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(VENICE COMMISSION)

in co-operation with

THE PRESIDENCY OF THE GOVERNMENT OF TUNISIA

Regional seminar for senior public officials

UniDem Med

**“ PERFORMANCE, MERIT AND EQUALITY
IN THE CIVIL SERVICE ”**

**Hotel Dar el Marsa
La Marsa, Tunisia**

27 - 30 March 2017

**INTEGRATION OF A MERIT BASED SYSTEM IN THE CIVIL SERVICE:
MISSION IMPOSSIBLE?**

by

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REPUBLIC OF ESTONIA
GOVERNMENT OFFICE

Looking for Excellence.

Estonian Experience in Leadership Development

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29 March 2017, Tunis

Challenges

- How to attract and recruit good candidates to CS?
- How to increase the number of drivers among the top group?
- How to support common public service culture and cross-governmental cooperation?
- How to develop and motivate TCS?
- How to improve leadership quality in CS?

Competent and committed strategic leaders



European Union
European Solidarity



Millî Eğitim Bakanlığı

Development principles

- **Sense of purpose**
 - based on competency framework to ensure the achievement of states' strategic objectives
 - supports organization's and individual development goals
- **Professionalism**
 - forward-looking, 'out of box', practical, systematic
- **Partnership**
 - flexibility, individual approach, motivating,
 - mutual commitment

Example 1: Improving quality of public services, supporting customer oriented approach

Situation in 2009:

- Diminished resources!
- No solid analysis on public services on state level
- Lack of central coordination, no common principle, lack of standards
- Lack of collaboration
- Improving the quality of services – a hobby of more innovative ones

Programme on quality of public services (2010)

4 modules:

1. Introduction to improving quality of public services (Estonia)
2. Client-orientation in Estonian public sector (Estonia)
3. State services and collaboration between central, regional, and local level (2 days in Finland: Helsinki and Turku)
4. Strategic approach in developing public services (1 day at OECD in Paris, 2 days in London)

Interactive methods:

discussions, group works, management theatre, night lecture, study visits, job shadowing, lunches with invited guests

33 participants: TCS + leaders of the largest local governments

Provider: 1st independent non-profit think-tank PRAXIS

Service design project (2013-2014)

Learning by doing

- Redesigning 3 public services
 - 25 top and middle managers
 - 5 workshops on methods and tools of service design (customer journey mapping, service blueprinting, proposition refinement, service prototyping, service measurement)
 - 3 working groups supported by professional service designers
- ↓
- Switch in mindset of the participants
 - Knowledge and skills implemented wider in organizations

Example 2: Developing innovation capacity, encouraging agile leadership

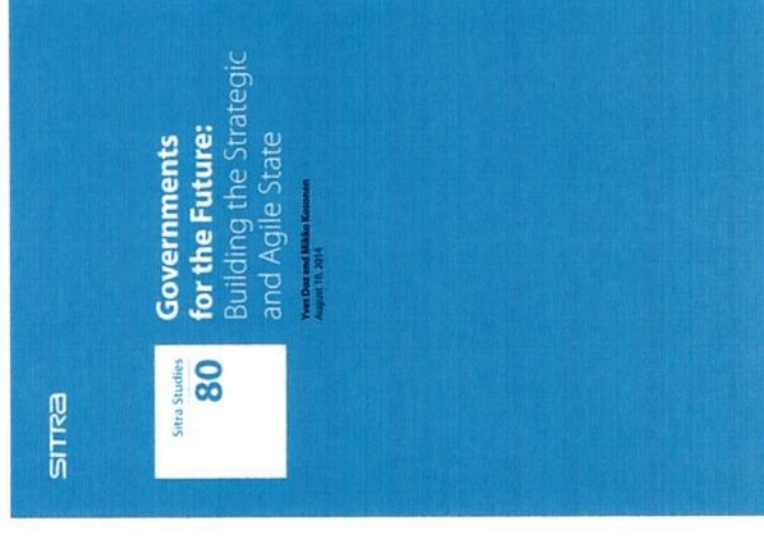
Future challenges:

- Governments around the world are facing challenges that are complex, interdependent, global. **Wicked problems!**
- Expectations of citizens are much higher than earlier, but also their willingness to participate. **Demanding and active citizens!**
- Old-style solutions do not work anymore - new kind of mentality and different kind of actions are needed. **Need for agile leadership!**

Future competencies

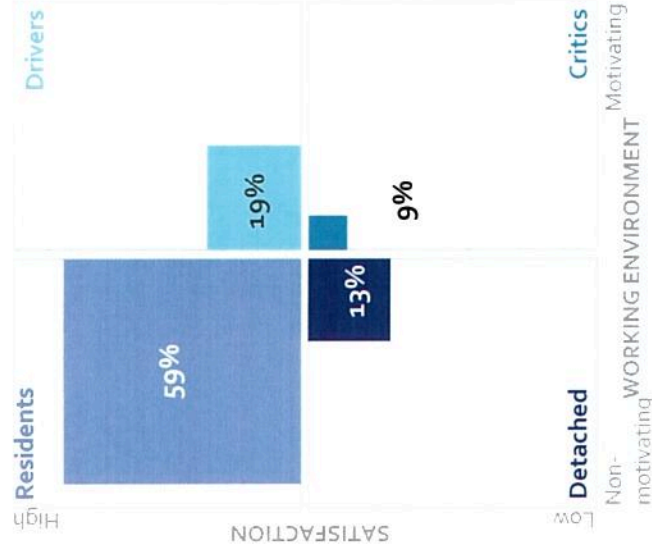
Future skills considered to be crucial in order to become more agile and innovative (Kosonen and Doz, 2014):

- System thinking and stakeholders' analysis
- Strategic foresight
- Collaboration skills
- Adaptive leadership
- Contextual awareness (street smart)
- Entrepreneurial skills

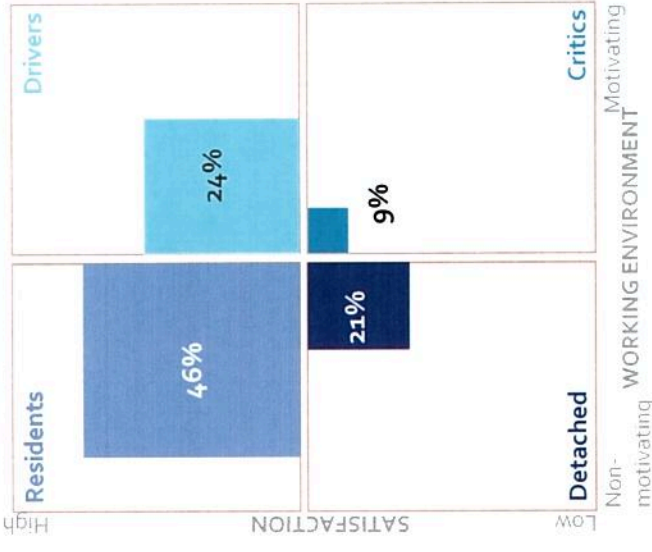


Commitment Typology of Estonian TCS


TRI*M Index
 Top Civil Servants 2011




TRI*M Index
 Top Civil Servants 2014



(Emor, 2014)

The conceptual structure of the Innovation Programme



Expected results

- Increase in innovation capacity of TCS
- New abilities to solve “wicked problems” in society
- Increase in states’ strategic agility to initiate the desired changes

Example 3. Talent management: Programmes for future leaders

- Newton Programme for middle level managers to build critical leadership competencies based on CF and to accelerate their development; 85 participants since 2008.
- High Potentials Leadership Programme Fast Track; The programme is designed for university graduates with high potential to become the future leaders of Estonian Civil Service; 7 participants Sept 2012 – May 2014 and 8 participants Sept 2015 – May 2017
- Development Programme for Deputy Directors General to prepare and motivate them to take the next step in leadership; 20 participants Oct-Nov 2012.

Newton programme

- 1 year, about 180 academic hours
- group activities: lectures, discussion groups, teamwork, case studies
- individual activities: job shadowing, competency-based self-assessment, individual homework
- individual developmental support: coaching sessions with professionals
- follow-up program for the best ones

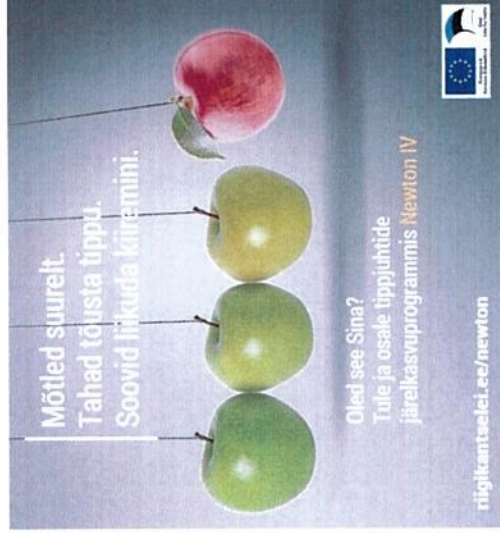


Wikipedia, portrait by Kneller, 1689

Newton Programme:

Statistics

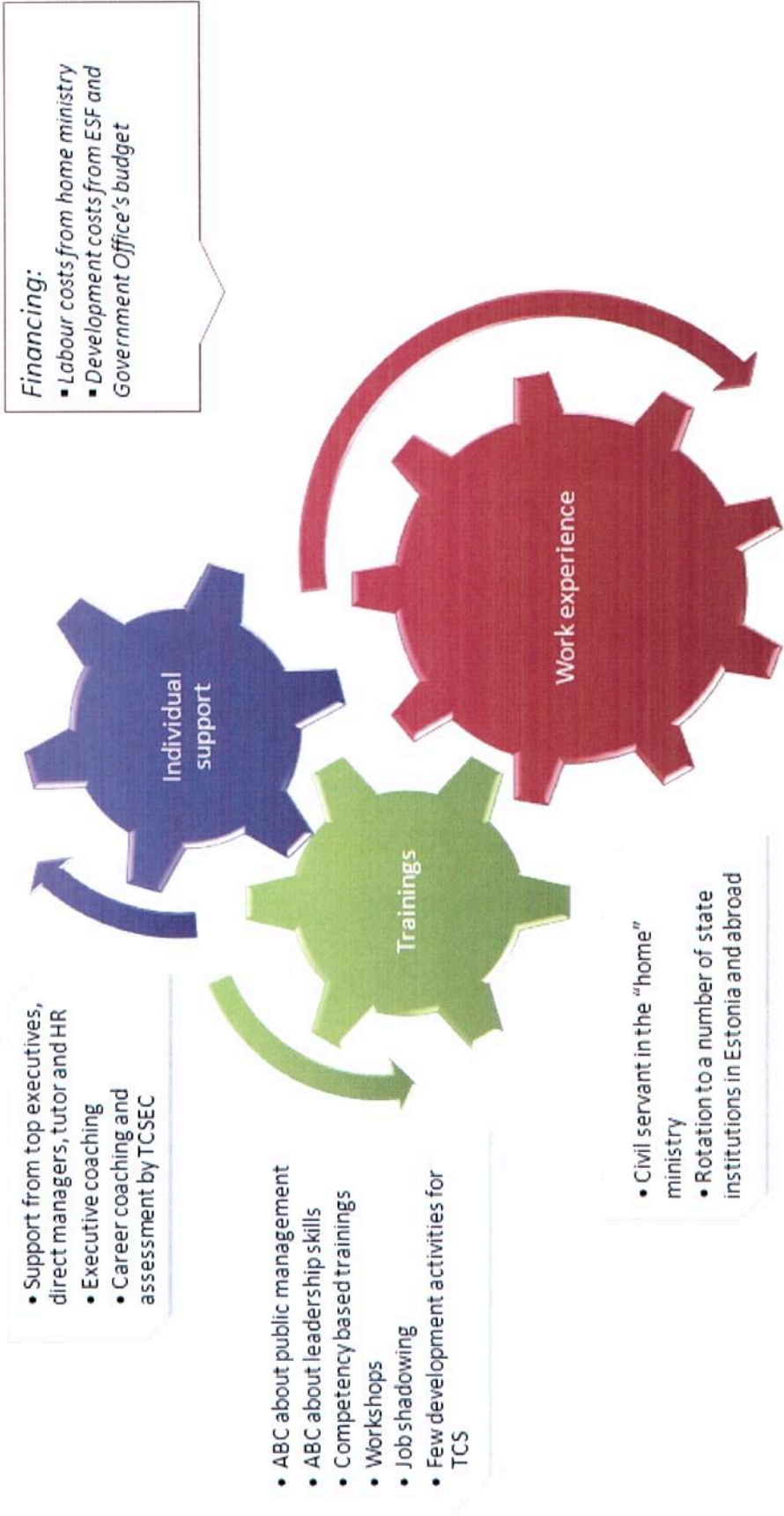
- 85 people
- 6 Top Civil Servants
- 65% remarkable steps in career



Fast Track Programme “The next generation of leaders”



Concept of the Fast Track Programme



Effect

- Improved leadership skills of TCS
- Change of mindset: talent management is an issue!
- New initiatives in ministries
- Impact on employer's brand

Lessons learned

- The top group is a strategic issue
- Creating and changing culture takes time
- Mission impossible - continuous improvement can and has to happen

Thank you!

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