

TNA - professional training of civil servants in Serbia

Having in mind results of Gozdana Miglich, PhD theoretical research and horizontal jobs classified in primary groups, in November 2006, in organization of HRM Office – Section for professional development of civil servants TNA was implemented.

Research objectives were related to identification of motives for attendance of the program of the professional training by civil servants, development of civil servants, identification of most interesting topics (themes) in general, identified by interviewed civil servants and identifying interest for specific topics (themes) depend on position in the state administration (management or executors). Identification of relationship between elected topics (themes) with occupation of civil servants was one of the research tasks. Participants in this research also had possibilities to add topics (themes) for which they had interest but was not offered at the list.

Descriptive method was applied, with questionnaire as an instrument.

Questionnaire had 6 questions of which 3 were enclosed, 2 – opened and 1 was ajar (half open?). Enclosed questions were related to the data about the occupation, general interest about the attendance the training in the following year. On the ajar question participants in this research were answered encompassing the answers with the topic of the training which they have interest to attend in the following year.

Participants in this research also had 2 opened question in which they enroll the name of their (working) position, and, name of the topic in which they have interest.

Data has been treated with the applicable statistics measurements: average, frequency and percent(age).

Having in mind that only representative sample provide reliability of the results, research was done on the apposite sample, because data were collected questioning 394 civil servants which attended the trainings for the application of the rules during November and December 2006.

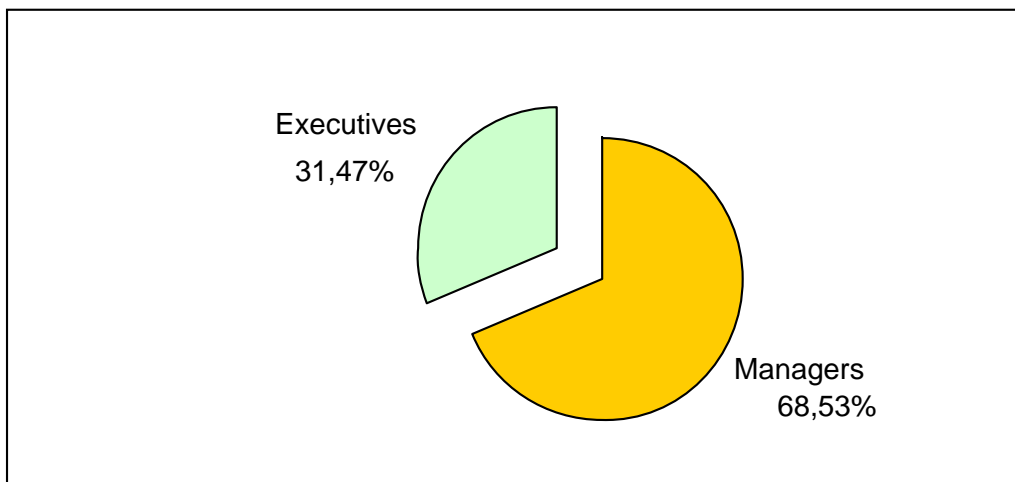
Interpretation of results of the research

From 394 questioning civil servants which made the sample, 218 (66,03%) of them was on the management positions, while 112 (33,94%) were executives.

Table 1. Managers and executives in the sample

Managers and executives	No of interviewed	%
Managers	270	68,53
Executives	124	31,47
Total	394	

Image 1. **Participation of managers and executives in the sample**

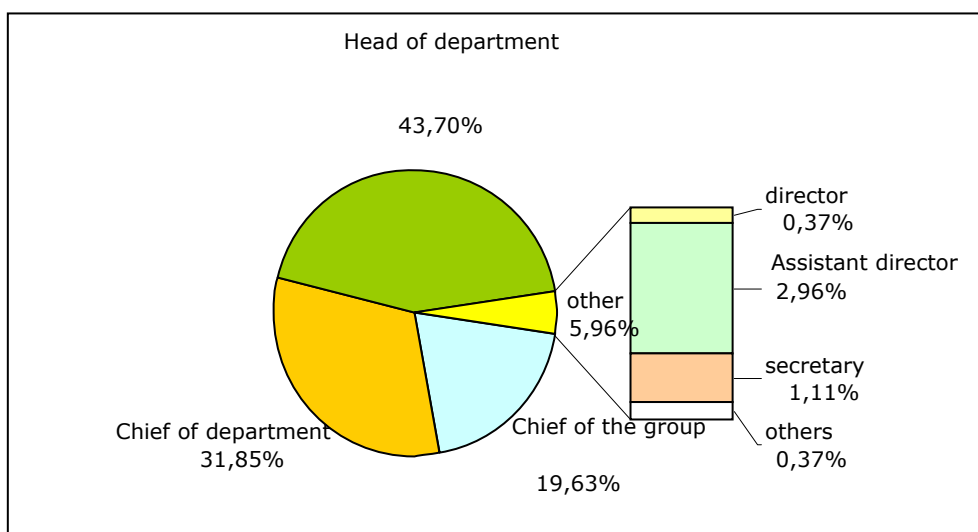


From total number of managers, most of the sample were line managers: heads of department (nacelnik odeljenja) (43,70%), chief of department (sef odseka) (31,85%) and chief of the group (rukovodilac grupe) (19,63%). The rest of the samples were directors, assistants of directors and secretaries of the ministries.

Table 2. **Managers in the sample**

Managers	No of interviewed	%
chief of the group	53	19,63
chief of department	86	31,85
heads of department	118	43,70
director	1	0,37
Assistant director	8	2,96
secretary	3	1,11
Others	1	0,37
Total	270	

Image 2. **Managers in the sample**

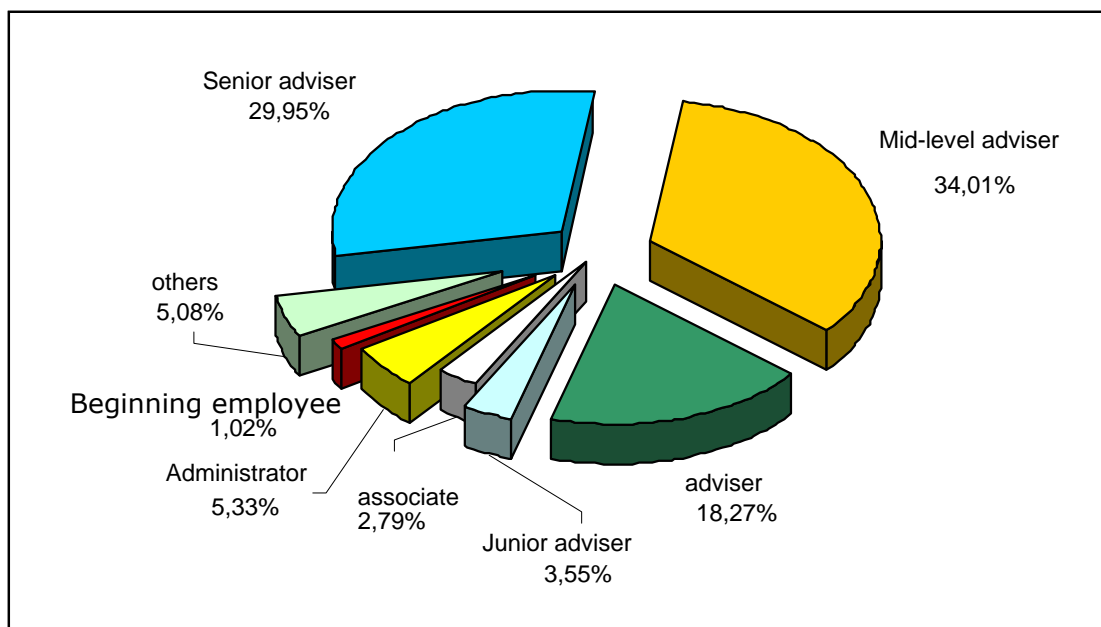


Depends on the occupation of the civil servants, major part of the sample structure were senior (visi savetnik) and mid-level advisers (samostalni savetnik) (63,64%), and then civil servants in the positions advisers and junior advisers (25,15%). Small number of civil servants (11,21%) was with college degree and high-school degree.

Table 3. Sample structure depend on occupation of civil servants

Occupation	No of interviewed	%
Senior adviser	118	29,95
Mid-level adviser	134	34,01
Adviser	72	18,27
Junior Adviser	14	3,55
Associate	11	2,79
Junior associate	0	0,00
Administrator (officer)	21	5,33
Junior administrator (officer)	0	0,00
Beginning employee	4	1,02
Others	20	5,08
Total	394	

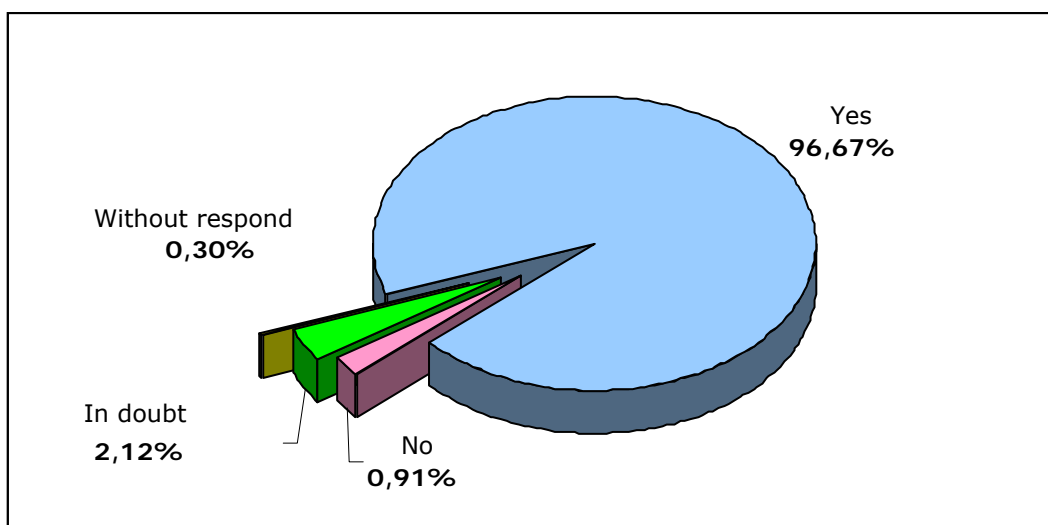
Image 3. Sample structure depend on occupation of civil servants



Interest for professional development

From total number of 394 who participated in research, the largest number of civil servants (96,67%) have interest to continue professional training in the following year in that way improve required knowledge and skills.

Image 4. Interest of civil servants for professional development in 2007



Necessaries for the individual category of training

Respondents had a possibility to choose from 16 topics in which they would be trained and which would assist them to perform their tasks more successfully.

Table 4. Interest for the topic (theme) of the training

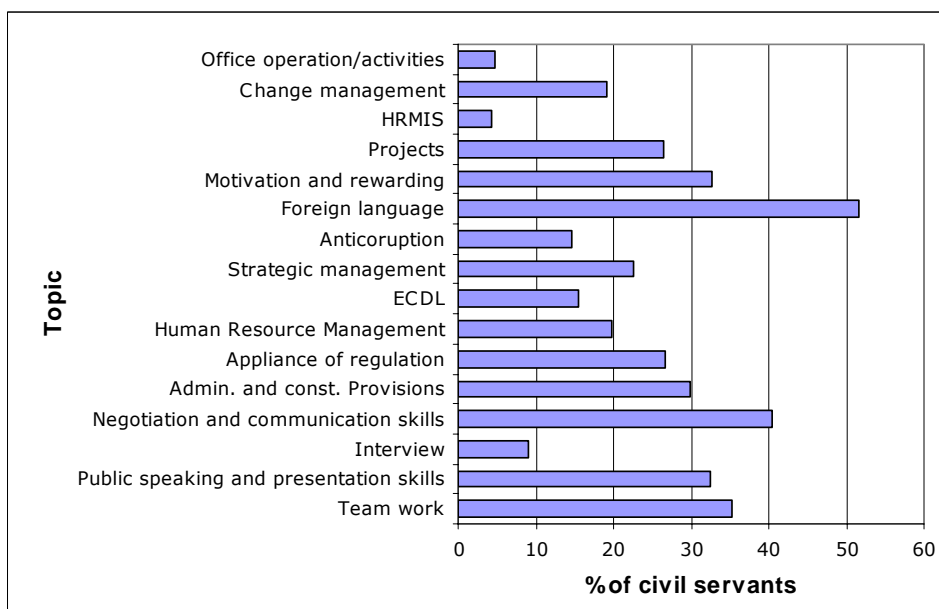
Topic (Theme)	No	%
Team work	139	35,28
Presentation and public speeches	128	32,49
Interview	36	9,14
Communications and negotiations	159	40,36
Application of the law (rules)	118	29,95
European Union	105	26,65
HRM	78	19,80
ECDL (European Computer Driving License)	61	15,48
Strategic management	89	22,59
Anticorruption	58	14,72
Foreign language	203	51,52
Motivation and reward	129	32,74
Projects	104	26,40
HRMIS	17	4,31
Change management	75	19,04
Office operations/activities	19	4,82

As we can see in the Table 4. (and Chart 1.), almost half (51,52%) of responded civil servants believes that improving of foreign language present most important aspect of professional development in the following year.

Communication skills and negotiations (40,362%), and team work also (35,28%) was recognised by the civil servants as extremely necessary and important for their future work.

29,95% of civil servants appraised as important apply regulation (laws and other rules). Development in the area of public speaking and presentation skills, 32,49% of civil servants recognized as important, while the motivation and rewarding were noted as significant (32,74%).

Chart 1: Interest for the topic (theme) of the training



Ranging by importance of the training topics, first three rank(s) are themes as foreign languages, communication skills and negotiations and team work.

Chart 2: Ranging of the training topics (themes)

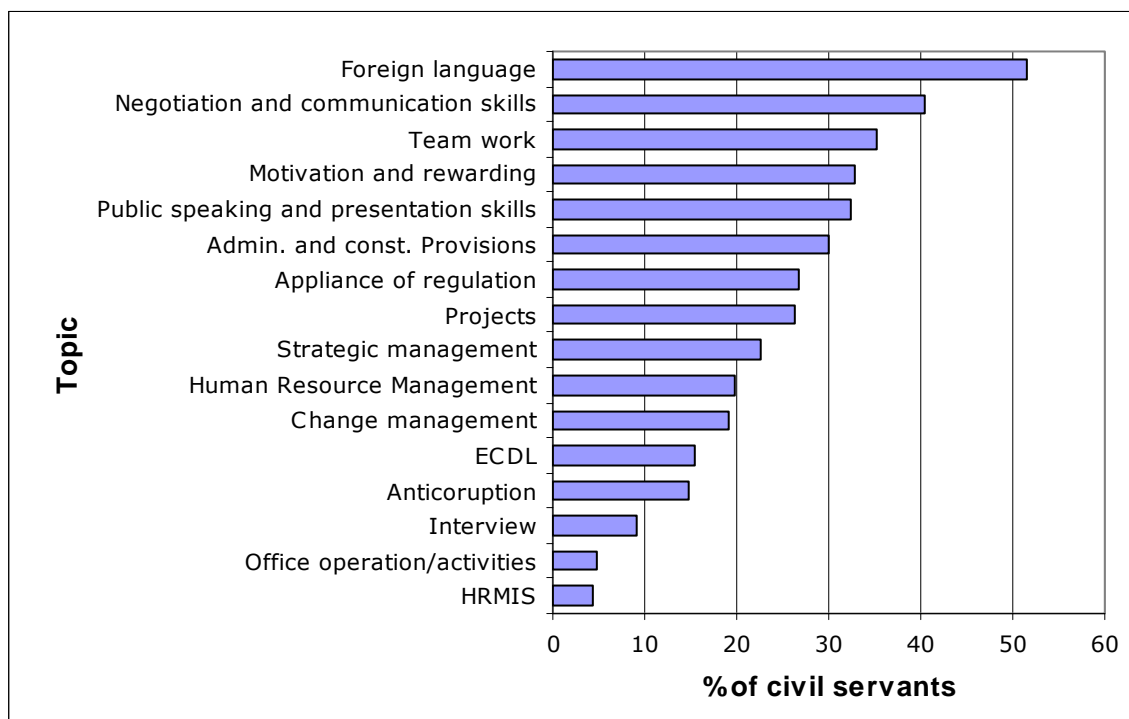
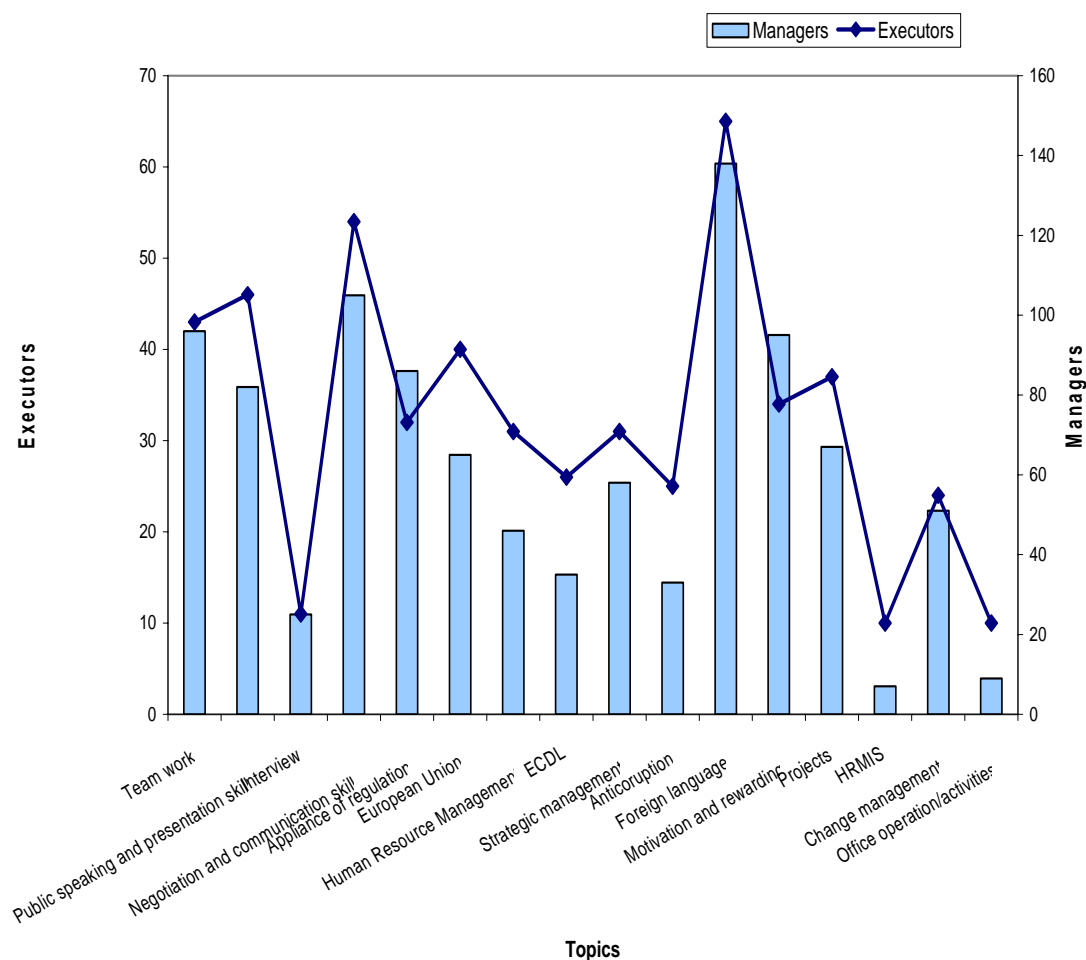


Table 5: Ranging of the training topics (themes)

Rang	Name of the topic (theme)	No of civil servants
1	Foreign language	203
2	Communication and negotiations	159
3	Team work	139
4	Motivation and rewarding	129
5	Presentation and public speeches	128
6	Application of the law (rules)	118
7	European Union	105
8	Projects	104
9	Strategic Management	89
10	HRM	78
11	Change management	75
12	ECDL (European Computer Driving License)	61
13	Anticorruption	58
14	Interview	36
15	Office management	19
16	HRMIS	17

Chart 3. Elected themes by managers and executives



Postulate of research was that managers and executives choose different topics (themes). Thus, themes (topics) as team work, motivation and rewarding, change management, were recognized as more important by managers, which are obvious because they organize team work in their small or wide organizational unit, they are regulator of the motivation of their employees, and they are responsible for introducing adequate rewarding mechanism.

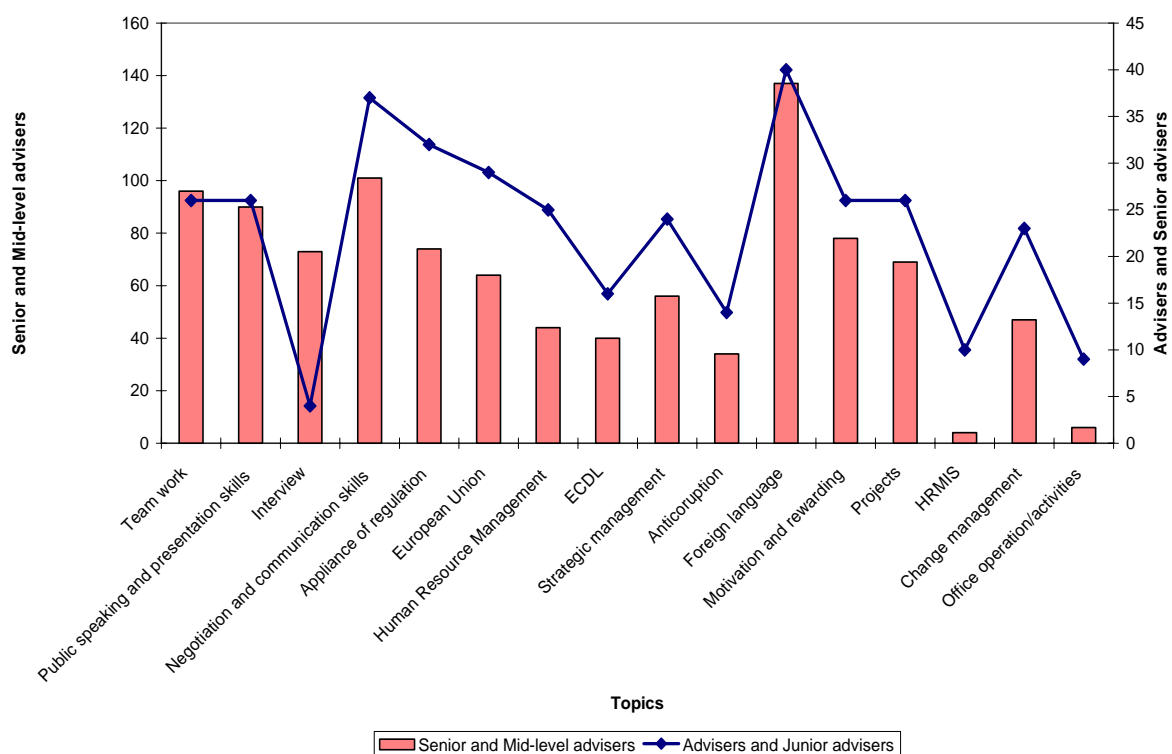
For the topic – Change management, although not on the level of statistical relevance, managers are interested more. It is interesting that managers are those whose show a higher interest in effective appliance of the low. The future researches will show what is the reason for that, and is the one of the reason is the level of responsibility.

Analyzing the results this part of research, which is related to the TNA by managers and executers, it is notable, that almost same number of both, managers and executers, believe that Strategic management is very important as a topic. Foreign language, communication skills and negotiations, are almost equally rated among them.

A large number of civil servants, in whole, are interest for the topic – Presentation and public speeches - and it is noticed that more executives are interest in that topics than managers. Larger interest dominates, by executives, and for following topics: European Union, Human Resource Management (HRM), HRMIS, ECDL, Anticorruption, Project Management and Office Management.

ECDL (European Computer Driving License), as one of the potential future training topic, was not recognized as important, because a large number of civil servants was not aware of this international standard for testing the computer knowledge. Assumption is that if topic was formulated as computer skills (as it was in the researches before), it would be recognized as very important.

Chart 4. Elected themes by senior and mid-level advisers and advisers and junior advisers



Since that the sample was small, it was useful that according the criteria such as complication of the job, divide sample in two samples. First sample were made from senior and mid-level advisers, and the other from advisers and junior advisers. Conclusion is that for 11 of 16 of offered topics, higher interests were from advisers and junior advisers, which refer on conclusion that they are a little bit more interested in professional development. From the other side, a little bit higher interest for the topics: interview and foreign language were from the senior and mid-level advisers.

Additional topics (themes)

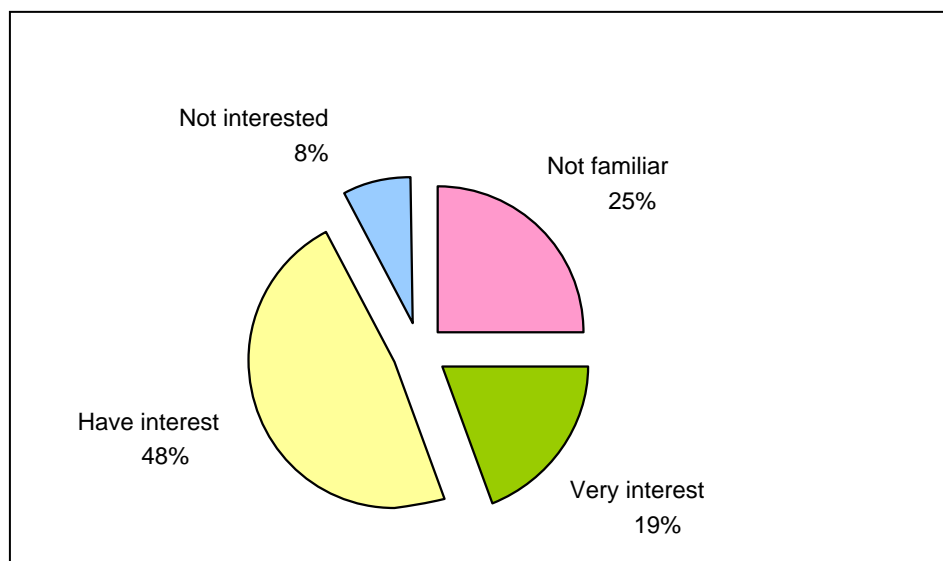
The respondents had a possibility to add topics which they think are useful in the following period of time and which was not on the list.

As specific importance for a large number of civil servants are topics about financial work (Budget Management, functioning of the Treasury, Public Finances, Banking, etc.), but, they also show importance about: Report writing, Sustainable Development, Public Relations, Risk Management, Rewarding, Preparation of Strategies Setting Goals etc.

E-learning – new aspect of learning in the state administration

67% of civil servants are interested for elearning, while ¼ of respondents is not acquainted with this form of professional training.

Image 5. Interest in e-learning as a mode for professional development



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