



Learning for Better Public Service Delivery: The case of Latvia

(Experience, Challenges, Opportunities)

Edite Kalnina,
Public Administration Competence Development, www.pacd.eu

Supporting Decentralisation in Ukraine: Enhancing local civil service performance for effective public service delivery

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Experience in Public Administration

- **11/2017 - Founder/Expert, «Public Administration Competence Development»;**
- **05 - 10/2017 Key Expert,** Peer Review “Reforming the Training System for Local Authorities in Ukraine”, **National Agency of Ukraine on Public Service, the Council of Europe** Programme “Decentralisation and Territorial Consolidation in Ukraine”;
- **05/2012 - 05/2017 Director, Latvian School of Public Administration**
 - Reform of the training sector in public administration of Latvia;
 - New vision, projects and programs implemented, including EU funded Project No.3.4.2.0/15/I/001 to support effective public service delivery;
 - Guidelines for effective communication in public service.
- **11/2003 - 05/2012 Owner/Trainer, «Communication Agency «Puzzle»»,**
More than 600 client service managers and specialists of State Revenue Service trained in 3 level training program.



Topics of the Presentation

- **What are the necessary skills/competencies for effective public service delivery?**
- **Key challenges of Training:**
 - Identification of Training Needs/ Motivation;
 - Development of Training;
 - Evaluation.
- **Training/Learning System**

Skills / Competences

- Skills and Competences can be both similar and different.....
- Skills give us the “what”, Competences give us the “how”;
 - Skills + Knowledge + Ability = Competencies



5	533	229	27
7002	041	517	34
9208	12	8021	23
8022	21	039	15

4
7007

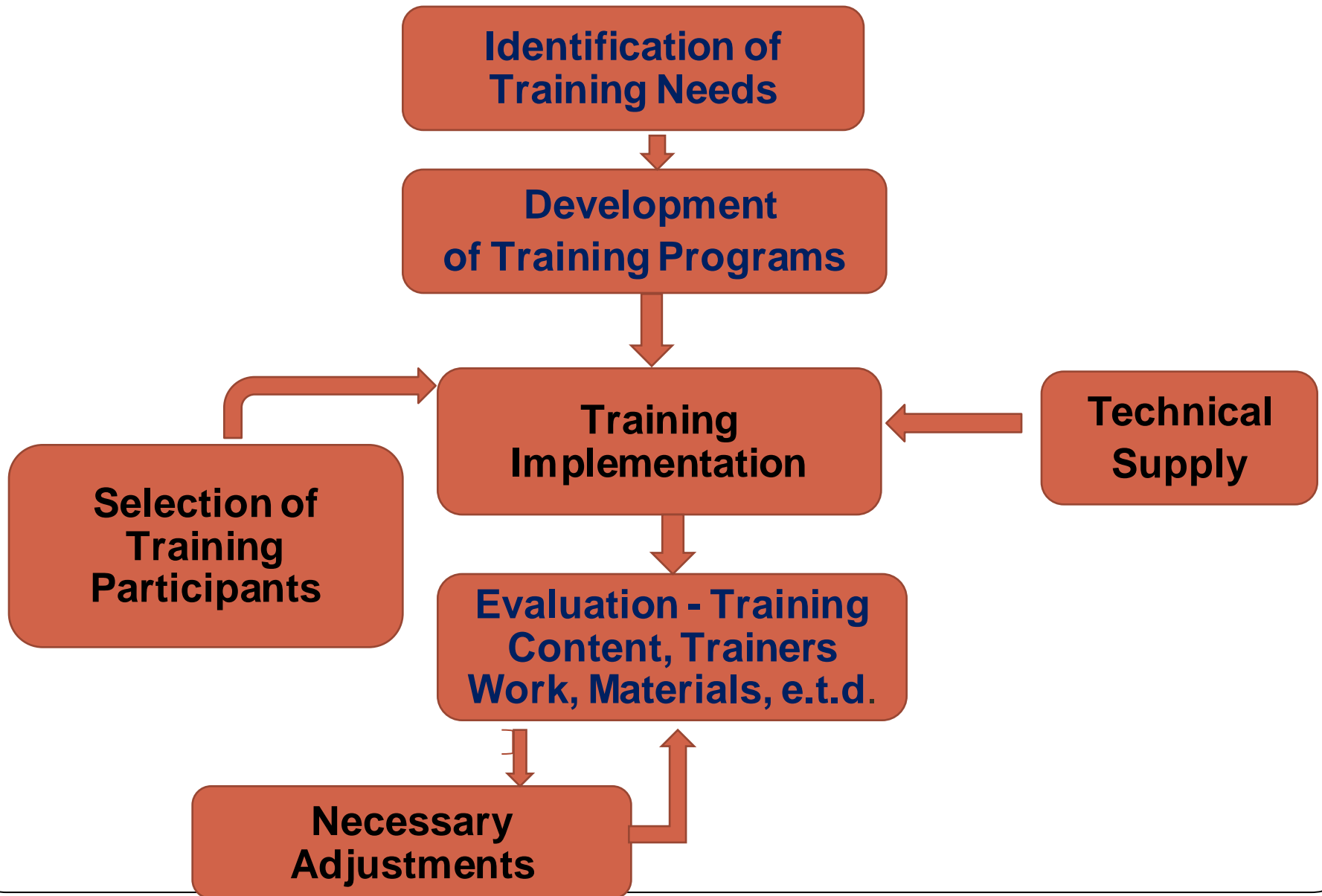
What are the necessary skills for effective public service delivery?

- Skills are defined in **Job Descriptions**, varies depending on the **Specific Service** and the **Specialist's Profile**;
- In Latvia, on average, one municipality provides 257 services from the 710 Full Municipal Services List grouped by 10 application areas;
- Important skills to train:
 - Manage specifics of local government services, organise service process;
 - Apply regulations in specific customer situations;
 - Use appropriate structure of communication with customer;
 - Provide professional information and use professional terminology in customer friendly manner;
 - Work with different types of information;
 - Use service management software and specialized databases;
 - Create administrative documents in accordance with regulations;
 - Conduct business correspondence with clients;
 - Manage customer payments;
 - Customer service ethics; Presentation skills; Psychology skills, e.t.d.

Necessary Competence: Client Orientation

- **Client orientation** is ability to readjust one's activities to ensure proper understanding and fulfillment of client's needs. It is also ability to offer adequate long-term solutions with added value.
- **Performance Appraisal/ Competence Indicators:**
 - Excellent (5): Promotes customer interests as a priority. Analyzes and uses opportunities to raise customer satisfaction. Offers solutions and acts to improve procedures to facilitate provision of the service to the customer;
 - (4),(3),(2)....
 - Unsatisfactory (1): Follows his/her own interests and treats client without care, does not find out and understand customer needs and preferences, shows negative attitude towards the client.
- **Competence based Training!**

Key challenges of Training (Who? How?)



Challenge No.1: Identification of Training needs

Determination of priority areas (**Training Needs**) if not set by a higher organization is based on a variety of means according OECD recommendations:

- Regular discussions with HR services across the civil service;
- Regular discussions with senior management across the civil service;
- Assessments of government programmes and priorities;
- Regular engagement with other stakeholders;
- Performance evaluations;
- Civil service employee surveys conducted by ministries or external stakeholders.

*National Schools of Government: BUILDING CIVIL SERVICE CAPACITY,
OECD, GOV/PGC(2016)37*

Engagement with stakeholders, Latvian School of Public administration (LSPA)



Challenge No.2: Development of Training Programs

- Types of training programs: Basic; Advanced, Specialised;
- Specific training:
 - Orientation programs for new employees;
 - Programs for first-time managers at all levels;
 - Programs for functional specialists in areas defined by the employer;
 - Programs for senior servants (separate Training plans).

Challenge No.2: Development of Training Programs

Basic Elements in Training Standard Description:

- Training objective;
- Characteristics of Training participants (job function, experience);
- Competences which will be developed during Training;
- Prerequisites (knowledge, necessary preparation);
- Trainer qualifications, experience;
- Structured list of Training topics;
- Methodology and Timing;
- Expected outcomes of Training.

Challenge No.2: Development of Training Programs

Theoretical part

Face-to-Face Training

E-learning

Practical part

**Examples domestic/
abroad**

**Case studies domestic/
abroad**

Excercises

**Open seminars,
workshops**

**Research,
individual work,
conclusions**

**Exchange of
experience**

Challenge No.3: Evaluation

1. Evaluation of Reaction of participants- participants survey **(Level 1 - Reaction);**
2. Evaluation of what has been learned, requires testing and/or feedback from trainers/facilitators and participants **(Level 2 - Learning);**
3. Evaluation of extent of application of learning by surveys of participants and/or their managers some months after the course **(Level 3 - Behaviour);**
4. Evaluation of the degree to which the organization's strategy has fulfilled its purpose **(Level 4 -Result).**

(The Kirkpatrick model)

Challenge No.3: Evaluation

Centralised Electronic Performance Appraisal System Latvian example (NEVIS)



Novērtēšanas elektroniskās veidlapas informācijas sistēma

Lietotājs: Jānis P

Versija: 2.0.1.3



Iestāde:

Struktūrvienība:

Amatu grupas nosaukums:

Nodarbinātais:

Amats:

Amatā nostrādātais laiks:

Novērtēšanas periods:

Amatu saime un līmenis:

Novērtēšanas veids:

Vadītājs:

Padoto skaits:

Komisija:

Mērķi un uzdevumi

Amata pienākumu izpilde

Kompetences

Profesionālā kvalifikācija

Mācību un attīstības vajadzības

Profesionālās izaugsmes plāns

Izmaiņas amata aprakstā

Kopsavilkums

Nosaukums	Rezultāts	Sākuma datums	Izpildes termiņš	Izpildes statuss	Svars	Nodarbinātā komentārs	Vadītāja komentārs	Vērtējums	P
Ieviest atlasēs procesā kompetenču novērtēšanas metodes	Izstrādāti kompetenču modeļi visiem amatiem uz kuriem tiek izsludināti amatu konkursi	01.01.2012	31.12.2014	Daļēji izpildīts	50	Mērķa izpilde veikta atbilstoši plānotajam darbu grafikam un termiņiem.	Mērķa izpilde ir veikta atbilstoši prasībām, jo visi uzdevumi ir izpildīti savlaicīgi un atbilstoši noteiktajām kvalitātes prasībām.	Labi	Jē
Nodrošināt iestādi ar augsti kvalificētu, izglītotu un uz sadarbību orientētu personālu.	Visi atlasītie darbinieki atbilst konkrētajam amatam izvirzītajām kvalifikācijas un kompetenču prasībām	01.01.2012	31.12.2014	Izpildīts	50	Mērķa izpilde veikta atbilstoši plānotajam darbu grafikam un termiņiem.	Mērķa izpilde ir veikta atbilstoši prasībām, jo visi uzdevumi ir izpildīti savlaicīgi un atbilstoši noteiktajām kvalitātes prasībām.	Labi	

Public Service Delivery and Training, Latvian example

- **Network of State and Municipal Unified Customer Service Centres (CSCs)**, since 2015:
 - 89 district / 21 regional /9 national significance centers by 2020, (64/10/1)
 - Multichannel delivery & One Stop Shop principle (Service at the counter, eAssistants, eAccount & eDelivery;
 - **Training of staff** by each service providing institution at least once a year (Regulation of the Cabinet of Ministers No.401, 04.07.2017.);
- **Life-event based approach of the National Portal of Public Service in Latvia** (www.latvija.lv) By Dec/2017: 2328 services available electronically, gap between the availability of services and the **citizens' readiness** to use them.
- 15/06/2017 Guidelines and Memorandum of Cooperation between Public administration institutions and NGOs «**Consult first**»;
- **Training of staff** for better service delivery is organised both :
 - Centrally by Latvian School of Public Administration within project EU funded Project No.3.4.2.0/15/I/001;
 - De-centrally by each state institution and municipality.

Good Service Movement Initiative in Latvia
The voting campaign at www.mazaksslogs.gov.lv
and in the mobile app «Football»



Developing Training/Learning System

- **CONCEPT on Reforming Professional Training System** for Civil Servants, Local State Administration Heads, Their First Deputies and Deputies, Local Self-Government Officials, Local Councillors

(Order of the Cabinet of Ministers of Ukraine. 1 December, 2017, No. 974-p)

The challenging issues, mentioned in the CONCEPT:

- **The system** of education, specialisation and in-service training of civil servants, local state administration heads, their first deputies and deputies, local self-government officials, local councillors **does not meet the present-day requirements to the training quality and content.**
- Flawed **mechanism for identification of the actual needs** of professional training;
- **The market** of professional training services is not competitive;
- No comprehensive **system for monitoring and evaluating.**

Developing Training/Learning System

Ways and Methods to solve Challenging Issues, mentioned in the CONCEPT

- Creating proper conditions to ensure professional development (development and implementation of the sector **competency framework**, approval of professional standards on the basis of the competency approach, segregation and introduction of types of professional training, .. provision of self- education)
- creating an effective **system to determine the needs for professional training;**
- providing for a **continued, obligatory, planned character** of professional training (measures to encourage and promote professional development, lifelong self-education and strengthening responsibility; introduction of obligatory in-service training under general-purpose and specialised professional programmes..)
- developing the **market of professional training services;**
- engaging all-Ukrainian associations of local self-government authorities for creation of professional **training system;**
- introducing a **mechanism of cooperation** ...of institutions in various forms of ownership providing training services.



NGO «Public Administration Competence Development» is a
Network of Experts Serving Public Administrations
by developing competencies of public administration employees
which enable them to provide better service to the public and
develop up-to-date public administration.

- **Training program design, implementation and evaluation;**
- **Study visits to learn best practices in delivering public service**
 - **Train the Trainer programs.**

Thank You!

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http://pacd.eu/index_eng.html

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