evaluation accompanied by rationale.

In case of a civil servant's negative grade, performance appraisal shall be repeated no earlier than within three months.

The conclusion containing a negative grade following the results of the civil servant's appraisal may be appealed by the civil servant.

The civil servant has the right to give his/her comments regarding his performance appraisal which shall be included into his/her personal file.

In the event of two consecutive negative grades received on the basis of civil servant's performance appraisal, such civil servant should be dismissed from civil service office.

Excellent grade upon civil servant's appraisal shall be the basis for bonus award and priority promotion in civil service according to this Law.

However, it should be noted that civil servant shall be promoted on the basis of their professional competency by appointment to a higher-level position according to the results of competition pursuant to this Law.

Civil servant shall not be promoted during the term of disciplinary sanction imposed on him.

A standard civil servant's performance appraisal procedure is approved by the Cabinet of Ministers of Ukraine.

## **System of professional training**

### **general principles of functioning of the system of professional training of civil servants**

Articles 48-49 of the Law of Ukraine "On Civil Service" cover the organization of raising the level of professional competence of civil servants, which must be carried out on a permanent basis. The law defines a new branch of knowledge "Public Administration and Management" (instead of the former field of knowledge "Public Administration").

Civil servant's professional training shall be supported from the state budget and other sources not prohibited by law through the system of training, specialization and in-service training, in particular in the field of knowledge "Public Administration and Management", according to the procedure established by the legislation, at education institutions, establishments and organizations irrespective of their form of ownership which are entitled to provide educational services, including institutions abroad.

A regulation on training, specialization and in-service training of civil servants shall be approved by the Cabinet of Ministers of Ukraine upon submission of the National Agency of Ukraine on Civil Service (hereafter referred to as NAUCS).

Research and methodological provision of functioning of the system of training, specialization and in-service training of civil servants shall be ensured by the National Academy of Public Administration under the President of Ukraine – higher educational establishment with special training conditions to be determined by the Cabinet of Ministers of Ukraine.

Regulation on the National Academy of Public Administration under the President of Ukraine (hereafter referred to as Academy) approved by the Decree of the President of Ukraine of September 21, 2001 No. 850/2001.

The law defines two terms - raising the level of professional competence and advanced training of civil servants. *The increase of the level of professional competence of civil servants* is carried out during the passage of service, and *advanced training* - not less than once every three years (earlier - once every five years). At the same time, the persons, for the first time appointed to the position of civil service, must undergo advanced training within one year from the date of their appointment. For the term of professional training, the position and salary of civil servant are kept.

In order to increase the level of professional competence of a civil servant *the internship* with a separation from service for a term of one to six months may be conducted at another position of civil service in another state body or abroad in accordance with the legislation. For the period of internship, the position and salary of civil servant are kept.

The procedure for internship of civil servants has been approved by the order of NAUCS of March 3, 2016 No. 48, registered at the Ministry of Justice of Ukraine on March 23, 2016 No. 439/28569.

In state bodies, for the purpose of familiarization with the functioning of the civil service, *internships may be conducted for citizens from among the youth, who are not hold the civil service positions*, for a term up to six months in the manner determined by the head of the civil service.

Provision on the procedure for internship in state bodies approved by the Order of the Cabinet of Ministers of Ukraine of December 1, 1994 No. 804.

The need for vocational training of a civil servant is determined by his direct manager and the personnel unit of the state body, based on the results of the performance appraisal.

A civil servant, according to the results of the performance appraisal, together with the personnel unit, develops an individual program for raising the level of professional competence, which agrees his/her supervisor and approves the head of an independent department in which the employee works.

At the same time, the head of the civil service within the limits of the expenses provided for maintenance of the relevant state body provides organization of professional training of civil servants, training of civil servants in the workplace or other institutions (organizations), and also has the right to purchase the services required by law to provide advanced training for civil servants, from enterprises, institutions and organizations, regardless of ownership, individuals.

Professional training of individuals for work in state authorities and local self-government bodies is regulated by a number of normative-legal acts, among which it is necessary to allocate such as:

- Order of the Cabinet of Ministers of Ukraine of July 14, 1999 No. 1262 "On financial provision of training and advanced training of employees of state authorities, local self-government bodies and military management bodies of the Armed Forces";
- Order of the Cabinet of Ministers of Ukraine of July 29, 2009 No. 789 "On Approval of the Procedure for Admission to Education for the Educational and Professional Program of Masters Training in the field of "Public Administration and Management" of the field of knowledge "Public Administration and Management";
- Order of the Cabinet of Ministers of Ukraine of July 7, 2010 No. 564 "On Approval of the Provision on the System of Training, Specialization and Advanced Training of Civil Servants and Local Self-Government Officials";
- Order of the Cabinet of Ministers of Ukraine of April 1, 2013 No. 255 "On Approval of the Provisions on Admission, Internship in State Authorities and Local Government Bodies of the Students of the National Academy of Public Administration under the

President of Ukraine, as well as a List of state bodies, local self-government bodies, in which the traineeship of the students of the National Academy will be conducted in 2013-2018";

- Order of the Cabinet of Ministers of Ukraine of August 23, 2016 No. 536 "On Approval of the Procedure for Organizing and Conducting Trainings for Civil Servants, who hold positions of civil service of category "A", etc.

On June 14, 2017, the Cabinet of Ministers of Ukraine adopted a Order "On amendments to the certain Orders of the Cabinet of Ministers of Ukraine" No. 423, which amended a number of current normative-legal acts in connection with the entry into force of the new Law "On Civil Service" and with the purpose of reforming the system of training and advanced training of civil servants and local self-government officials.

In addition, the document regulates the issue of conducting trainings by the *All-Ukrainian Center for the Advanced Training of Civil Servants and Local Self-Government Officials*.

#### **management and functioning of the system of training, specialization and advanced training of civil servants**

NAUCS, along with the authorities covered by the Laws of Ukraine "On Civil Service" and "On the Service in Local Self-Government Bodies" and whose sphere of management includes the relevant educational institutions, within the limits of their authority, carry out the management of the system.

In particular, in accordance with the Provisions of the NAUCS, approved by the Order of the Cabinet of Ministers of Ukraine of October 1, 2014 No. 500 (new edition):

- ensures formation and functioning of the system of professional training of civil servants and local self-government officials;
- promotes the development of a system of educational institutions that providing educational services of training, specialization and advanced training of civil servants and local self-government officials, delegates them the authority to determine the content of training in accordance with the requirements of professional standards;
- organizes and coordinates the training of higher education graduates in the educational master's degree in the field of Public Administration and Management of the field of knowledge "Public Administration and Management" and advanced training of civil servants and local self-government officials, in particular on issues related to the prevention of corruption, by the state order, exercises the control over the quality of professional training within the limits of the powers stipulated by law;
- provides definition of the needs for professional training of civil servants and local government officials, in particular in advanced training on issues related to the prevention of corruption, in accordance with the requirements of professional standards;
- forms proposals on the volumes of state orders for professional training of civil servants for state needs on the basis of their professional competences and places approved amounts in accordance with the legislation;
- carries out a competitive selection of the state order executors for the training of higher education graduates in the educational master's degree in the field of Public Administration and Management of the field of knowledge "Public Administration and Management" and advanced training of civil servants and local self-government officials, concludes state contracts with them and controls their implementation;
- coordinates educational and methodical provision of professional training of civil servants and local self-government officials;

- organizes, with the involvement of educational institutions, the development of educational and professional programs for the training and specialization of higher education students in the field of Public Administration and Management of the field of knowledge "Public Administration and Management" and their approval, and also develops professional programs of specialization and advanced training of civil servants on the basis of professional competences and coordinates such programs;
- monitors the employment of graduates of higher educational institutions that provide higher education graduates with an educational master's degree in the field of Public Administration and Management of the field of knowledge "Public Administration and Management" under the state order;
- organizes, with the involvement of educational institutions, the training of civil servants in order to increase their level of knowledge of the state language, regional or language of national minorities, as well as a foreign language, which is the official language of the Council of Europe, if the possession of such a language is mandatory in accordance with the Law of Ukraine "On civil service";
- coordinates, within the limits of the powers stipulated by law, activity of centers of retraining and advanced training of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations;
- studies and summarizes the needs, priority directions of training and advanced training of civil servants, heads of state enterprises, institutions and organizations at the expense of international technical assistance and other forms of international cooperation, monitors the use of international technical assistance and other forms of international cooperation for professional training of these categories of persons;
- coordinates the appointment and dismissal of the directors of retraining and advanced training centers for employees of state authorities, local self-government bodies, state enterprises, institutions and organizations;
- carries out the organization and methodical maintenance the holding of the annual All-Ukrainian competition "Best civil servant" in the order established by the Cabinet of Ministers of Ukraine.

The network of educational institutions for the training of masters in the field of Public Administration and Administration of the field of knowledge "Public Administration and Administration", as well as the training of civil servants and local self-government officials, is formed on a competitive basis in accordance with the procedure established by the Ministry of Education and Science of Ukraine.

The number of teaching staff of educational institutions for the training and advanced training of civil servants and local self-government officials and individual time rules for calculating the volume of load are established in accordance with acts of the Cabinet of Ministers of Ukraine and within the limits of the funds provided for this purpose.

NAUCS together with other bodies covered by the Laws of Ukraine "On Civil Service" and "On the Service in Local Self-Government Bodies", according to the results of the analysis of the staffing of the relevant body and the State Department of Affairs, annually develops an application for the state order for training and advanced training of civil servants and local self-government officials.

Government customers of training, specialization and advanced training of civil servants and local self-government officials are:

- training of masters in the specialty "Public Administration and Management" of the field of knowledge "Public Administration and Management" for work in the civil service positions belonging to the 6-9 group of wages and positions classified in the fifth to seventh categories of positions in the local self-government bodies, and advanced training of civil servants and local self-government officials, - NAUCS;

- training of masters in the specialty "Public Administration and Management" of the field of knowledge "Public Administration and Management" for work in the civil service positions belonging to the 1-5 group of wages and positions classified in the first - fourth category of positions in local self-government bodies, conducted by the Academy and its regional institutes, - State administration of affairs;
- training of masters in specialties aimed at carrying out professional activities in the civil service and in service in local self-government bodies - bodies covered by the Laws of Ukraine "On Civil Service" and "On the Service in Local Self-Government Bodies".

For the selection of educational institutions (organizations, institutions providing educational services), the Competition Commission for the selection of the executors of the state order for the training of higher education graduates by the educational master's degree in the field of Public Administration and Management of the field of knowledge "Public Administration and Management" and advanced training of civil servants and local self-government officials, the Provision of which is approved by the order of the NAUCS of April 12, 2017 No. 80 and registered at the Minister of Justice of Ukraine on May 15, 2017 under No. 619/30487.

The main tasks of the Commission are:

- 1) selection of executors of the state order for the training of higher education graduates in the educational master's degree in the field of Public Administration and Management of the field of knowledge "Public Administration and Management" and advanced training of civil servants and local self-government officials among higher educational institutions, institutions of postgraduate education;
- 2) consideration and informing the executors of the state order regarding the previous volume of the state order;
- 3) control over the fulfillment of the state order for the training of higher education graduates in the educational master's degree in the field of Public Administration and Management of the field of knowledge "Public Administration and Management" and advanced training of civil servants and local government officials;
- 4) adoption decision to amend the natural characteristics of the state order for the training of higher education graduates by the educational master's degree in the field of Public Administration and Management of the field of knowledge "Public Administration and Management" and advanced training of civil servants and local self-government officials.

The Commission is formed annually by the order of the NAUCS, consisting of the chairman, deputy chairman, secretary and members of the Commission. The Commission shall include representatives of:

- NAUCS;
- Ministry of Education and Science of Ukraine (by consent);
- Ministry of Economic Development and Trade of Ukraine (with consent);
- Ministry of Finance of Ukraine (by consent);
- expert councils under the accreditation commission (with consent);
- Joint Representative Body of the employer party at the national level (by consent);
- Professional union of employees of state institutions (with consent);
- Public Council under the NAUCS (by consent), etc.

Financing of training, specialization and advanced training of civil servants and local self-government officials is carried out at the expense of state and local budgets, the budget of the Autonomous Republic of Crimea and other sources in accordance with the Order of the Cabinet of Ministers of Ukraine of July 14, 1999 No. 1262 "On financial provision of training and advanced training of employees of state authorities, local self-government bodies and military management bodies of the Armed Forces".

Regional centers of retraining and advanced training of employees of state authorities, local governments, state enterprises, institutions and organizations (hereinafter - Centers of retraining and advanced training) occupy an important role in the activity of the national system of professional training of civil servants.

Centers of retraining and advanced training was established in all regions of Ukraine (as well as in Kyiv and the city of Sevastopol), except Dnipropetrovsk, Lviv, Odesa and Kharkiv regions, where the functions of the Center of retraining and advanced training are assigned to structural subdivisions of regional institutes of public administration of the Academy.

In particular, the activity of the Centers of retraining and advanced training is determined by the Order of the Cabinet of Ministers of December 16, 2004 No. 1681 "On the centers of retraining and advanced training of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations". This normative-legal act established that Centers of retraining and advanced training is a postgraduate education institution.

The founders of the Centers of retraining and advanced training are the Council of Ministers of the Autonomous Republic of Crimea, the regional, Kyiv and Sevastopol city state administrations. The co-founders of the Centers of retraining and advanced training is the regional, Kyiv and Sevastopol city councils. The customers of providing services in the field of post-graduate education are the state authorities, local self-government bodies, state enterprises, institutions and organizations (hereinafter - enterprises).

Centers of retraining and advanced training operating on the basis of the statute, which is approved by their founders (co-founders) in agreement with the NAUCS and the Ministry of Education and Science of Ukraine. The reorganization and liquidation of the Centers of retraining and advanced training are carried out by their founders (co-founders) in agreement with the NAUCS.

The main objectives of the Centers of retraining and advanced training are as follows:

- provision of postgraduate education services to civil servants, local self-government officials and employees of enterprises (hereinafter referred to as "students") in accordance with the legislation;
- provision of scientific-methodical, informational and advisory assistance to state authorities and local self-government bodies.

#### **training of Masters of the field of knowledge "Public management and administration"**

In accordance with the Law of Ukraine "On Higher Education" and the Provision on the system of training, specialization and advanced training of civil servants and local self-government officials, approved by the Order of the Cabinet of Ministers of Ukraine of July 7, 2010 No. 564, *training of civil servants* - successful completion by the person of the relevant educational-professional or educational-scientific program, which is the basis for the awarding of the degree of higher education, a master's degree in specialties aimed at conducting professional activities in the civil service and the service in local government bodies, particularly in the field "Public Administration and Management" of the field of knowledge "Public management and administration". *Specialization* is defined as profiling specialized training of civil servants in order to acquire the ability to perform individual tasks and duties necessary for professional activity in the civil service.

The professional training of individuals for work in state bodies is regulated by the:

- Order of the Cabinet of Ministers of Ukraine of July 29, 2009 No. 789 "On Approval of the Procedure for Admission to Education for the Educational-Professional Master's Degree Program in the field of Public Administration and Management of the field of knowledge "Public Administration and Management";
- Order of the Cabinet of Ministers of Ukraine of April 1, 2013 No. 255 "On Approval of the Provisions on Admission, Internship in State Authorities and Local Government Bodies of the Students of the National Academy of Public Administration under the President of Ukraine, as well as a List of state bodies, local self-government bodies, in

which the traineeship of the students of the National Academy will be conducted in 2013-2018";

- Order of the Cabinet of Ministers of Ukraine of April 29, 2015 No. 266 "On approval of the list of fields of knowledge and specialties on which the training of applicants for higher education is carried out".

Professional training of civil servants is carried out by higher educational institutions of the IV level of accreditation (hereinafter - HEIs), which are licensed and accredited in the direction (field of knowledge) "Public Administration and Management" (previously - the field of knowledge "Public Administration").

The national network of institutions for professional training includes the following institutions:

- Academy, its 4 regional institutes in the Dnipropetrovsk, Lviv, Odessa, and Kharkiv;
- HEIs (more than 40 universities as of 2016), which are licensed and accredited by the Ministry of Education and Science of Ukraine for the training of masters in the field of knowledge "Public Administration and Management".

The training of masters in the field of knowledge "Public Administration and Management" under the state orders is carried out by HEIs selected on a competitive basis in accordance with the procedure approved by the NAUCS and on the basis of a license for educational activities.

Organization of training of students at the Academy is carried out under the state orders and agreements between the Academy and customers on terms determined by such agreements.

The length of training for students at the Academy in full-time form is 18 months, in the evening, part-time (part-time and distance) - 30 months.

The Academy and its regional institutes can carry out training of persons, who are holding positions of civil service or service in local self-government bodies and hold civil service positions belonging to 6-9 groups of wages or classified in the fifth to seventh categories of positions in bodies of local self-government, have civil service experience, services in local self-government experience for at least one year, on a competitive basis under the state order.

Applicants to the Academy pass the competitive selection on the results of entrance examinations, namely:

- computer testing on state-management, socio-economic, political-legal, historical and cultural issues;
- interviews on modern problems of public administration and management with the purpose of identifying practical experience, analytical and creative abilities, motivation to work in civil service or service in local self-government bodies.

Persons, who successfully completed entrance examinations, but did not pass the competition, in accordance with the decision of the admission committee, may be accepted for training under the contracts.

Students of the Academy, who study in full-time form must undergo internship in state authorities, local self-government bodies, other bodies, institutions.

### **advanced training of civil servants**

In accordance with the Provision on the system of training, specialization and advanced training of civil servants and local self-government officials, approved by the Order of the Cabinet of Ministers of Ukraine of July 7, 2010 No. 564, *advanced training* - training for the purpose of updating and acquiring skills, knowledge, skills and ability to perform tasks and duties necessary for conducting professional activities in the civil service and in the service in local self-government bodies.

Advanced training is a continuous process and is carried out according to these types:

- training under the professional training programs;
- thematic permanent workshops;
- specialized short-term training courses;
- thematic short-term seminars, in particular trainings;
- internships in the bodies covered by the laws of Ukraine "On Civil Service" and "On Service in Local Self-Government Bodies", as well as abroad;
- independent education (self-education);
- Annual All-Ukrainian competition "Best civil servant" (for civil servants).

The term and form of advanced training shall be determined by the body in which the civil servant or the local self-government official operates, depending on their sphere of activity. At the same time, the period of advanced training with the separation from the service and the maintenance of wages (monetary support) must not exceed four weeks (in agreement with the Cabinet of Ministers of Ukraine, exceptionally - two months), and without leaving the service - six months.

*Advanced training under the professional programs* focuses on the professional development and updating of knowledge and abilities, skills of civil servants and local self-government officials.

Advanced training under the professional programs is carried out during the first year of work for persons first admitted to the civil service or service in local self-government bodies or elected and appointed to the related positions, as well as, if necessary, before or after the performance appraisal, but not less often than once every three years.

Requirements to the structure and content of professional programs are developed by the Academy and approved by NAUCS (Order of NAUCS of March 30, 2015 No. 65 "On Approval of the Requirement for the Structure and Content of Professional Programs for the Training of Civil Servants, Local Self-Government Officials and Deputies of Local Council", registered at the Ministry of Justice of Ukraine on April 16, 2015 under No. 422/26867).

Professional programs are developed by the relevant educational institutions, are coordinated by the NAUCS and other bodies (according to their competence) covered by the laws of Ukraine "On Civil Service" and "On the Service in Local Self-Government Bodies".

A professional program involves training:

- on a general component part - improvement and updating of knowledge and acquisition of abilities, skills in solving legal, economic, political, managerial, social and humanitarian issues and other issues of professional activity of a civil servant and local self-government official;
- on the functional component part - acquisition of additional knowledge and abilities, skills in accordance with the requirements of the National Qualifications Framework, in particular, the requirements for the professional competence of persons, who hold positions of civil servants and local self-government officials;
- on the sectoral component part - gaining additional knowledge of the latest achievements in a particular field or field of activity.

The general and functional components are divided into:

- a normative part obligatory for studying by all students of an educational institution aimed at satisfying national interests in the field of professional development of human resources, development of human potential;
- a variant (selective) part consisting of educational modules developed by the educational institution and selected by the customers of studying taking into account the educational needs of the respective categories of students, the peculiarities and tasks of their professional activity, requirements for the development of professional competencies of civil servants, the specifics of the respective sphere of activity.

The sectoral component is formed solely on the basis of variational modules of the professional program. Variant modules may be included in a professional program instead of separate standard modules. The volume of the educational material of the variation modules is determined taking into account that for its study is allocated at least 50% of the time provided of the mastering of entire professional program.

Studying on a professional program can be carried out by part-time and distance learning.

The total duration of study on a professional program is determined by the credits of the European Credit Transfer and Accumulation System - ECTS (taking into account that the volume of one ECTS credit is 30 hours) and academic hours (1 academic hour is 45 minutes) and includes time for conducting training sessions under the supervision of teachers, independent study work of the students and conducting final control.

The length of the classroom and independent academic work should not exceed 10 academic hours per day (0,3 credit ECTS). The volume of maximum load of the listener for one week is 54 hours of classroom and independent study work (1.8 ECTS credit).

The volume of the professional program for the training of civil servants is 3.6 ECTS credits (108 hours), taking into account classroom and independent work, of which - 2,4 credits ECTS (72 hours) of classroom classes. In case of need, training in a advanced training program can be carried out in several stages.

The time distribution between the classroom and independent work is carried out by the educational institution itself in the ratio of 2/3 (full-time form) and 1/3 (distance form). The distribution of the topics of the training modules between classroom classes and independent work is provided by the executor of the professional program - the corresponding educational institution.

In the learning process, the following main types of exercises are used: lectures, lecture-conversations (converters), thematic meetings, "round tables", practical classes (business games, discussions, exchange of experience, etc.). Individual training modules can be taught in the form of training.

The content of independent work is reflected in the curricula of the modules and questions for self-examination, as well as in the test tasks. The forms of independent work of the students and their control are determined by the educational institution in accordance with the legislation of Ukraine, the requirements of the NAUCS and the customers of training, as well as their own acts.

The final control of knowledge from the general and functional components of a professional program is carried out through comprehensive computer testing, from the sectoral component of the program - oral test or computer testing. In the full-time form of training, current and final control and evaluation of knowledge are used, and distance form - distance computer testing. Persons who have completed their professional training program are issued a certificate of advanced training.

*Thematic ongoing workshops, trainings* are conducted according to programs and plans developed by the respective educational institutions and approved by the bodies covered by the laws of Ukraine "On Civil Service" and "On the Service in Local Self-Government Bodies", based on typical programs and recommendations prepared the Academy and approved by NAUCS in the established order (order of NAUCS of November 4, 2011 No. 49 "On Approval of Methodological Recommendations for the Development of Programs for Thematic Continuous and Short-Term Seminars, Trainings, Specialized Short-Term Training Courses").

If necessary, thematic short-term seminars on the study of topical issues of public administration and management, new legislative acts, advanced national and foreign experience in management activities are held.

Trainings for civil servants are arranged and conducted by the:

- All-Ukrainian Center for the Training of Civil Servants and Local Self-Government Officials within the competence;

- Academy and its regional institutes;
- HEIs regardless of the form of ownership that have the right to conduct the relevant educational activities;
- Centers of retraining and advanced training.

Trainings for civil servants holding positions of civil service of category "A" shall be organized and held by the All-Ukrainian Center for the Training of Civil Servants and Local Self-Government Officials in accordance with the procedure established by the Order of the Cabinet of Ministers of Ukraine of August 23, 2016 No. 536.

The training of programs of thematic ongoing workshops, thematic short-term seminars, trainings and obtaining a certificate of advanced training are taken into account by civil servants when assessing service activities and appointment to a higher position.

*Internship of civil servants* in the bodies covered by the laws of Ukraine "On Civil Service" and "On Service in Local Self-Government Bodies", as well as abroad, is conducted with the aim of studying the experience of management activities, gaining practical knowledge, acquiring abilities and skills in the specialty.

After an internship conducted on an individual plan, a civil servant submits a report on the implementation of the internship plan to the heads of the authorities in which they were trained and to the managers of the bodies that appointed the internship.

Foreign specialists, representatives of foreign educational institutions, other institutions and organizations are involved in training on priority areas of training, specialization and advanced training of civil servants on the basis of relevant agreements, including on international technical assistance, agreements on cooperation between Ukrainian and foreign educational institutions, as well as other agreements with foreign partners, concluded and registered in accordance with the legislation of Ukraine.

## Career management and mobility in the civil service

### transfer of a civil servant

A civil servant may be transferred without mandatory competition on the basis of his/her professional training and professional competency level

- 1) to another equivalent or lower vacant position in the same government agency, including positions in other regions (in other populated areas) – by the decision of the head of the civil service;
- 2) to equivalent or lower position in other government agency, including positions in other regions (in other populated areas) – by the decision of the head of the civil service in the authority, from which the civil servant is transferred, and the head of the civil service in the authority, to which the civil servant is transferred.

A civil servant appointed without competition cannot be transferred to a higher-level position without holding competition.

The transfer is carried out only with the consent of a civil servant.

It is not allowed to transfer a civil servant to another location if this is a pregnant woman, or a single guardian of a child under 14 years of age, or a disabled person whose disability is established according to a procedure set forth by the legislation. Such transfer is also not allowed in the event of particularly significant personal or family circumstances of a civil servant.

In case of a civil servant's transfer, he/she shall be paid the salary adequate to a position he/she has been transferred to.

Transfer should not be a disguised punishment.

## **career development of a civil servant**

Adoption on civil service, promotion of civil servants, and other issues related to the service are carried out with taking into account the categories of civil service positions and the rank of civil servants as the type of special ranks assigned to them.

Civil servant shall be promoted on the basis of their professional competency by appointment to a higher-level position according to the results of competition.

Civil servant shall not be promoted during the term of disciplinary sanction imposed on him/her.

## **Development of the civil service system**

### **availability of strategic documents concerning civil service and professional training system development**

- 1) Order of the Verkhovna Rada of Ukraine of April 14, 2016 No. 1099-VIII "On the Program of the Cabinet of Ministers of Ukraine";
- 2) Decree of the President of Ukraine of January 12, 2015 No. 5/2015 "On Sustainable Development Strategy "Ukraine – 2020";
- 3) Decree of the President of Ukraine of August 31, 2016 No. 375/2016 "On Certain Issues of the National Academy of Public Administration under the President of Ukraine";
- 4) Resolution of the Cabinet of Ministers of Ukraine of September 17, 2014 No. 847-r "On implementation of the Association Agreement between Ukraine, of the one part, and the European Union, the European Atomic Energy Community and its Member States, of the other part";
- 5) Resolution of the Cabinet of Ministers of Ukraine of March 18, 2015 No. 227-r "On approval of the Strategy of reforming the civil service and service in local government in Ukraine for the period till 2017";
- 6) Resolution of the Cabinet of Ministers of Ukraine of June 24, 2016 No. 474-r "Some Issues of public administration reform in Ukraine".

### **changes that have been occurred over the last year**

In order to implement the provisions of the Law of Ukraine "On Civil Service" of December 10, 2015 No. 889-VIII the NAUCS:

- provided the adoption of 33 normative legal acts necessary for the implementation of the Law of Ukraine "On Civil Service";
- approved by the resolution of the Cabinet of Ministers of Ukraine of November 11, 2016 No. 905-r the Concept of introduction of positions of experts on reforms;
- initiated reform of professional training of civil servants.

One of the expected results of reforming the system of professional training of civil servants will be the development of professional standards of qualification of civil servants and local self-government officials and the introduction of non-formal learning technologies on their basis; special educational programs for officials and elected representatives of joint territorial communities, etc.

In order to ensure the fulfillment of this task, the NAUCS, in co-operation with the Council of Europe Program "Decentralization and Territorial Consolidation in Ukraine" and representatives of the National Advisory Platform on Reforming the System of Personnel Training of Local Self-Government Bodies, is developing a draft Concept for reforming the system of professional training of civil servants, local self-government officials and deputies of local councils.

The purpose of the Concept is to develop the main approaches and outline the priority directions, on which a new effective model of professional training system of civil servants, local government officials and deputies of local councils in Ukraine should be built taking into account the experience of the European system of continuous education.

### **planned changes and the stage of their implementation**

The priority objectives for reforming civil service are:

- providing the support in the Cabinet of Ministers of Ukraine and ensuring the adoption of the draft of the Law of Ukraine "On amendments to the Law of Ukraine "On civil service";
- harmonization of the Law of Ukraine "On service in local government authorities" with the Law of Ukraine "On civil service";
- adoption and implementation of the Concept of reforming the system of professional training of civil servants and local government officials;
- realization of the Concept of reforming and Development strategy of the National Academy of Public Administration under the President of Ukraine for 2017-2021 and the Development strategy of the National Academy of Public Administration under the President of Ukraine for 2017-2021.

According to the *Strategy of public administration reform in Ukraine for 2016-2020* the priority objectives are:

- formation of highly qualified, competent group of civil servants who hold positions of civil service, responsible for key reforms;
- creation of integrated HRM information systems in civil service;
- preparing and approving development methodology of development of typical individual program for improvement of professional competence of a civil servant;
- development of standards for retraining of civil servants and local government officials;
- carrying out by the SIGMA assessment of the success of the Law of Ukraine "On civil service" implementation.

# ANNEXES

## Annex 1. The 2017 Deloitte Global Human Capital Trends "Rewriting the rules for the digital age" (an extract)\*

### Chapter II. Career and Training: Real Time, All the Time

The concept of career is being shaken to its core. Employees now enjoy the prospect of 60-year careers. Yet at the same time, the half-life of skills is rapidly falling. These new realities are forcing companies to rethink the way they manage careers and deliver always-on learning and development (L&D) opportunities. Leading companies are moving to overhaul their career models and L&D infrastructure for the digital age, though most organizations are still in the early stages of this transformation.

- This year, the issue of improving employee careers and transforming corporate learning emerged as the second most important trend in our survey, up from fifth last year.
- Learning technology is changing rapidly. Traditional learning management systems are being complemented with and replaced by a wide range of new technologies for content curation, delivery, video distribution, and mobile use.
- This upheaval in learning and careers has become a catalyst for radical change. Nearly half of our surveyed executives (45 percent) cite this problem as urgent or very important (an increase over last year). As capabilities fall behind, companies' ability to keep up with employees' demands for learning and career growth has dropped by 5 percent.

What does it mean to have a career to-day? More specifically, what does it mean in a world where careers span 60 years, even as the half-life of learned skills continues to fall to only about five years? In the past, employees learned to gain skills for a career; now, the career itself is a journey of learning.

As companies build the organization of the future, continuous learning is critical for business success. For today's digital organizations, the new rules call for a learning and development organization that can deliver learning that is always on and always available over a range of mobile platforms.

#### What employees expect from the 100-year life

In many instances, employees themselves are pushing for continuous skill development and dynamic careers. Glassdoor data reveal that among Millennials, the "ability to learn and progress" is now the principal driver of a company's employment brand. Yet only one-third of Millennials believe their organizations are using their skills well, and 42 percent say they are likely to leave because they are not learning fast enough.

\* The 2017 Deloitte Global Human Capital Trends "Rewriting the rules for the digital age". - Deloitte University Press, 2017. - 144 p. - Available at: <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/hc-2017-global-human-capital-trends-us.pdf>.

Table 1

### The changing nature of a career

Length of career	Average tenure in a job	Half-life of a learned skills
60 to 70 years	4.5 years	5 years

Sources: Lynda Gratton and Andrew Scott, *The 100-Year Life: Living and Working in an Age of Longevity* (Bloomsbury, 2016); Douglas Thomas and John Seely Brown, *A New Culture of Learning: Cultivating the Imagination for a World of Constant Change* (CreateSpace, January 4, 2011). Deloitte University Press | [dupress.deloitte.com](http://dupress.deloitte.com)

Leading organizations are paying attention. Companies with dynamic career models outperform their peers by providing continuous learning opportunities and a deeply embedded culture of development. As the authors of *The 100-Year Life* point out, employees facing careers spanning 60 to 70 years expect employers to help them continually reinvent themselves, move from role to role, and find their calling over time.

Companies worldwide are scrambling to catch up with employees' desires. Fully 83 percent of the respondents we surveyed this year say their organizations are shifting to flexible, open career models that offer enriching assignments, projects, and experiences rather than a static career progression. And 42 percent of surveyed respondents now believe their organization's employees will have careers that span five years or less.

#### The need for rapid skill development and the commoditization of content

Virtually all CEOs (90 percent) believe their company is facing disruptive change driven by digital technologies, and 70 percent say their organization does not have the skills to adapt. This doubt reflects the fact that skills are becoming obsolete at an accelerating rate. Software engineers must now redevelop skills every 12-18 months. Professionals in marketing, sales, manufacturing, law, accounting, and finance report similar demands.

The good news is that an explosion of high-quality, free or low-cost content offers organizations and employees ready access to continuous learning. Thanks to tools such as YouTube and innovators such as Khan Academy, Udacity, Udemy, Coursera, NovoEd, edX, and others, a new skill is often only a mouse click away. Leading universities offer graduate-level courses online through edX MicroMasters programs for a fraction of the cost of a full master's degree. Completion of a series of online courses opens the door for learners to then apply for admission to a formal master's program at one of the many top institutions participating.

The ongoing commoditization of content can be highly disruptive to corporate L&D departments. They face a stark choice: harness this trend to their company's benefit or risk watching their learning programs become obsolete.

Leading companies are embracing continuous learning delivered digitally. GE created Brilliant U - an online learning platform that features video sharing and offers employee-driven learning across the enterprise. In year one, more than 30 percent of GE employees developed content and shared it with their peers.

#### New tools are leaving behind traditional LMS

At most companies, the learning management system (LMS) is among the oldest and most challenging to use. Today a new set of learning tools has entered the market, pioneered by vendors such as Degreed, Pathgather, EdCast, Grovo, and Axonify. These tools provide curated content, video and mobile learning solutions, micro-learning, and new ways to integrate and harness the exploding library of external MOOCs and video learning available on the Internet.

The fastest-growing segment in HR technology spending is now the adoption of new employee learning systems. Companies are seriously looking at replacing their employee learning infrastructure and shopping for new tools at all levels of the learning technology stack.

### The new look of L&D

As a result of these forces, the structure, operations, and mission of corporate L&D are facing radical change. Only a decade ago, companies were content to build virtual universities and online course catalogues. Today, we see the learning function as a highly strategic business area that focuses on innovation and leadership development by delivering a world-class learning experience, promoting lifetime learning for longer careers, and bringing multifunctional teams together to connect and collaborate.

There is also a new focus on convergence - bringing together disciplines such as sales, marketing, design, finance, and IT onto cross-functional teams to build products and solutions faster. Forward-thinking L&D departments are facilitating this growth in interdisciplinary thinking by viewing the corporate university as a commons instead of a training center.

For business and HR leaders, the new models are a wake-up call to adapt or risk falling behind in hiring, employee engagement, productivity, and product innovation.

### The changing role of L&D leadership

To keep pace with these changes, chief learning officers (CLOs) must now become the catalysts for next-generation careers while also thinking about how to support the overall growth of the business. They should become part of the entire employee experience, delivering learning solutions that inspire people to reinvent themselves, develop deep skills, and contribute to the learning of others.

The goal is a learning environment adapted to a world of increased employee mobility. Interdisciplinary skills development is critical because these capabilities align with the organizational shift to networks of teams. Learning should encourage, and even push, people to move across jobs.

Leading organizations are adopting these types of learning strategies to help employees adapt - what Tom Friedman terms "intelligent assistance".

Since 2013, AT&T has invested \$250 million in education and development programs for 140,000 employees with a focus on continuous career development.

As John Donovan, AT&T's chief strategy officer said, "We felt a fundamental obligation to reskill our workforce". The company expects that these individuals will change roles every four years.

To facilitate this mobility, AT&T now offers a wide range of online learning opportunities and encourages employees to find new jobs, seek out mentors, and learn new technologies. To make the transition as easy as possible, AT&T has partnered with universities to pioneer affordable online courses in the skills it needs. As Bill Blase, head of HR explains, "It's a new bargain - one that, done well, benefits both the organization and the employees who learn new skills to advance their careers".

Ironically, as legacy L&D responsibilities become less relevant, the opportunities for L&D to be more relevant have never been greater. L&D organizations that recognize the new future of careers, embrace exponential changes in technology, and become flexible content curators rather than rigid content creators have the potential to become highly valued business partners.

### Lessons from the front lines

Top-tier research universities offer insights into new approaches for CLOs struggling to adjust to demands for convergence. The University of Southern California (USC) is leading the charge on how learning can drive innovation and empower individuals to reach their peak performance.

Like many organizations, USC realized it needed to rethink its underlying approach to make a real impact. Under the guidance of the provost, Michael Quick, and president, C.L. Max Nikias, USC challenged itself to reimagine how learning can be used as a strategic asset for the student, university, and society at large.

USC has 19 distinct "business units", each with its own profit and loss statement. Like many corporate CLOs, USC faced the challenge of breaking through the silos. The process started with interdisciplinary thinking, bringing together learners and researchers from distinct business units. This yielded incremental benefits, but not real change.

The next step in the evolution was convergence - forming interdisciplinary teams from the ground up, focusing on a specific problem, and then using all the assets of an organization to attack it. In the Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research, the university brought together leading minds in science and top talent from the cinematography school. Why the cinema school? Because it offered advanced skills in digital imaging and virtual reality, accelerating the work of the science team to solve complex scientific issues. This not only brought new thinking to the problem, it reframed the careers of the cinema school employees as well - a prime example of learning and convergence.

Another example is the Iovine and Young Academy for Arts, Technology and the Business of Innovation, established with a gift from the founders of Beats. In an early example of convergence, Beats brought design thinking, engineering, and the love of music to a breakthrough design for headsets. As the company grew, finding the right talent proved a constant challenge. To solve it, Beats worked with Dr. Erica Muhl, dean of the Roski School of Art and Design, to found the academy at USC focusing on "new literacies", including visual design, collaboration and iterative design, technical skills, and business acumen. This approach has led to breakthrough design thinking that is being applied to advanced cancer research and global, satellite-based Wi-Fi for the world.

What lessons should corporate CLOs apply? Think beyond interdisciplinary and move to convergence. Focus on defining and addressing tough problems which, if solved, would make a real impact. Challenge teams to go after vexing problems by starting from the ground up. Bring together people with nontraditional skills.

Companies such as Nestlé, Dell, and Visa are following this path to build new corporate learning functions, using their corporate university as a cornerstone for collaboration, leadership development, and cross-functional innovation. As people become more dynamic in their careers, the need to build relationships and community connections becomes integral to performance and innovation.

#### Start here

- *Evaluate internal mobility:* As the demand for cross-functional teams continues to rise, mobility will only grow in importance. Study existing patterns of career mobility and begin more aggressive programs, including developmental and rotational assignments and professional development programs.
- *Review the organization's job architecture:* Be sure it is as nimble and streamlined as possible to support the new career models of the future.
- *Build a culture of hiring from within:* Hold managers accountable for training and supporting internal candidates in new roles.
- *Track learning metrics:* Emerging technologies offer new measures of development, such as the number of hours employees spend on learning platforms. Forward-looking companies are collecting and leveraging this data.
- *Refocus the L&D team:* Move away from training toward curation, culture, and bringing people together.
- *Rethink the entire L&D technology infrastructure:* For many companies, this will mean moving away from LMS toward a learning-centric model, which may involve replacing core LMS with new learning-experience software.
- *Rethink the corporate university:* Invest in a place to bring people together for cross-functional and interdisciplinary programs in addition to great learning.

- *Manage the employment brand:* Tools such as Glassdoor keep metrics on whether a company provides opportunities for career growth. Potential candidates can evaluate these ratings and may avoid organizations that do not consistently offer opportunities.

### Fast forward

The impact of the fourth industrial revolution is fundamentally changing the nature of work and the meaning of career, and making it imperative to constantly refresh one's skills. Unlike some of this year's trends where the organization can help drive what needs to be done, when it comes to learning, the organization's role is to create the environment and systems to allow employees to constantly learn and relearn. The explosion of free content means that the learning organization should seamlessly integrate internal and external content into its platforms.

Table 2

### Careers and learning: Old rules vs. new rules

Old rules	New rules
Employees are told what to learn by their managers or the career model	Employees decide what to learn based on their team's needs and individual career goals
Careers go "up or out"	Careers go in every direction
Managers direct careers for people	People find their career direction with help from leaders and others
Corporate L&D owns development and training	Corporate L&D curates development and creates a useful learning experience
People learn in the classroom and, sometimes, online	People learn all the time, in micro-learning, courses, classrooms, and groups
The corporate university is a training center	The corporate university is a "corporate commons", bringing leaders and cross-functional groups together
Learning technology focuses on compliance and course catalog	Learning technology creates an always-on, collaborative, curated learning experience
Learning content is provided by L&D and experts	Learning content is provided by everyone in the organization, and curated by employees as well as HR
Credentials are provided by universities and accredited institutions; skills are only certified through credentials	Credentials come in the form of "unbundled credentials", where people obtain certificates in many ways

Source: Deloitte University Press | dupress.deloitte.com

*For the notes*

ДЛЯ ПЕРЕПИСЫ

*Materials collection*

# **PROFESSIONAL DEVELOPMENT OF CIVIL SERVANTS IN THE EASTERN PARTNERSHIP COUNTRIES**

**results of comparative study  
of civil service reform**

Kostiantyn VASHCHENKO  
Maryna KANAVETS  
Yulia LYKHACH  
Anzhela KUKULIA

Signed for publication 29.11.2017. Format 70x100 1/16  
Offset printing. Offset paper. Garniture Myriad Pro.  
Conventional printed sheet, 10,00. Accounting publishing sheet 7,75.  
Edition 40 copies

It is printed in Company "USTON" PUBLISHING" LLC  
01034, Kyiv, O. Gonchara str., 36-A, tel: (044) 360-22-66, [www.yuston.com.ua](http://www.yuston.com.ua)  
Certificate of making a publishing house subject to publishing business in the state register of publishers, manufacturers  
and distributors of publishing products series DK No. 497 of 09.09.2015.