

HRM PROJECT

UKRAINIAN CIVIL SERVICE

PRESENTATION OF THE STRATEGIC FRAMEWORK ON HUMAN RESOURCES MANAGEMENT

Presentation Outline

- ① Context for Change
- ② Vision of the new civil service of Ukraine
- ③ Overview of the Framework
- ④ Overview of the Recommendations
- ⑤ Factors for Successful Reform

Context for change

- Human resources management reform is included in the Main Department for Civil Service of Ukraine's overall mandate for civil service reform
- Concrete reform steps have already been taken including:
 - The drafting of a new Law on the Civil Service
 - The development of draft legislation on the ethical behaviour of civil servants
 - Initiating the establishment of a new training center for the most senior Ukrainian civil servants
 - Undertaking SIGMA governance assessments in 2003, 2006 and 2007
 - Work with international donors in areas of civil service reform

Reform of the human resources management system

- ⦿ A Strategic Human Resources Management Framework has been developed to serve as the comprehensive roadmap for the creation of a modern and professional Ukrainian civil service
- ⦿ Guided by the principles of the new draft Law on the Civil Service
- ⦿ Developed by the Main Department for Civil Service with Canadian support

VISION OF THE NEW CIVIL SERVICE OF UKRAINE

A new Ukrainian civil service:

- ⦿ Is guided by the core principles of the new draft Law on the Civil Service
- ⦿ Serves the national interests of Ukraine and its citizens
- ⦿ Appoints professional and ethical civil servants based on merit not for political reasons or personal interests
- ⦿ Focused on fairly and effectively delivering public services to citizens
- ⦿ Acts in best interests of citizens not their own personal interests or gains

VISION OF THE NEW CIVIL SERVICE OF UKRAINE

- Produces sound policy options based on evidence and appropriate consultation
- Provides objective policy advice
- Is committed to fully implementing the government's policy decisions
- Consists of employees who proud to be part of the civil service
- Values and recognizes the work and contributions of its civil servants
- Is seen as a desirable and accessible employer which treats staff fairly and with respect

Principles of the Law on the Civil Service

- Professionalism
- Political Neutrality
- Loyalty
- Ethical Behaviour

- Transparency
- Objectivity
- Responsibility

- Rule of Law
- Stability
- Equal Access to Civil Service

Professional
and
Sustainable
Civil Service

Reinforcing
Supporting

Leadership

Reinforcing
Supporting

Enabling
Workplace

Foundation of Governance and Infrastructure

Overview of Recommendations for Human Resources Management Reform

LEADERSHIP PILLAR

- ⦿ Targeted groups: from first level supervisor to most senior civil servant in central executive government bodies
- ⦿ Recommended actions:
 - Establish leadership competencies
 - Develop training in line with new competencies
 - Establish leadership and management development programs
 - Forge networks for community building
 - Set new and unique human resources management processes

PROFESSIONAL AND SUSTAINABLE CIVIL SERVICE PILLAR (1)

- Recommended actions:
 - Improve hiring and promotion with new assessment techniques and the establishment of an independent review agency
 - Establish a new approach to classification in which job descriptions contain actual duties performed, all work in the civil service is measured against consistent and objective criteria in one classification standard guide in order to establish the relative value of work and the associated salary

PROFESSIONAL AND SUSTAINABLE CIVIL SERVICE PILLAR (2)

- ⦿ Recommended actions:
 - Carry out comparative salary studies to establish new compensation policy
 - Require uniform human resources planning and reporting in all central executive government bodies and roll-up at the government-wide level
 - Develop a new government-wide training policy and a more structured training needs assessment process

PROFESSIONAL AND SUSTAINABLE CIVIL SERVICE PILLAR (3)

- ⦿ Recommended actions:
 - Designate a senior government official accountable for conflict of interest, develop explicit guidelines, incorporate issues of lobbying and post-employment, clarify rules on political activities of civil servants
 - Clarify scope and principles for management of discipline

ENABLING WORK ENVIRONMENT PILLAR (1)

- ⦿ Recommended actions:
 - Revise annual performance evaluation with assessment of actual duties performed and related clear, measurable and reasonable objectives, used to discuss career plans, training needs, establish performance improvement plans

ENABLING WORK ENVIRONMENT PILLAR (2)

- ⦿ Recommended actions:
 - Develop a new policy on alternative work arrangements
 - Clarify redress procedures and rights of civil servants, and introduce alternative forms of dispute resolution
 - Undertake review of effectiveness of approach to awards and recognition

GOVERNANCE AND INFRASTRUCTURE FOUNDATION

- Recommended actions:
 - Initiate an exercise to clarify and establish clear accountability in human resources management across the Ukrainian civil service
 - Create of a centre of expertise in human resources management within the MDCS
 - Put in place mechanisms to support the capacity building of HR professionals
 - Develop comprehensive HR information system to facilitate analysis and application of HR information in human resources management and planning
 - Enhance the review, monitoring and inspection of human resources management with inclusion of effectiveness and independent review of MDCS

FACTORS FOR SUCCESSFUL REFORM

- HRM Reform will require sustained action and commitment from all levels of government, in particular, senior levels.
- Open, honest and on-going communication with all stakeholders is critical to the success of the reform and an effective change management process.
- The implementation of recommendations must be based on active engagement of all stakeholders and reflective of Ukrainian realities and environmental factors.
- The civil service reform process is part of the broader evolution of public administration in Ukraine and must necessarily be locally driven.