

Young Professionals Scheme (YPS) – Impact assessment

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Sofia

National Institute of Administration (INA)

- INA was established in 2001 as a public institution of national interest with legal personality
- In 2009, INA was taken within the National Agency of Civil Servants as a training department
- Starting 2016, INA was reinstated as a public institution of national interest with legal personality, under the coordination of Ministry of Regional Development and Public Administration
- INA is an important actor in the process of implementing the strategic objectives of the Government for the development of a professional civil servants' body

National Institute of Administration (INA)

Strategic lines:

- Research and innovation in public administration
- Competency-based training programs measured by transferable credits
- Quality standards for training programmes
- The national network for training

**short-term
training
programmes**

- training in priority areas for public administration personnel and for any other interested persons
- competency-based training

**specialised
training
programmes**

- high-ranking civil service position
- management civil servants
- appointed or elected officials in public positions
- public managers

**research-
innovation in
public
administration**

- conducting analyses, studies, reports, prognoses, and publications
- developing data bases, libraries, networks

**facilitating
knowledge and
information
communication in public
administration**

- organizing specific events (seminars, conferences, round tables)

**ensuring the
quality of
training in
public
administration**

- elaborating or updating occupational standards for in public administration field
- accessing financial mechanisms for developing and implementing projects in the field of public administration

YPS- Background

- The YPS project (Adapting the Corps of Professional Public Managers), financed by the European Union through Phare programmes, aimed to increase the managerial capacities of Romania's civil service
- Was implemented by INA between 2003 – 2009, 4 cycles
- The main output of the YPS was the creation of a corps of professional public managers

Aim of YPS

“To create, through an accelerated route, a professional corps of public managers within the Romanian Civil Service, with sufficient skills to manage public affairs on a professional, nonpolitical basis, and the necessary ability to deal with the priority areas linked to the transposition and implementation of the *acquis communautaire* and other EU accession related matters”. (Sigma 2006)

Dual Training programme

Trainees and Scholars

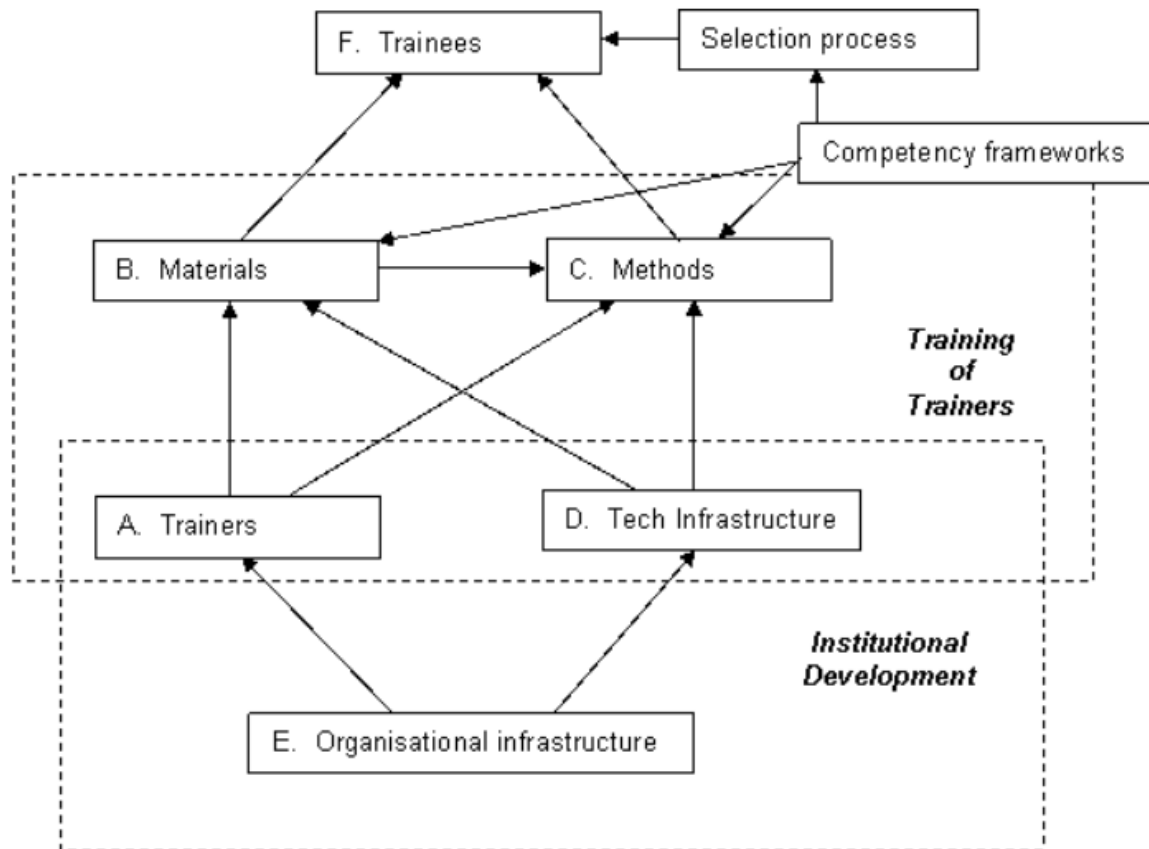
- The end of the program, psychometric tests to evaluate candidates potential as senior public managers were conducted.

YPS- Impact assessment

Methodology in brief:

- External evaluators' reports (annual evaluation)
- Job description
- Feedback from public managers (interviews and workshops)
- Placement

The training process



Trainees – a competency framework

Personal qualities:

qualities which are to a large degree "fixed", or at least slow to change, and so largely unaffected by the training itself.

Behavioral attributes:

qualities which determine the approach and attitude to work, also slow or difficult to change, but which feature in the requirements of a new modern public administration.

Skills:

qualities which training aims to change, which in some cases (e.g. foreign language proficiency) cannot be completed through a short or medium term training programme.

Knowledge:

the attribute which may be altered, through study, and requiring continual updating throughout a career. It is an important component of self-study and in-service training, but not the primary focus of pre-service training

Summary of competency framework

General Competency	Sub-Competency	Specific Competency
Delivery skills (motivation and commitment)	Drive for results	Planning and prioritising work activities
		Proactive problem solving
		Resilience
		Accountability
	Learning and self-improvement	Learning continuously
		Adaptability
Intellectual capacity	Decision making	Analytical and critical thinking
		Taking and implementing decisions
		Taking calculated risks
	Constructive thinking	Thinking creatively
		Identifying innovative solutions
Interpersonal skills Team skills	Building productive relationships	Building relationships
		Achieving goals through relationships
	Communicating with impact	Communicating
		Influencing, negotiating and mediating
	People management	Ability to train others
	Team player	Ability to contribute in a team environment
Change Agent	Change Agent	Promotes change and thrives on change

YPS- Design

- The participants were selected through a nationwide open competition which included 6 assessments, led by Romanian and European experts in the field.
- The main output of the YPS is the creation of a corps of professional public managers

2 components:

1. scholars (young civil servants)

2. trainees (young graduates)

YPS - description

- **Trainees** – young people under 35 years of age, already civil servants
- **Scholars** – young graduates
- Both components – the trainees and scholars – having the same training curricula. Trainees follow an internship in a EU country. Scholars attend a master program - EU member state university.

YPS - Design

1

Participants' selection – national wide open competition- 6 assessments, led by RO and EU experts

2

Identified people with personality and behavioral aptitudes according to the Public Manager Competency Framework

3

Training programme in Romania and an EU member state and practical stages

4

Placement of the graduates

5

Career evaluation and monitoring

YPS – Training programme

- Alternating classroom-based training
- Practical placements in the public administration
- Competency-based training

Impact evaluation

Nature of work performed by Public Managers

Trainees

- 37% - responsible for managing different types of projects;
- 20% - coordinating activities of various working groups and structures;
- 20% - public policy matters;
- 20% - drafting strategic documents;
- 13% - HR related matters;
- 2% - involved only in routine tasks.

Scholars

- 42% - drafting strategic documents;
- 24% - routine tasks;
- 16% - coordinating different structures;
- 10% - implementing important projects;
- 8% - Human resource management activities.

Source: SIGMA study, OECD



YPS – Outputs

- 431 graduates – 395 public managers
- Competency-based training
- 77% of Public Managers were satisfied with the overall quality of the training programmes



European Union
European
Social Fund

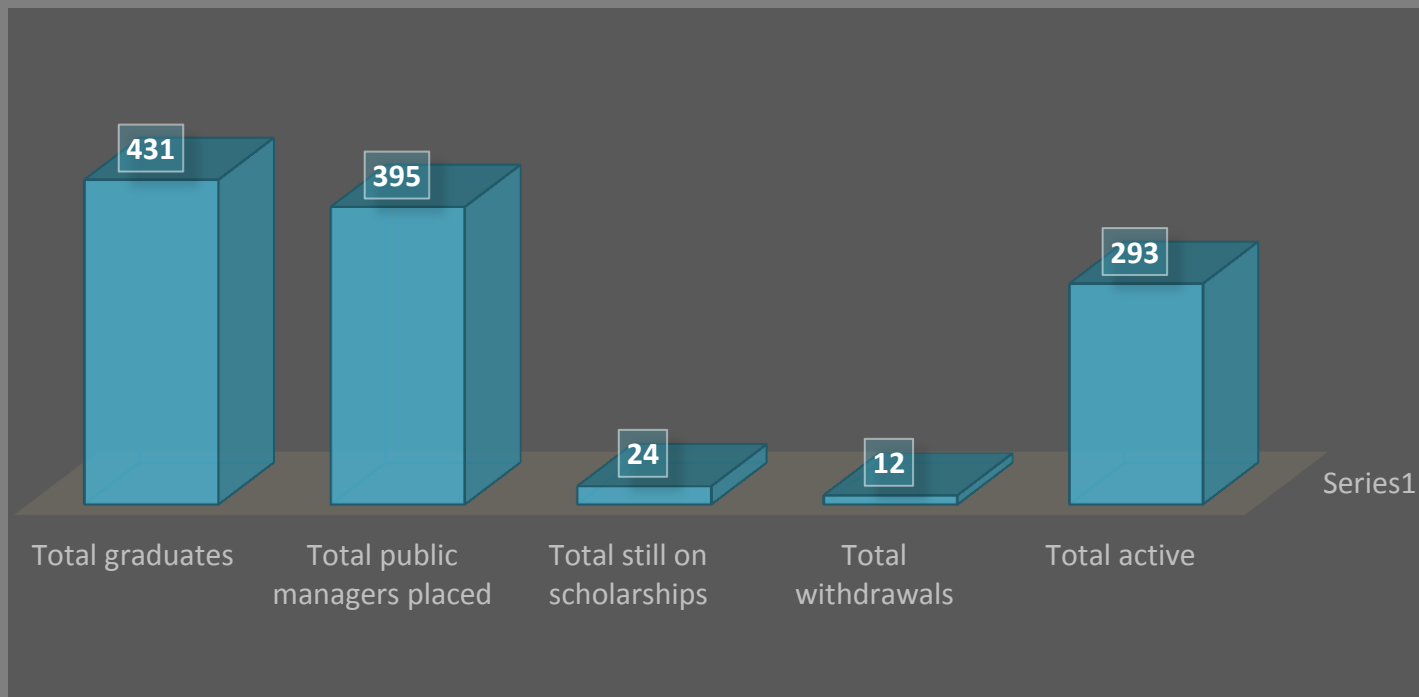


INSTITUTE OF
PUBLIC ADMINISTRATION



YPS – Outputs

PUBLIC MANAGERS 2003-2017



Project "We work for the people" strengthening the capacity of institutions to meet the challenges of modern public policies" funded under Operational Programme "Good Governance", co-financed by the European Union through the European Social Fund.

Positive aspects

The recruitment and selection process – national contest, strong competition

The selection process involves a complex procedures in accordance with specific requirements

Major contribution of mentors for training of public managers

Internships – exchange of good practices between RO and EU

Creation of a professional network

The stages are recognised as an important part of the overall training programmes

Many Public Managers identified the objectivity of the placement mechanism as an important positive element of the YPS

Challenges

Lack of clarity over the nature of functional responsibility that a Public Manager

Lack of proper selection procedures for some local trainers, the unavailability of foreign experts to support the training of scholars

- The improvement and refining of job descriptions/definitions, through the inclusion of tasks and assignments which promote and put into practice the key ideas in the *interface* and *learning issues*.

There were significant delays in the placement process for both trainees and scholars;

Many trainees and scholars raised the issue of being required to perform routine tasks

- The refinement of performance assessment procedures for public managers. Assessment procedures will build on the reforms in the job descriptions, to ensure that the career development of public managers depends on their personal contribution to the introduction and development of more inter-disciplinary and results-oriented practices fundamental to the *interface* and *learning issues*.



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