

# INFORMATION BULLETIN

# BUREAUCRAT



## Achievements and vision for the future for the SCHOOL OF SENIOR CIVIL SERVICE



Each road, no matter how long and difficult, begins with first steps. The foundation of the School of Senior Civil Service is one such step towards civil service reform in Ukraine — towards the formation and development of a cohort of professionals who share civil service values and lead by example. The pursuit of state interests depends not only on civil servants' capacity, motivation and

### ANNOUNCEMENTS

September 4—5, 2009, the international conference "Profession in Perspective 2009: Political Neutrality of the Civil Service" will be held in Kyiv.

September 24—25, 2009, the annual all-Ukrainian public hearing "Political and Legal Framework for the Civil Service and the Service in Local Government Bodies" will take place in Odessa.

integrity, but also on their leadership qualities, and their knowledge and skills in areas such as change management, crisis management, strategic planning, the management of human and financial resources, negotiation skills, etc.

The first stage of the School's activity that was marked by its establishment and evolution is gradually coming to an end.

In December 2008, the School organized a series of round tables attended by the civil servants from central executive government bodies from the I—II categories of positions with the aim of defining the School's future priorities for action. Participants discussed the educational needs of senior civil servants as well as optimal training formats and desired workload.

In particular, it was emphasized that the School would not serve as a typical academic educational establishment, rather would elaborate its own training programs on the basis of a completed comprehensive study of training needs of senior civil servants with the primary focus being that of meeting in service needs and realities. Subject areas for planned programs include leadership, communication and management, strategic management, human resources management, etc.

Renowned Ukrainian scholars and leading experts from the developed countries, including influential statespersons, the best professional trainers and consultants from the private sector, and the prominent representatives of the senior civil service, shall lecture at the School.

Advanced interactive training methods, including various tests, group and pair discussions, case studies, moderation techniques, brainstorming, and coaching, are used by trainers during their communication with the audience. The complex application of new multimedia and computer technologies and technical means facilitates training and better apprehension of new knowledge and skills.

A series of bilateral agreements were concluded with comparable institutions abroad providing an opportunity for adopting the best practices related to training of senior civil

### ISSUE CONTENTS:

SCHOOL OF SENIOR CIVIL SERVICE

MODERN MANAGEMENT COMPETENCIES

INTERVIEWS WITH EXPERTS

CIVIL SERVICE NEWS



servants, to engage above-noted institutions and their representatives to the development of training courses and programs in Ukraine. The examples include Memorandums of Cooperation signed with the Danish School of Public Administration (DSPA) and the Dutch Institute for Public Administration (ROI), the cooperation started with Bavarian Administration School (BVS). Advanced methodology of studying training needs of senior civil servants and manuals for trainers and managers of the School were elaborated with the financial support of the Government of Ireland and United Nations Development Program in Ukraine. The organization and conduct of joint conferences, seminars, consultations and other events, the exchange of training materials, experience and best practices, the implementation of joint projects and programs are planned in the future.

In April 2009, a series of training sessions "Art of Management" was launched. Representatives of central executive power bodies explore principles of effective management and practical means of their realization during everyday work, in particular, motivation of personnel, formulation of tasks and delegation of authorities, control and supervision, building of the system of result-oriented performance.

The training events entitled "Modern Technologies of the Preparation and Delivery of Successful Presentation" are dedicated to advanced methods of

## INFORMATION BULLETIN „BUREAUCRAT“

**Project Manager:** Tetyana Kovtun  
**Editor:** Fayna Kozireva  
**Proofreader:** Natalia Kanivets  
**Preparation of materials:** Fayna Kozireva, Iryna Chupryna, Dmytro Chupryna, Ivanna Ibragimova, Natalya Kulisnichenko  
**Index of publication:** 91644  
**Founder and publisher:** Center for Adaptation of the Civil Service to the Standards of the European Union  
**Distributor:** DP „Presa“  
**Circulation:** 500 copies  
**Order:** №  
**Number and date of issue:** # 15-16 (92-93) September 29, 2009  
**Address of the editorial board, publisher:** 01601, Kyiv, Prorizna st. 15, tel. 278-36-50  
**Address of the manufacturer:** OOO Konus-Yu, 01011, Kyiv, Panas Myrnyj st. 26, of. 210. Tel. 254-29-31  
**Certificate of the state registration of media:** KB № 14433-3404PR from 24.09.2008  
**Certificate of the subject of publishing:** DK № 3280 from 17.09.2008  
**Certificate of the state registration of manufacturer:** DK 096557 from 04.11.1999  
© 2009, Center for Adaptation of the Civil Service to the Standards of the European Union

**E-mail:** center@center.gov.ua  
**www:** www.center.gov.ua

Publication (Ukrainian version) is prepared with the support from the „Technical Support to Public Sector Reforms in Ukraine“, financed by the Danish Ministry of Foreign Affairs

The School of Senior Civil Service was founded under the Main Department of Civil Service of Ukraine upon order of the Head of the MDCSU, Timofiy Motrenko, with the purpose of promoting the consolidation and development of a senior corps of the civil service (civil servants occupying positions in categories I and II), building institutional capacity to ensure leadership in the civil service and public administration reform, ensuring consistency and coherence in management approach across the civil service, as well as promoting readiness within the senior civil service ranks to respond to emerging challenges in the process of societal transformation, economic development and Ukraine's European and Euro-Atlantic integration.

The School of Senior Civil Service encompasses the following:

- 1) enhancement of the professional expertise of civil servants, above all of those civil servants who occupy positions in categories I and II (senior corps of the civil service), to ensure that they acquire the knowledge and skills that are necessary to provide and support an effective institutional framework for the process of Ukraine's European and Euro-Atlantic integration;
- 2) promotion of the establishment of a senior corps of the civil service and support for its leadership in carrying out civil service and public administration reform;
- 3) support to capacity building through practical public administration experience among civil servants in Ukraine, above all within the framework of the senior corps of the civil service; promoting the formation of new Ukrainian administrative tradition and national management elite;
- 4) advocacy and facilitation of the implementation of the principles and approaches used by member states of the European Union and other developed democratic countries in the sphere of professional training for civil servants; and
- 5) provision of scientific, methodological, expert, analytical, informational, consultative and organizational support to the reform of the system of training, re-training and advanced training for civil servants and officials in local self-government according to the standards of the European Union.

and Advanced Training of Experts in the Sphere of European and Euro-Atlantic Integration of Ukraine for 2008—2011, should be especially emphasized.

Strengthening capacity of civil servants within senior and medium tiers of the civil service for providing analytical substantiation of strategic government decisions is envisaged within the framework of implementing projects on the functioning of policy analysis groups. This training form equips Ukraine's public servants with practical skills to analyze existing problems and their roots, advantages and disadvantages of various solutions to the problem as well as possible consequences and obstacles in implementing decisions, and to consider required and available resources.

Apart from functioning as a training center, the School will become an informational and resource center for the senior corps of the civil service, a place to discuss priorities for societal development and government policy. It will promote the acquisition and growth of management experience and will help to build a modern Ukrainian administrative culture. Forming a stratum of the leaders who focus on changes, who are aware of existing problems and are capable of developing proposals related to the implementation of reforms is a prerequisite of fundamental change and supports the establishment of a genuine professional and effective civil service. ★



**Paul MIGUS**

## TRAINING IS AN OPEN PROCESS, future leaders are being trained today



*Paul MIGUS is an expert in strategic leadership advice, service transformation, performance management, strategic portfolio management, and change leadership.*

*He was a senior executive at the Assistant Deputy Minister level in both the Australian and Canadian federal public services, as well as CEO of St. John Ambulance Canada. Among his many posts, he has occupied the position of a Chief of Staff and Press Secretary to Cabinet Ministers; Chief Audit Executive/*

*Assistant Deputy Minister, Service Canada; Assistant Deputy Minister of Modernizing Service for Canadians, Social Development Canada and of, Income Security Programs, Human Resources Development Canada; Acting Assistant Deputy Minister of Corporate Implementation Group, Public Works and Government Services Canada; Director General of Portfolio and Strategic Management, Deputy Minister's Transition Team, and of Policy and Strategic Planning, Public Works and Government Services Canada; etc.*

*Paul is a Canadian expert providing support to the Ukraine Civil Service Human Resources Management Reform Project in the area of performance evaluation improvement.*

— *How the development of senior civil service and leadership is organized in Canada?*

The leadership development of is a long process. In general, administration, government are related to the leadership development and activities of senior civil servants corps. It has started at 80-ies in Canada; there were several people, who initiate the process. One of those - Jack Minyon, who later became the Head of the Treasury Board. After retirement, he founded the School of Senior Management, which deal with the leadership development. It was not the only one institution, but there were two other similar schools. First one - the Language Learning Center - focused on studying languages, bearing in mind bilingualism in Canada, and studying bases of management. Second institution is a Center of Management, Training and Development, which work primarily with the senior civil servants; its main task was leadership development. Five years ago, in 2004, these three institutions were merged into one School of Public Service of Canada. The school is quite decentralized, with units/departments in all regions of the country.

— *What kinds of leadership training are offered?*

Thanks to this School, many people began to ponder over the leadership: what is leadership, what is management, which leadership competencies should exist. 17 key leadership competency profiles made the foundation for training and evaluation of civil servants, on their basis every civil servant makes individual development plan and knows what he/she needs to work on.

It is not necessarily formal training. There are some online trainings, where you can fill in a special form and look over what you have to work on. There are over 1000 online courses in the distance learning mode, various courses of public administration, written communication, etc. Currently the forum where the civil servants can communicate and discuss important issues is under development. Another way of professional development is a learning from one another when different high-level managers come together to handle the problems in the area. There is a separate program when group is formed of up to 20 individuals who have leadership skills

and potentially can become deputy ministers, they visit three-four countries to gain experience; in general the program lasts for about two weeks. It is possible to be send temporary to work at another agency or even another country.

Also it's worth to mention informal mechanisms: official and working meetings, joint dinners, where one of the leading senior officials are invited to have a speech on some key issues: what policy should be, what expectations, what considerations, how this policy should be implemented. The main idea is sharing experiences, exchanging ideas, which gives opportunity to learn.

— *Do activities of the Canada School of Public Service are focused only on managers or all civil servants?*

We started only with leaders, but soon realized that it's much better to have a school working with all levels of civil servants. Training is an open process as we also should prepare those who will replace the current leaders. This does not mean that we don't need to work with leaders. There is a difference between professionalism of functional experts and professionalism of leaders-managers, of course, they need different knowledge and skills; thus School covers different levels of civil service and provides appropriate training.

— *What are the studying peculiarities in this School?*

There are things that are made from the very beginning. All civil servants, appointed for the first time, are required to go through the orientation training. Furthermore, if person is appointed as manger of any level for the first time, he/she must go through the compulsory training in this School. Training lasts for five days and at the end a certificate is issued; without studying newly appointed employee is simply not allowed to work. In addition, it is important that this School allows coordinating the training process throughout the civil service. Thus, managers know what employees are studying and what is expected from them. Another important point is that it might be easy to pass the law, but it could remain to be just a paper, if people do not realize what is it, why it is needed for. In other words, such misunderstanding slow down implementation of the act and undermine reforms and changes. With the help of the training of servants of all levels School helps to explain what they should do and what is expected from them. Annual evaluation also plays an important role, helping a servant to understand how their work will be evaluated, what is expected from him/her. And it also an important tool of communication between the manager and subordinate employee, helping to clarify the current quality of the performance, expected results and the needs and possibilities for the improvements.

— *Is there a difference between understanding of leadership in the public and private sectors?*

The difference exists due to the difference of these sectors. Actually, the existence of the School is a consequence of the existence of such difference. In the private sector, the idea of earning profits is a driving force. It is much more complicated in the public sector; as to serve the public and at the same to be objective is an important value. Civil servants should be responsive to the politicians in the government, and at the same time remain politically neutral and impartial. In this context it is important that leaders are responsible for their employees when it comes to the civil service modernization, its improvement. There is a concept of "talent management", which shows respect for people, value of their development. Improvement function is comprehensive, from the lowest to the highest level. To be a leader in the civil service is much more difficult, therefore leaders have to have more competencies, which are much more complex. ★



# MANAGEMENT COMPETENCIES of senior officials in developed countries

In recent years, various public administration reforms spurred by the need to separate policy and management and to provide better services to

## NEWS

September 19, 2009 Resolution of the Cabinet of Ministers of Ukraine # 871 "On Introduction of Changes to Paragraph 6 of the Procedure on Agreeing the Extension of the Civil Service Term"

September 12, 2009 Resolution of the Cabinet of Ministers of Ukraine # 854 "On Introduction of Changes to the List of Extracurricular Educational Institutions and Measures of Extracurricular Work with Children, and Institutions and Measures in the Field of Education Ensuring the Performance of Public Functions funded from the State Budget"

September 5, 2009 Resolution of the Cabinet of Ministers of Ukraine # 813 "On the Definition of the Resolutions of the Cabinet of Ministers of Ukraine # 1444 dated 10.09.03 and # 1095 dated 16.11.05 as Ineffective"

September 4, 2009 Semi-annual report discussed at a session of the Equal Opportunities and Rights of Women in Ukraine Program with proposals on joint events for the 2nd half of 2009 considered.

July 31, 2009 Training for representatives of the leadership of central executive government bodies "Modern Technologies for the Preparation and Delivery of a Successful Presentation", a follow-up to the training cycle "Art of Management" held.

July 30—31, 2009 Implementation of projects in the sphere of civil service for 2009-2010 was discussed at a joint session of the permanent Ukrainian-Bavarian working commission. The discussion touched upon the involvement of representatives of the Bavarian Management School in the preparation and implementation of training programs and events respecting the development of civil service in Ukraine.

July 29, 2009 A mission from the Kingdom of Denmark dedicated to an assessment of the results of the project "Technical Support to Public Sector Reforms in Ukraine" and to the preparation for a second project's phase took place.

July 29, 2009 Resolution of the Cabinet of Ministers of Ukraine # 789 "On Approval of the Procedure of the Enrollment to the Graduate Program in Civil Service within the Educational Field of Public Administration and the Employment of Graduates"

citizens, the problems in financial and human resources management, and processes of globalization and rapid development of informational technologies, have been undertaken in the developed countries. In this context, the professionalism of managers, especially those who occupy senior administration positions, becomes increasingly important. In addition to customary skills (ability to analyze and synthesize, long-term planning, integrity, etc.), gaining new skills and ability becomes a challenge (change management, human resources management, conduct of multilateral negotiations, risk management, etc.).

In particular, the main problem faced by senior officials in the USA is the increasingly complex, unbalanced, unstable and risky environment. While solving urgent, diverse and mostly contradictory tasks, officials need to demonstrate high capacity to achieve results and to organize the

\* During preparation of the materials the following articles and scientific works were applied to Charit M., Biurgault J., Maltis D., Rouillard L. The Management Competencies of Senior Managers: a Look at Some OECD Countries // Excellence and Leadership in the Public Sector: the Role of Education and Training. — UNDP-IASIA, 2006. — C. 25—43 and other.

workflow in such way that the highest input of subordinates would be achieved.

According to the U.S. senior officials, the reaction to present-day challenges requires the following competencies:

- 1) adaptability (flexibility) needed to counteract problems, submit proposals for addressing new challenges and to acquire new skills;
- 2) ability to conduct negotiations related to the activity of a ministry (institution), contacts with the private sector, and relations with stakeholders and media;
- 3) an adequate assessment of the performance of public servants (managers), for example, the ability to retain talented employees, change management, achievement of best results, etc.;
- 4) leadership, including relations with the community, employees and colleagues, team-working skills;
- 5) knowledge management, for example, ability to manage information, effective use of expert and intellectual knowledge and skills;
- 6) human resources management, including the ability to select appropriate candidates for the civil service; and
- 7) ability to overcome difficulties in the management environment.

In the Great Britain, new initiatives are related to the reforms kicked off by M. Thatcher, namely: the separation of government institutions into political and executive, the modification of the latter into quasi-administrative organizations, the maintenance of the permanent civil service with inherent rights and privileges existing only in the institutions of the first type. In a report by R. Wilson (1999), who was in charge for the country's civil service, five main spheres for action were identified: the strengthening of leadership through the embodiment of values of the modern civil service; a better planning at all levels of the civil service; better activity management; the expanded representation in the civil service; and the increased openness of the civil service to citizens and their opinions.

The necessary competencies were identified in the process of modernizing the government of the Great Britain, namely:

- 1) to recommend an objective and field of activity (the competency to formulate a vision of the future and to communicate it to others);
- 2) to have personal impact (the competency to teach on one's own example);
- 3) to possess strategic thinking (the competency to see advantage in certain ideas and the ability to reach goals);
- 4) to study and to develop (the competency to acquire experience and new ideas in order to improve performance); and
- 5) to upgrade the provision of services (the competency to achieve results and to effectively use public funds).

France does not have the officially approved list of competencies. Instead, the skills that were deemed necessary by the country's senior officials determined the competencies that will be essential in the future.



In France, the following skills were identified:

- 1) adaptability, including the skill to react promptly and effectively, to be active, to analyze existing provisions, to acquire various experience, and to demonstrate flexibility;
- 2) ability to conduct negotiations as a program manager and in relations with consumers;
- 3) ability to assess performance, including the skill to formulate operational goals;
- 4) leadership, including resolution, pragmatism, moral values, critical thinking, and openness to changes;
- 5) knowledge management;
- 6) human resources management, including frankness, openness, accuracy, adequate assessment, and communication skills;
- 7) network management that encompasses team-working skills, problem solution skills, and information processing;
- 8) innovative skills, in particular, neutrality and open-mindedness, creativity, strategic vision, and openness to risk;
- 9) professional development (advanced training);
- 10) project management skills, including ability to organize, develop results and correlate the course of events if needed; and
- 11) sociability, in particular the ability to be sincere and honest, to share results and to persuade.

The changes occurring in the civil service in Canada cause important reforms in the whole public administration system and, in particular, include numerous challenges for top managers – management of partnership and alliances, result-based management, accountability in the conditions of transparency, and administration culture on the grounds of new ethics and values.

The list of competencies of Canada's deputy ministers and senior officials includes the following elements:

- 1) intellectual competencies, including cognitive skills, creativity and vision for the future;
- 2) management competencies, including action management that means strategy formulation, understanding of the organization mechanism, i.e. the functioning of the government machinery on the whole and of one's own department in particular, teamwork skills, and management of partner relations with the purpose of providing better services to citizens;
- 3) competencies related to human relations, including interpersonal relations and communication skills; and
- 4) personal characteristics, including vitality and stress resistance, ethical and moral values, persistence and self-control, flexible behaviour meaning adaptability to specific situations, and, last but not least, self-esteem.

Notably, while comparing the experience of different countries it is important to take into account that some developed countries are more progressive in the sphere of changes and reforms and possess more experience in competency-based management.

The approaches to leadership capacities have undergone changes in light of the perspectives opening before senior officials:

- Leadership as an opportunity to manage differently. The core of this approach is another management style. The switching to modern management technologies will promote fundamental improvements in the leadership paradigm;
- Leadership as formal knowledge. This approach implies training for civil servants on the information and knowledge related to globalization problems, development of management theory and practice, management and institutional benchmarking, nature of leadership, among others. It is envisaged that above noted knowledge will become a valuable contribution to the leadership development and possibilities;

- Leadership as the acquisition and exchange of knowledge, when senior officials share the accumulated knowledge with their personnel. This presupposes a certain expertise that, in turn, requires respective skills, existence of networks, and involvement of a broader circle of stakeholders;

- Leadership as growing experience and broader opportunities. This approach emphasizes the need for civil servants to be more open to the world and life experience that includes official trips, professional exchanges, study trips, etc.;

- Leadership as self-revelation. This approach usually takes a form of leadership development programs providing an opportunity for personal development. Their purpose is to teach managers to be more open and sensitive to their own and others' strong and weak points. The task is to cherish such leadership characteristics as the ability to listen and to see a situation from viewpoints of others;

- Leadership as the building of environment, where team building, open flow of communications within an organization, and consolidation of all for the sake of achieving a goal are prioritized; and

- Leadership as the "culturing" of chaos. Here the ability of leader to admit ambiguity, to be constantly innovative, and to use ethical leverages in contradictory (and often chaotic) management conditions is emphasized.

The countries that are leading in managerial training emphasize the so-called "key" competencies of the public sector. This is explained by the fact that effectiveness of reforms depends on how the personnel (both at central and local levels) understands reform goals and has relevant competencies for their implementation. The competency approach to public administration training presupposes the existence of certain "key" competencies that should be possessed by an effective official, and training programs have to include the formation and development of those competencies.

**N.M. Kolisnichenko,**  
a doctoral candidate at the  
European integration  
department at the National  
Academy of Public  
Administration

## NEWS

July 29, 2009 The resolution of the Cabinet of Ministers of Ukraine # 786 "On the Introduction of Changes to the Standard Regulations on Civil Service Department of the MDSCU in the Autonomous Republic of Crimea, cities of Kyiv and Sevastopol" determined new tasks and functions of territorial bodies, in particular, related to their participation in the implementation of an administrative reform, the coordination of training and advanced training for civil servants and local government officials, the provision of methodological and consultative assistance on the application of the quality management system, and participation in informatization measures, among others.

July 23—26, 2009. Visit of a delegation from the civil service commission under the President of the Republic of Azerbaijan that resulted into the agreement of the parties to include a provision about the participation of civil servants from the Republic of Azerbaijan in the trainings that are to be organized by the School of Senior Civil Service in 2009—2010 into the plan of implementation of the Cooperation Agreement between the Government of Ukraine and the Government of Azerbaijan in the sphere of civil service development for 2009—2010. Also, the prospects of organizing in Azerbaijan an international conference that would be dedicated to the adaptation of the civil service to the EU standards and a range of other issues in 2010 were discussed.

22.07.09. The resolution of the Cabinet of Ministers of Ukraine # 758 "On the Introduction of Changes to the Regulations on the All-Ukrainian "Friendly Administration" Competition" regulated informational support to the competition and active cooperation with mass media. Also it introduced the establishment of organizing committees on the basis of the MDSCU's territorial bodies, the endorsement of the composition of expert groups, and the list of nominations for awarding winners.



Jill LaROSE

## IT IS NECESSARY TO SET PRIORITIES in leadership development in Ukraine

The introduction of leadership competency profiles will serve as one of the tools for the development of senior civil service in Ukraine. Civil service management must be capable of meeting the demands and priorities defined in the Program of the Civil Service Development for 2005—2010. Leadership competency profiles help to identify the skills that are necessary for senior civil servants to support their effective performance all the while providing for the development of a new management culture — without this process neither new laws nor new institutions will not enjoy their intended impact. It is needed to replace insufficient practice of constant replacement of top management by the new ones, not always experienced officials based on political considerations by the hiring and professional development of senior managers, who can provide strategic leadership in the government.

Leadership competency profiles are being developed for the implementation by the MDCS with support from the joint Canadian-Ukrainian project „Ukrainian Civil Service Human Resources Management Reform“. The profiles seek to define those leadership competencies that are necessary for the senior civil service. It is planned that the competency profiles will be used in many areas of human resources management: hiring and promotion, performance evaluation, career planning and development, human resources planning, among others.

In support of the development of the profiles the Project conducted the survey of managers of the I—IV categories of positions and 4 focus groups involving about 33 managers. For further details related to survey, please visit the site of the Center [www.center.gov.ua](http://www.center.gov.ua) and the Project [www.ucs-hrm.org.ua](http://www.ucs-hrm.org.ua). As a result of this research, draft of leadership competency profiles are developed which will subsequently be presented for consultation with a broad stakeholder audience.

What follows is an interview with Ms. Jill LaRose, an expert providing advisory assistance in the development of leadership competency profiles for the Ukrainian civil service.

— Please tell me more about the leadership competency profiles: what are they? And, what are their function generally in human resources management?

Well, first of all, a competency is a characteristic such as a skill, knowledge, behaviour, ability that people require in order to perform their work effectively. And every function, every job requires a certain number of competencies — you need to know certain things, you need to have a certain number of skills to perform that job well. A competency profile is a collection of all the competencies required to perform a particular function. So there may be five, or ten, or however many are appropriate for that particular job.

A leadership competency profile is a competency profile required to perform the functions of leadership and management effectively within the civil ser-



Ms. Jill LaROSE is a Canadian expert providing support to the Ukraine Civil Service Human Resources Management Reform Project in the area of leadership competency profile development. She is a former executive with over 33 years of experience in the Public Service of Canada primarily in human resources. Among her many posts, she has occupied the positions of Director of Human Resources Planning and Strategies, Treasury Board Secretariat; Director General of Resourcing Policy and Legislation, Public Service

Commission of Canada; Director General of Strategic Branch Management and Program Support Human Resources Branch, Canada Customs and Revenue Agency, and Associate Vice President of Human Resources Management Modernization Branch, Canada Public Service Agency.

vice. These are the profiles that we are developing for Ukrainian civil servants—leadership competency profiles, in other words identifying the set of skills, knowledge and behaviours and other attributes that leaders and managers in Ukraine's civil service need to have in order to perform their jobs and functions well.

— How would you describe the quality of leadership in the Ukrainian civil service? What qualities should be improved or developed?

It is hard for me to say because I do not know the leaders and managers well, but I can tell you that the HRM project have consulted with leaders and managers in the civil service quite extensively. They are the ones who must tell us what they do, what they need to do and what skills and competencies they need in order to perform their jobs and functions.

Within the research approximately 600 questionnaires were completed by leader-managers across the civil service at the central level (I-IV categories of positions), and, in addition, through four focus groups, we consulted with an additional group of manager-leaders — which allowed to us to discuss and clarify results of the survey.

Some of the things they told us in terms of an ideal manager or leader in Ukraine's civil service include, for example, a need for a high degree of professionalism to ensure that leaders and managers good technical knowledge in their areas of specialty.. They need to be results-oriented - The other desired competencies – namely being a good decision-maker, having good strategic, analytical thinking skills, being self-motivated to improve the workplace and work processes, being a good team player, working well with people, being effective at dealing with the people issues in their organizations — all of these are characteristics that were commonly identified among all people that we



consulted. These are very similar qualities to the ones that one would expect to find in leaders in any environment — whether it is in the private sector or public sector within or outside of Ukraine. I think managers within the Canadian public service with would identify many of the same characteristics.

The expectation is that the first real use of the profiles will take place in the area of training. We hope that the organizations responsible for training leaders and managers will be in a position to undertake meaningful needs analysis of the leader-manager population against the competencies that are set out in the profiles. Clearly priorities have to be established — identifying the most important areas that require development.

— *Based upon your experience, how would you identify the difference between the management of human resources in Ukraine's civil service as compared with Canada? What can Ukrainian human resources managers learn from Canadian experience?*

Well, there are many similarities and many differences as well, because the local environment is unique.

I think one of the differences, which I have noticed is that in the Canadian public service managers under-

stand that managing people is one of their primary responsibilities and that they, for example, are responsible for selecting members of their work teams, for identifying the training needs for those people and working with them to develop their skills, for managing their performance on a daily basis, for dealing with problems, etc. And, that role concerns managers of all levels including the most senior levels.

My impression is that managers at lower levels work closer with employees in the Ukrainian civil service, however the more senior they become, the less they see human resources management as one of their key responsibilities, and it is primarily the human resources department that oversees all of that work. I think that is a big difference in terms of how people perceive their roles. Apart from that, a lot of things I heard were very similar. We all approach work a little differently, we have different priorities, needs and situations, but this seems to be a common tie that binds all civil servants together around the world. Servants care about what they are doing, genuinely want to improve their lives and the lives of their organizations. I think they are very excited about future changes. And this is of great importance to move civil service reforms forward in Ukraine. ★

## CIVIL SERVICE NEWS IN THE REGIONS

### Autonomous Republic of Crimea: Joint efforts to recruit the youth to the civil service

Implementation of public policy on the recruitment of talented youth to the civil service and the service in local government bodies is one of the main spheres of cooperation between the Civil Service Department of the MDSCSU in the Autonomous Republic of Crimea and the city of Sevastopol and the Crimean Center for Re-Training and Advanced Training for Employees of Government and Local Government Bodies, State Enterprises, Institutions, and Organizations under the Council of Ministers of the Autonomous Republic of Crimea. With this purpose, the above noted institutions and the Ministry for Youth, Family and Gender Policy of the Autonomous Republic of Crimea approve an annual joint action plan.

In line with the above mentioned action plan, the second round of the First Republican Olympics on the fundamentals of civil service was held among students of higher educational establishments in February 2009, followed by the second round of the Fourth Republican Olympics and an essay competition on the fundamentals of public administration among senior high school students in April 2009.

Workshops and meetings in the format of web-conferences represent one of the forms of working with the youth. Such events were held in March, April, May and June. In addition, internships and practical training for the students of higher educational establishments of the Autonomous Republic and the city of Sevastopol attending a special course "Civil Service Fundamentals" and specializing in the major "Public and Municipal Administration" are held annually.

Recruitment of the talented youth to the civil service and the service in local government bodies will remain a priority of the Department's activities.

*V. Artemenko, Head of the Civil Service Department of the MDSCSU in the Autonomous Republic of Crimea and the city of Sevastopol*

### Kirovohrad region: cooperation in the sphere of training for civil servants

The implementation of economic and social reforms, the attainment of economic growth, the public provision of high quality management services to citizens, and the movement towards the European integration require the creation of an effective public administration system that would meet standards of the democratic, legitimate state with a socially oriented market economy. Implementing cooperation agreements between executive bodies and local government bodies, and, in particular, coordinating efforts on training and advanced training of civil servants and officials in local government bodies represent an important stage in this process.

A trilateral cooperation agreement signed between the Main Department of the Civil Service of Ukraine, the Kirovohrad regional state administration and the Kirovohrad regional council promotes improvements in human resources potential, the establishment of the powerful and viable public machinery as well as the professional and influential civil service.

In addition, target programs on training for civil servants and officials in local government bodies were designed and are currently implemented.

The Civil Service Department in the Kirovohrad region jointly with the Center for Re-Training and Advanced Training for Employees of Government and Local Government Bodies, State Enterprises, Institutions, and Organizations under the Kirovohrad regional state administration (further referred as the Center) designed programs for regular thematic seminars:

- for employees in the city council — a seminar entitled "Reform of Local Government Bodies in Ukraine at Present Stage";
- for employees in personnel units within territorial departments of central executive bodies and within structural departments of the regional state administration; and
- for young civil servants in a central office and structural departments of the regional state administration and for officials



in local government bodies — a seminar entitled “My Profession is Serving the People of Ukraine”.

The above-noted programs and programs of four-day seminars were fully delivered.

The optional courses for high school graduates “Fundamentals of Public Administration” administrated by the Department, regional administration, and the Center were introduced in the region and operate at the premises of the Center and a comprehensive school # 4 in the city of Kirovohrad.

From October 2008 to June 2009, graduates of higher educational establishments in the region attended a professional training program designed for staff reserve for positions in the civil service from categories V-VII. Courses were taught by qualified experts in Public Administration, representatives of the regional state administration, the regional council, the Civil Service Department, and the Center. Students underwent practical training in structural departments of the regional state administration, local government bodies and in the Civil Service Department in February-April 2009.

Upon graduation, best students are recommended for employment in executive government and local government bodies as well as for enrollment to graduate programs in higher educational establishments of Ukraine that offer the specialization in Civil Service.

The signing of cooperation agreements between the civil service department and local government bodies in line with respective schedules was introduced in the region. As of July 1, 2009, forty-six (46) agreements were signed, including agreements with the regional council, the Kirovohrad city council, three (3) district and three (3) town councils, and thirty-one (31) village councils.

The measures on the local provision of practical assistance, training for officials, and the introduction of the system “Card” within the informational system “Cadres” are undertaken.

Overall, nineteen (19) lectures, 9 training seminars and sessions, 3 round tables, 7 conferences, and 4 other events were held in the first half of 2009. Of eleven (11) tasks within an action plan for the first half of 2009, eight (8) were completed. The full implementation of the cooperation agreement and the establishment of a regional center for re-training and advanced training for heads of rayon state administrations, structural departments of rayon state administrations, and territorial executive power bodies is the primary task for the second half of 2009.

The cooperation agreement promotes the rise of the Department’s authority, the expansion of relations with regional local government bodies, functions as an important impetus in the efforts related to advanced training, selection, and training for civil servants and officials in local government bodies, and promotes their growing personal responsibility for work areas entrusted to them. Due to the improved performance of the tasks related to the region’s social and economic development, the region became a part of top ten according to rating indicators.

*O. Podushko, Deputy Head of the Civil Service Department of the MDCSU in the Kirovograd region*

## Luhansk region: Innovations in the cooperation between the Civil Service Department and the Center of Postgraduate Studies

The development of the Ukrainian state and its integration to the world community requires the improvements in professional expertise of public officials, including civil servants in executive authorities and officials in local government bodies.

The provision of high quality public services to citizens of Ukraine depends on the professionalism of managers and their ability to adopt innovations, among them — educational and communication technologies.

Often, the processes of drafting and revising legislation, addressing atypical problems, and searching solutions to complex social and economic problems require the constant and prompt exchange of information and experience among civil servants. In this regard, a videoconference serves as a perfectly quick and efficient communication mean.

A videoconference is one of promising forms of human resources training that can become an indispensable tool in the work of local government bodies, providing an opportunity to communicate in the interactive mode, to exchange information and experience, to present themselves, and to make joint decisions.

Since 2008, the Civil Service Department (further referred as the Department) and the Luhansk Center of Postgraduate Studies (further referred as the Center) together with various regions of Ukraine have organized a series of videoconferences dedicated to important issues in the functioning of the civil service and in regional development.

Employees of the Department directly participate in advanced training in the form of professional programs for civil servants in local executive power bodies and officials in local government bodies of the oblast as well as in territorial units of central bodies of executive power. The Department and the Center regularly hold innovative communication events.

The following field seminars were jointly organized by the Department and the Center:

- for heads and secretaries of village and settlement councils – the seminars entitled “Personnel Policy in Government Authorities and Local Government Bodies” (in three rayons); “Organizational and Human Resources Management in Local Government Bodies” (in four rayons); “Liability of Officials in Local Government Bodies for Violation of the Norms of the Law of Ukraine “On Struggle against Corruption”, including Organizational and Human Resources Management” (in two rayons), and “Law of Ukraine “On Fight against Corruption” and Counteracting Corruption in Local Government Bodies” (in the Luhansk city council, and in the Lenin and Zhovtneva district councils in the city of Luhansk);

- for civil servants in local executive bodies and officials in local government bodies — a seminar entitled “Compliance of Civil Servants and Officials in Local Government Bodies with Requirements of Anticorruption Legislation in Ukraine”; and

- for heads and employees of personnel units in executive and local government bodies — a seminar entitled “Role of Modern Personnel Policy in the Development of Ukraine’s Statehood”.

The search for new innovative forms of cooperation between the Department and the Center continues.

*Civil Service Department of the MDCSU in the Luhansk region*

## Volyn: School of Young Civil Servant

The engagement of youth to the civil service is one of the main priorities in the activity of the Civil Service Department of the MDCSU in the Volyn region. On October 22, 2007, the Department together with the regional Center for Advanced Training opened the School of Young Civil Servant.

On May 14, 2009, the study year 2008-2009 was completed by the School’s students. The Head of the Civil Service Department, Valentyn Malynovskiy, and the Center’s Director, Tetyana Litvinenko, congratulated students on their graduation and wished them to implement the knowledge and skills acquired during the study at the School and awarded respective certificates.

The School was attended by students of the Volyn National University named after Lesia Ukrainka, the Lutsk National Technical University, and the Volyn Institute named after Viacheslav Lypynskiy under the Interregional Human Resources Management Academy in their fourth and fifth study years.

The curriculum included two semesters. The School’s students acquired theoretical and practical knowledge in Public Administration, Civil Service, Local Government and other fields, and also attended trainings and workshops where practical management skills were taught. The students underwent practical training in the regional state administration and its structural departments, the Luhansk city council, the Civil Service Department of the MDCSU in the Volyn region and other territorial units in central bodies of executive power in the region, and also attended sessions of the regional council.

Based upon their academic results, best students of the School were included into the staff reserve of local executive bodies.

*Civil Service Department of the MDCSU in the Volyn region*

