European Commission

ESF project "Strategic support for the recruitment of competitive public service personnel"

Hungary

Key facts

SPECIFIC OBJECTIVE OF THE OPERATIONAL PROGRAMME
SO 2.1: In the key areas of public administration, a human resource management system is introduced, providing the competencies necessary for service oriented task performance and complying with the career model

TARGET GROUPS
Ca. 140,000 employees of ca. 1,500 public service agencies (civil service and armed forces)

BENEFICIARY ORGANISATION
Ministry of Interior (MoI) as consortium leader and National University of Public Service (NUPS)

PROJECT DURATION
20/12/2016 – 31/12/2020

COORDINATOR
Dr. Enikő Kovácsné Szekér, Head of Department for Public Service Development and Strategy, Ministry of Interior

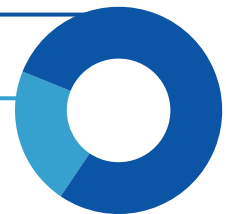eniko.szeker@bm.gov.hu

PARTNERS
National Infocommunications Service Company Ltd.

BUDGET
EUR 15,366,210
ESF contribution
EUR 4,252,284
National budget of Hungary

PROJECT/ORGANISATION WEBSITE
https://bmprojektek.kormany.hu/verseny
http://bit.ly/36tIZ7K
http://bit.ly/2O4scSi

http://bit.ly/2GylPSR

Activities implemented

PROJECT IN NUMBERS

| 150 | Agencies of civil service and armed forces | 317 Mentors | 300 Events | 150 Trainers |

MAIN PROJECT TASKS

- Map the needs and situation of Human Resource Management (HRM) practices at a selected sample of public administration and law enforcement agencies.

- Develop 12 research reports and 4 concept papers in the fields of mentoring, talent management, promotion and HRM knowledge management.

- Develop a curricula for vocational training and secondary school courses; train teachers, launch mentor training and pilot programs.

- Organise information events and workshops to discuss the methodologies and instruments.

- Construct the Government HR Decision Support System (KSZDR) and develop online tools for HRM functions (TARTINFOR: Information System for the Reserve Pool – from which to recruit civil servants, KÖZSZOLGÁLLÁS: Recruitment Portal for Public Service, HRM Knowledge Base).

INITIAL STAGE

CONTEXT OF THE PROJECT

In 2012, the Magyary Public Administration Development Program put forward a unified career model of public service, focusing on a significant mobility between the civilian and the armed (military and police) corps. The project intended to contribute to a unified and centralised HRM system of the three public service corps, by building on the results of earlier State Reform Operative Programme measures.

PURPOSE OF THE PROJECT

The general aim of the project is to construct **HRM instruments that enable the civil service system to attract, prepare and retain personnel in public service**. To this end, it aims to develop systems and methodological instruments, as well as ICT resources to support these functions. The project includes elements that target specific organisational competences, as well as elements that cover overarching, horizontal aspects of good governance (such as an HRM database and a management information system).

MAIN CHALLENGES FACED, AND DIFFICULTIES ENCOUNTERED

Despite initial strategic HRM intentions of 2014, the three corps, instead of being placed within a unified regulatory and policy framework emphasizing horizontal mobility, were regulated in three different ways. Lacking a stable, clear-cut, and government-wide HRM strategy, and due to the constantly changing legal-organisational environment, the project had to face the challenge of 'shooting at a moving target'. In order to adapt the diverging HRM practices of the different corps of public service, the project had **to redesign its methodology, instruments and scope according to a flexible approach**. The changes introduced by the 2019 legislation pose another challenge to the project, since the absence of a uniform HRM regulation in the civil service might question the applicability of some HRM instruments developed. Furthermore, the reoccurring hiring freezes in the civil service had temporarily disabled the launch of two components of the pilot project - recruitment and tutoring.

PROJECT PHASE

KEY DEVELOPMENTS AND EVENTS DURING THE IMPLEMENTATION PROCESS

A substantial project implementation began in Summer 2017 in three main domains (attracting, preparing and retaining). The first project activities involved **mapping needs and collecting international best practices** on the HRM tools proposed. The findings have been disseminated via open **workshops** and symposiums throughout 2018. Based on these discussions, working groups prepared **concept papers** in each of the three domains, which could serve as the basis for launching the pilot initiatives in 2019 (incl. 'train-the-trainers' and 'effective tutoring'). The activities have been systematically monitored and evaluated within the project's internal monitoring framework. The elements of the **new secondary school curriculum** were drafted and methodological training focusing on career guidance was organised for teachers in 2019. In order to enhance the promotion system, a total of 30 'neural models' were elaborated for competence management of senior officials. Regarding the further development (and re-branding) of **IT-based online HRM tools** (TARTINFOR, KÖZSZOLGÁLLÁS) and the newly designed KSZDR data warehouse, the plans of these systems were elaborated and the IT developers were selected through public procurement.

RESULTS, IMPACTS

KEY RESULTS AND SUCCESS FACTORS

Although important outputs have already been produced – such as the models for competence management and the school curriculum mentioned above – these products have not yet been put into practical use, apart from some pilot runs. Therefore, at this stage of project implementation, little actual results have been reported so far.

(EXPECTED) IMPACT ON THE ADMINISTRATIVE SYSTEM

The project enables the **public service corps to be renewed and to operate in a responsive and flexible manner**, thereby contributing better to the competitiveness of the economy. Based on the IT-based and interconnected functions, HRM decisions will be well supported by data. Improved HRM practices would result in recruiting and retaining more competent employees in the public service.

REFLECTIONS

LESSONS LEARNT: THE ROLE OF ESF FINANCIAL SUPPORT

The main lesson learnt from the difficulties encountered is that the **project components should be specified in a flexible way, in order to make them adaptable to possibly unpredictable and large-scale changes in the legal or institutional context**. In response to the 2019 changes in civil service, the project opted for a 'toolkit' approach, allowing organisational actors to pick and use tools at their discretion. This may result in an increased sustainability of the project results over time.

ATTRACTING

PREPARING

·RETAINING

Logo from a leaflet published for the project's kick-off event on 26 January, 2018; Source: Ministry of Interior

Personal experiences

'We initiate processes that have never occurred in the public service so far, this is why it is crucial to measure them from the very first seconds.'

Dr. Gabriella Csóka, *Deputy Head of Project Team, National University of Public Service*

'By involving academic resources, the project creates an opportunity to open gates in public administration, and to think and solve problems together.'

Dr. Erika Malét-Szabó, *Senior Advisor, Ministry of Interior, Department of Civil Service Development and Strategy*

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

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