



Slovenia

ESF project "Establishment of a uniform model for civil service competency"

Key facts

SPECIFIC OBJECTIVE OF THE OPERATIONAL PROGRAMME

'Improve the level of qualification and integrity of public administration staff by upgrading the human resource management system and training system'

TARGET GROUPS



Public authorities and public authority staff

BENEFICIARY ORGANISATION

Ministry of Public Administration of the Republic of Slovenia (MPA)

PROJECT DURATION

04/02/2018 - 09/05/2019

COORDINATOR

Tatjana Verli Gorenšek, Human Resource Management Sector, Directorate for Public Sector, MPA



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CONTRACTOR

'GROUP PRIMERA, integrated HR solutions'

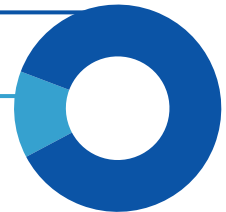
BUDGET

EUR 427,225.00

ESF contribution

EUR 106,806.00

Other contribution



PROJECT/ORGANISATION WEBSITE



<http://bit.ly/2RwYrvF>

<http://bit.ly/3aO7X59>

<http://www.mju.gov.si/>



<http://bit.ly/2t1nSMc>

Activities implemented

PROJECT IN NUMBERS



Participants in training under the project



Training sessions carried out



Workshops, expert panels, focus groups conducted



Civil servants surveyed

MAIN PROJECT TASKS



Carrying out an analysis of written sources, and conducting workshops to establish the content and architectural foundations of a civil service competency model.



Conducting workshops, interviews, focus groups, expert panels and surveys to develop core, leadership and job-specific competencies within the state administration.



Carrying out training for leaders, bound to mandate of the government, as well as 'Train the trainers' sessions (training for HR experts), and training for leaders within the second and third tiers of leadership.



Developing a catalogue of core, leadership and job-specific competencies, a methodology for identifying absent competences and upgrading existing competences, and a handbook for leaders and human resources experts, explaining the use of the competency model.

Project journey: from conception to delivery

INITIAL STAGE

CONTEXT OF THE PROJECT

The existing normative framework and legislation governing Slovenia's civil service showed a lack of understanding of the contributions made by individual civil servants in achieving organisational goals, strategic objectives, the implementation of changes and improvements, and the creation of a culture of innovation within the state administration. Public servants' potential was not taken into account in evaluating their performance in relation to their job requirements. **These observations prompted the idea among the leadership of the HRM Sector in the Public Sector Directorate at the Republic of Slovenia's MPA, of establishing a uniform model for civil service competency.** Convinced that implementing such an idea was possible, leading proponents of reform convinced the Minister for Public Administration, Boris Koprivnikar, that the development of a competency model was necessary. The Minister agreed, and began preparations for an implementation project.



PURPOSE OF THE PROJECT

The aim of the project has been to **establish a tool for the effective management of human resources within the state administration**, by developing a competency model for civil servants and thereby expanding the awareness that, in addition to formal education, an individual's skills, attitudes, beliefs, motives and values are also important to their successful performance at work.

PROJECT PHASE

MAIN CHALLENGES FACED, AND DIFFICULTIES ENCOUNTERED

The **main challenge** faced by the project team was the project's short timeframe. Also, team members who carried out everyday operational tasks in addition to working on the project suffered from a heavy workload. Hiring two additional employees made it possible to address this challenge. Additionally, the project team had to convince civil servants that leadership competences are important for leaders. The **main difficulty** encountered during this project was a lack of interest of public servants in participating in the survey and big diversity of ministries and employees that were included in the workshops.



KEY DEVELOPMENTS AND EVENTS DURING THE IMPLEMENTATION PROCESS

The **project's activities** were carried out via cooperation between the project team at the MPA, the partner organisation 'Group Primera, integrated HR solutions', the interdepartmental workgroup and other bodies from the state administration. Various **methodological approaches** have been used to collect data. These include the analysis of written sources, workshops, interviews, focus groups, expert panels and surveys.

KEY RESULTS AND SUCCESS FACTORS

The main achievement of the project has been **the development of a catalogue of core, leadership and job-specific competences.** The project team has prepared **a handbook for leaders and human resources experts on the use of the competency model**, together with **a methodology for identifying absent competences and upgrading existing ones.** In addition, the project team organised **training sessions** for leaders. The main factors behind the success of the project have been the close collaborative relationship between team members and the employees of the partner organisation, employees from different hierarchical levels, and the appropriate way in which the project was communicated to civil servants.

RESULTS, IMPACTS



(EXPECTED) IMPACT ON THE ADMINISTRATIVE SYSTEM

The project is expected to result in **enhanced productivity and competences of civil servants** within the state administration, which will in turn lead to the **provision of better-quality services for citizens** of the Republic of Slovenia.

LESSONS LEARNT: THE ROLE OF ESF FINANCIAL SUPPORT

ESF support **was necessary to the execution of this project.** The ESF directly funded two members of the project team and made it possible to establish business collaboration with the contractor. Workshops, interviews, focus groups, panels of experts, surveys, training sessions for leaders and HR experts have all been made possible as a result of ESF funding. This ESF-supported project **was the main mechanism in the process of defining the competency model for public administration.**

REFLECTIONS



Development of a core, leadership and job-specific competency models

Source: Website of the Ministry of Public Administration of the Republic of Slovenia

Personal experiences



'For the success of a project, you must have a clear purpose, goals and right people at the right positions from the beginning.'

Tatjana Verli Gorenšek, Human Resource Management Sector, Directorate for Public Sector, MPA

'The project has been successful because it has grown from the bottom up. From the beginning, civil servants have been included in the creation of the competency model. Without ESF support, the implementation of this project would not have been possible.'

Štefka Korade Purg, Head of Public Sector Organisation and Civil Servants System, MPA

The study "Progress Assessment of the ESF Support to Public Administration" (PAPA) aims to present specific cases of ESF-funded public administration reform and capacity building initiatives. The contractor prepared 30 case studies and factsheets on ESF supported projects funded in 17 beneficiary countries of Thematic Objective 11 during the programming period 2014-2020.

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PPMI

Find out more about the project by following the link <http://bit.ly/2Gfn35A> or scan the QR code using your smartphone camera.

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