

3/1997



MASTER

PROJECT

Education & Training in Public Administration

Inštitut za javno upravo, Centre for Socio-Eco-Nomic Development

*Organisation & management
of in-service training within
central government
administrations:
A comparative study of
Slovenia & Switzerland*

Dr. Raymond Saner

Dr. Lichia Yiu

(editors)

Chapter I

Introduction

- 19 Background & Introduction
- 20 Comparative Studies
- 21 Research Organisation
- 21 Research Objectives
- 22 Research Design
- 22 A. Definition of Terms
- 22 “Routine” Change
- 23 “Crucial” Change
- 23 B. Approach
- 23 Stakeholder Approach
- 25 C. Organisation of In-Service Training: Inter- and

Intra Ministerial Training

- 25 Framework of the Country Case Studies
- 25 Country’s Current Training System: Part One
- 25 Crucial Incidences: Part Two
- 27 In-depth Case Study: Part Three
- 27 Reporting
- 27 References

Chapter 2

In-service Training as an Instrument for Organisational Change in Public Administration:

Case of the Republic of Slovenia

Mag. Peter Jeglic Mag. Borivoj Kos

- 31 Introduction

Part I: Slovenia’s Training System

- 33 I. Country description
- 33 1. Political system
- 34 2. Number of civil servants
- 35 II Legal structure
- 35 1. Legal Framework of the Organisation of Training
- 36 2. Structure and Responsibilities of Training Organisations
- 36 a) Internal Providers
- 37 b) Service Providers
- 37 c) Others
- 37 III. Training budget for in-service training
- 38 IV. Contents of Training
- 38 1. Objective

40	2. Contents of Training
43	V. Evaluation and Feedback
45	VI. Interface Management

Crucial Changes in the Last Decade

47	I. The Change of Sovereignty
47	1. New Constitution
48	2. The Reshaping of State Administration
49	3. Legal Issues of the Reform of Public

Administration

50	II. Approximation to the European Union
50	I. Challenges to Slovenian Public Administration I
50	1. I State Administration
51	1.2 Local Self-Government
51	1.3 Public services
52	1.4 Protection of the rights of individuals vis-a vis the administration
52	1.5 Development of administration, the position of civil servants and their education

Part III Case Study

55	1. Introduction
56	2. M.A.S.T.E.R Project
56	Basic Programme Phase (BP)
56	Intermediate Programme Phase (IMP)
57	Specific Programme Phase (SPP)
57	Track 1
58	Track 2
59	3. Output of the M.A.S.T.E.R Project
59	Track 1
59	The Efficiency of Administrative Procedures in Defining the Fulfillment of Conditions for Licensing Businesses (Administrative Unit of Ljubljana)
60	The Procedure for Obtaining a New Telephone Line (Slovenian Telekom Office)
60	Improving the Procedures for Selection and Financing of Scientific Research Projects by the Ministry of Science and Technology
62	The Procedure for the Preparation of Movement Sessions
62	Improving the Procedure of Adopting Standards
64	Improving the Process of Issuing Permanent Residence Permit to Foreigners
65	Track 2
65	Analysis of Training Needs in Public Administration
71	Designing Training Programmes for the

Administrative Academy

75 Training Modules

79 References

Annex—1: 81

Questionnaire

Annex — 2: 87

Slovenian — Swiss M.A.S.T.E.R Project

About the Authors 91

Chapter 3

Organisation and Management of In-Service Training in Switzerland

Dr. Raymond Saner, Dr. Lichia Yiu, Dr. Bettina Mindt

95 1. Introduction

97 2. Switzerland

97 Facts about Switzerland

98 Current Challenges

99 3. The Swiss Federation

100 The Swiss Federal Administration

103 4. Current In-Service Training in Switzerland

103 Public Sector Employees in Switzerland

104 Education and Training in the Swiss Federal Administration

105 The Federal Personnel Office: Central Training Provider of the Federal Administration

107 General Training

108 Menu of Training Programmes provided by the Training Unit

108 Leadership Training

109 Training Budget

110 Personnel Expenditures of the Federal

Administration

110 Training Expenditures by Federal Department

110 Training Expenditures per Training Topic

110 Training Seminars, Trainees and Trainers

112 Interface Management between Stakeholders

115 Evaluation and Feedback of In-Service Training

115 Evaluation of Leadership Training Programmes

115 Evaluation of Training Programmes for Secretaries

115 Evaluation of “Seminars for Women”

116 Survey of Federal Training Supervisors and Federal Directors

118 5. Crucial Changes and their Impact on the Federal Administration 117

118 Survey of Members of Parliament and Representatives of the Media

118 Survey Results

119 Comments

120 Survey of Trade and Professional Associations

123 6. Case Study: Training on Relations

Development of Relations between Switzerland and the European Union 124 European Union
“Training Programme Europe”

125 Interface Management

126 Swiss Providers of EU-related Training Programme

129 Survey on EU-related Training Programmes of the

Federal Administration

129 Survey Results

131 Communication

132 Participation

132 Programme Content

132 Evaluation

133 Suggestions for Improvement

7. Conclusion 135

Bibliography 139

About the Authors 141

Chapter 4

Conclusion

145 Country Case Studies

146 Findings

146 Design of in-service training in regard to crucial change in Switzerland and in Slovenia

147 Use of training in order to support “crucial” change and corresponding evaluation

147 Management of interfaces with various stakeholders

148 Epilogue

148 References

Background & Introduction

In December 1994, the Governments of Slovenia and Switzerland entered into a bilateral cooperation agreement. The aim of this agreement was to facilitate the modernisation of administrative and management methods in Slovenia in general and to implement the transfer of know-how concerning management development and organisational consulting in specific.

To achieve these aims, a project titled "M.A.S.T.E.R." (short for Managing Administrative Systems through Training, Education and Research) was carried out in 1995-1996 in Slovenia. Goal of this M.A.S.T.E.R. project was to assist the Government of Slovenia to develop its internal training and consulting capabilities to carry out the planned administrative reform and modernisation. Specifically, two new governmental units responsible for these functions were established at the end of this bilateral project and staffed with qualified personnel who were developed through a 16-month accelerated learning process.

The Centre for Socio-Eco-Nomic Development (CSEND), a non-profit foundation based in Geneva, was appointed by the Swiss Government to undertake the overall responsibility of designing and executing this project in cooperation with the Institute of Public Administration of the University of Ljubljana. Swiss and international experts from Western Europe, North America and Asia participated in this complex institution building and capacity development project.

This comparative study was undertaken in the framework of a technical cooperation project called “M.A.S.T.E.R.” project which was carried out in 1993-1996. Goal of this project was to assist the Government of Slovenia to develop its own internal training and consulting capabilities and to carry out its planned administrative reform and modernisation.

In-depth country studies were carried out in Slovenia and Switzerland. Each country study documented the current state of the existing in—service training system, management structure, resources and on-going training activities. Examples of training intervention were also given to shed light on the relation between training and the need to improve administrative performance. The main research goal was to find out how the training processes were designed, managed and monitored in both countries so that experiences can be shared and progress made.