



REPUBLIC OF ESTONIA
GOVERNMENT OFFICE

Top Civil Service Excellence Centre - Lessons learned in Estonia

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Advisor

23.11.2022

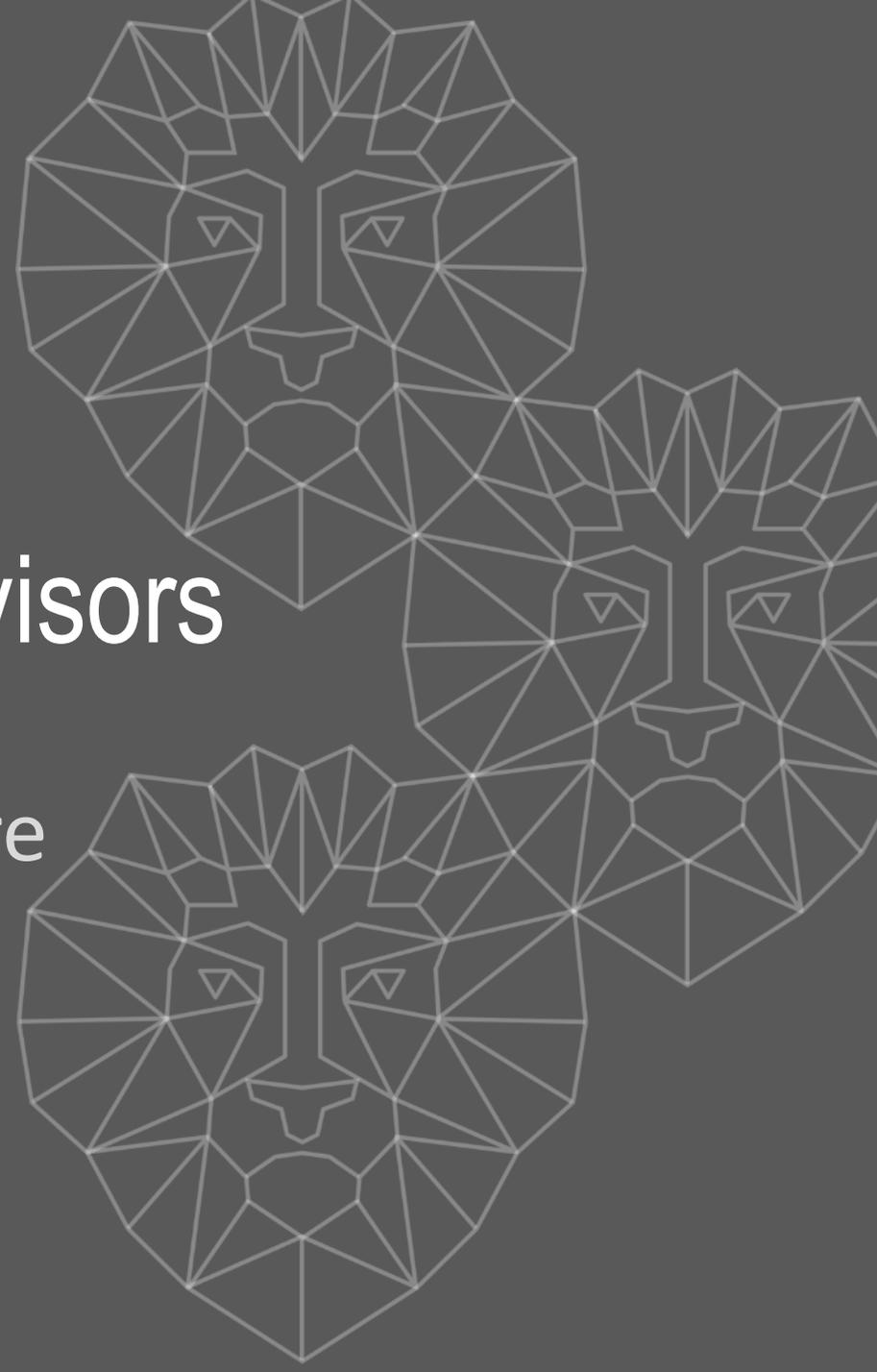


Experimental team 2005-2009

TCSEC – established in 2010

Head of the department + 3 Advisors

Mission: to develop a common culture
and unified leadership vision
for the Estonian public service



Legal Frame since 2013 - „Public Service Act“:

- Fixed 5 years service period and hiring requirements
- Recruitment only via open competitions (excl. some positions – Directors Generals of Rescue Board, Police and Border Guard Board, Foreign Intelligence Service, Internal Intelligence Service and Chief Commander of the Defence Forces)
- Top Civil Service Selection Committee (6 permanent members)
- **Special regulation for top civil servants’ recruitment, selection, assessment and development (sub-law):**
 - Requirements – sufficient education and management experience
 - Language skills
 - Competencies according to competency framework
 - Compulsory participation in assessment and development

Personal development
Shared values
Strategic goals

Development
support

Recruitment &
selection

Performance
appraisal

Motivation
Remuneration
Career management

Leadership
Development
System

Action

Tasks
Plans
Reforms

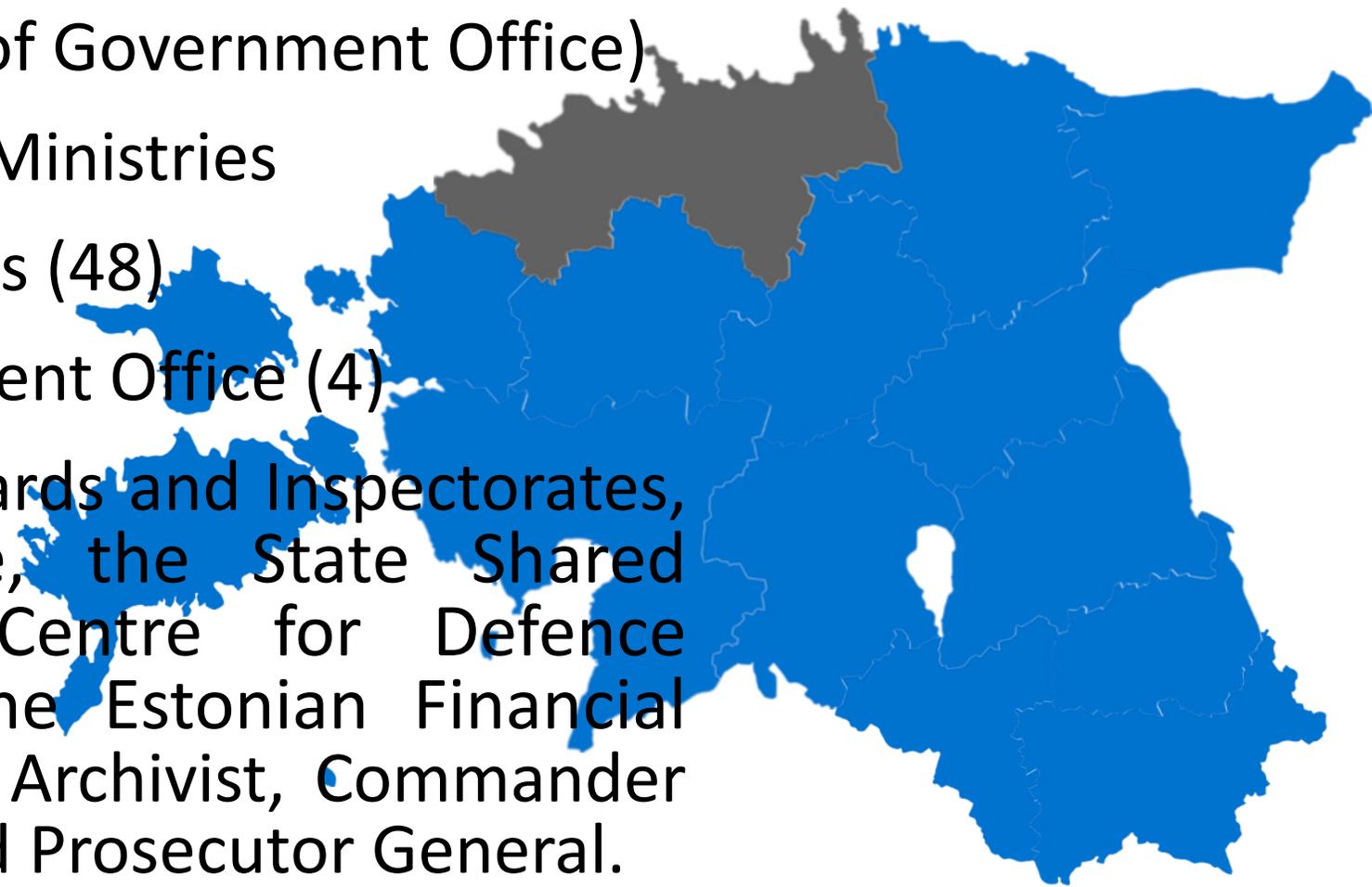
Competency
assessment

Feedback
360° assessment



Target group: 94 Top Civil Servants

- Secretary of State (Head of Government Office)
- Secretary Generals of 11 Ministries
- Deputy Secretary Generals (48)
- Directors of the Government Office (4)
- Directors General of Boards and Inspectorates, the Emergency Centre, the State Shared Service Centre, the Centre for Defence Investment, Head of the Estonian Financial Intelligence Unit, State Archivist, Commander of the Defence Forces and Prosecutor General.





TCSEC 's mission:
best top leaders
in Civil Service
now and in the
future



Recruitment
& Selection

- Selection of Top Civil Service Executives in open competitions
- Future Leader Programs



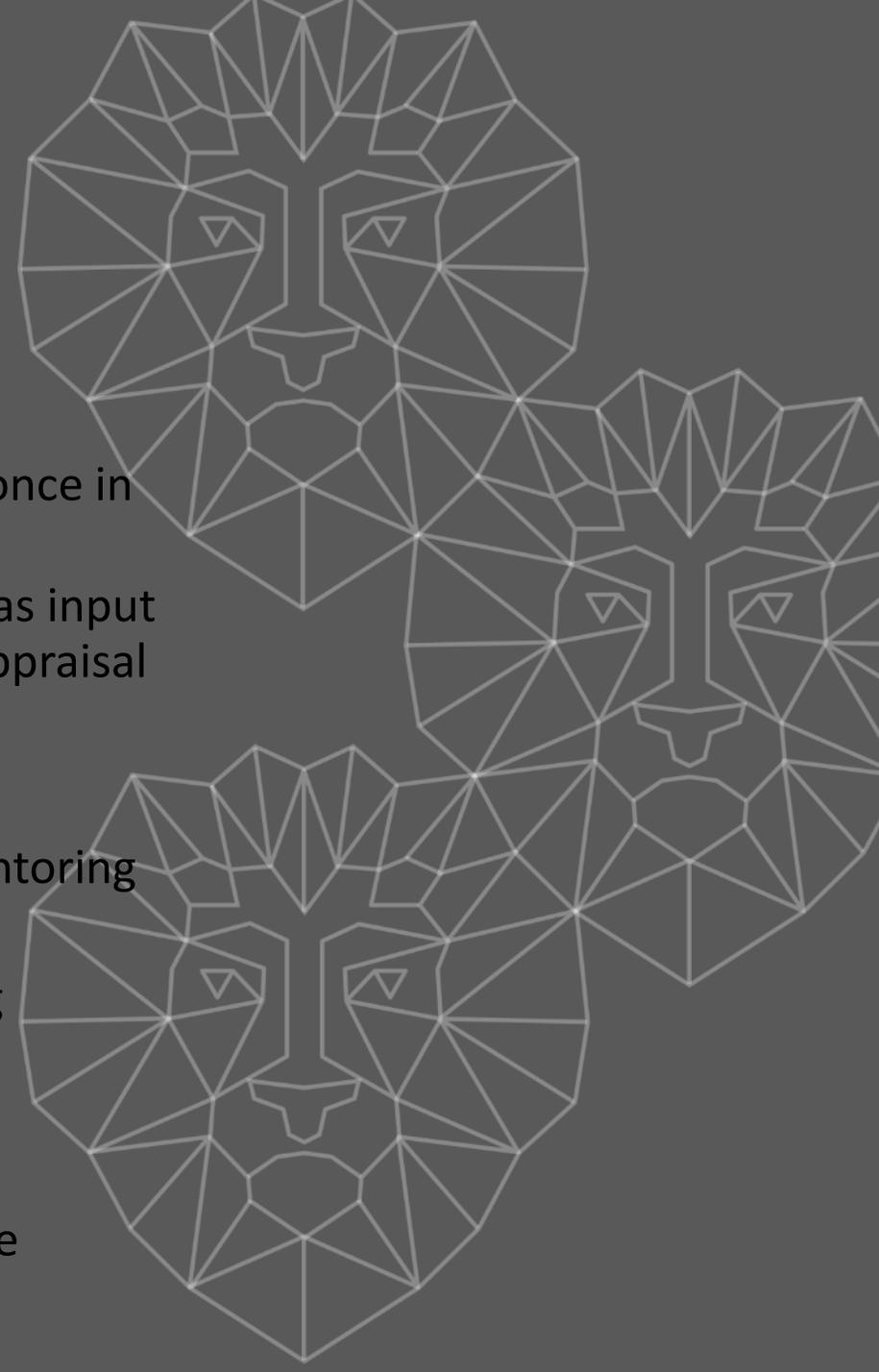
Competency
Assessment

- 360° assessment once in 2 years
- reliable feedback as input to performance appraisal discussion



Development

- Coaching and mentoring
- Consultancy
- High level training programs
- Study-visits and workshops
- Annual conference





Lessons Learned: Recruitment and Selection

- **How to attract qualified candidates?**
 - Image of Civil Service as an Employer
 - Credibility of Open Competitions
 - Using Social media adds
(LinkedIn and Facebook)
 - Mapping potential candidates
 - Invitation to apply
 - Future Leaders Programme

Advertisements in social media and print: since 2017 new design (oct 2022)



VABARIIGI VALITSUS

Otsime võimekat juhti
**Transpordiameti
peadirektori ametikohale**

Dokumendid palume esitada hiljemalt
22.08.2022. a tippjuhtide valikukomisjonile
tippjuhi konkursiveebis aadressil
tippjuhid.riigikantselei.ee

Lisainfo telefonil 693 5460 (Riigikantselei)

as kandidaats on ligi 100 tippjuhti, kes
sai ühisel meeleolu saanud Eesti riigi heaks.
KUUJUNDA EESTI TULEVIKKU!



VABARIIGI VALITSUS

Otsime
võimekat juhti

Tööinspektsiooni
peadirektori ametikohale

Dokumendid palume esitada hiljemalt
31. oktoobril 2022. a tippjuhtide
valikukomisjonile tippjuhi konkursiveebis
aadressil tippjuhid.riigikantselei.ee

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TULE TÖÖTA
EESTI HEAKS



VABARIIGI VALITSUS

Teedrajav ühtne organisatsioon
Parimad teenused
Rahvusvaheliselt tuntud Eesti hariduslugu

Otsime võimekat juhti
**Haridus- ja Noorteameti
peadirektori ametikohale**

Dokumendid palume esitada hiljemalt
11.02.2022. a tippjuhtide valikukomisjonile
tippjuhi konkursiveebis aadressil
tippjuhid.riigikantselei.ee

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KUUJUNDA EESTI TULEVIKKU!



VABARIIGI VALITSUS

Otsime
võimekat juhti

Maaeluministeriumi
põllumajandus- ja
maaelupoliitika asekancleri
ametikohale

Dokumendid palume esitada hiljemalt
17. oktoobril 2022. a tippjuhtide
valikukomisjonile tippjuhi konkursiveebis
aadressil tippjuhid.riigikantselei.ee

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TULE TÖÖTA
EESTI HEAKS



VABARIIGI VALITSUS

TULE TÖÖTA
EESTI HEAKS

Otsime
võimekat juhti

transpordi asekancleri
ametikohale

Majandus- ja Kommunikatsiooniministeriumi
transpordi asekancleri ülesanne on kujundada
kvaliteetsete ühenduste, ohutu liikluskeskkonna ja
nutikate infotehnoloogiliste lahendustega
kasutajasõbralik transpordisüsteem, kus inimeste ja
kaupade liikumine oleks mugav, turvaline ja
keskkonnasäästlik.

Peamine väljakutse eesootaval ametiajal on transpordi
ja liikuvuse arengukava elluviimine, kogu Eestit
hõlmava ühistranspordi ja kergliikluse koostoime ning
kättesaadavuse parandamine, Rail Baltic uue raudtee
ehitamiseks vajalike ettevalmistuste ja rahvusvahelise
koostöö eestvedamine Eestis.

Dokumendid palume esitada hiljemalt
8. detsembril 2022. a tippjuhtide valikukomisjonile
tippjuhi konkursiveebis aadressil
tippjuhid.riigikantselei.ee.

Lisainfo telefonil **693 5460** (Riigikantselei).



New tools in Recruitment and Selection

- <https://tippjuhid.riigikantselei.ee/>
- [LinkedIn TCSEC](#)



Leadership pipeline

Objectives of the Future Leader (Newton) and Management Talent Programme:

Providing competent and motivated next generation leaders for the civil service and the whole public sector

Results 2008-2022:

I – V Newton Programmes +

I - III Management Talent Programmes =

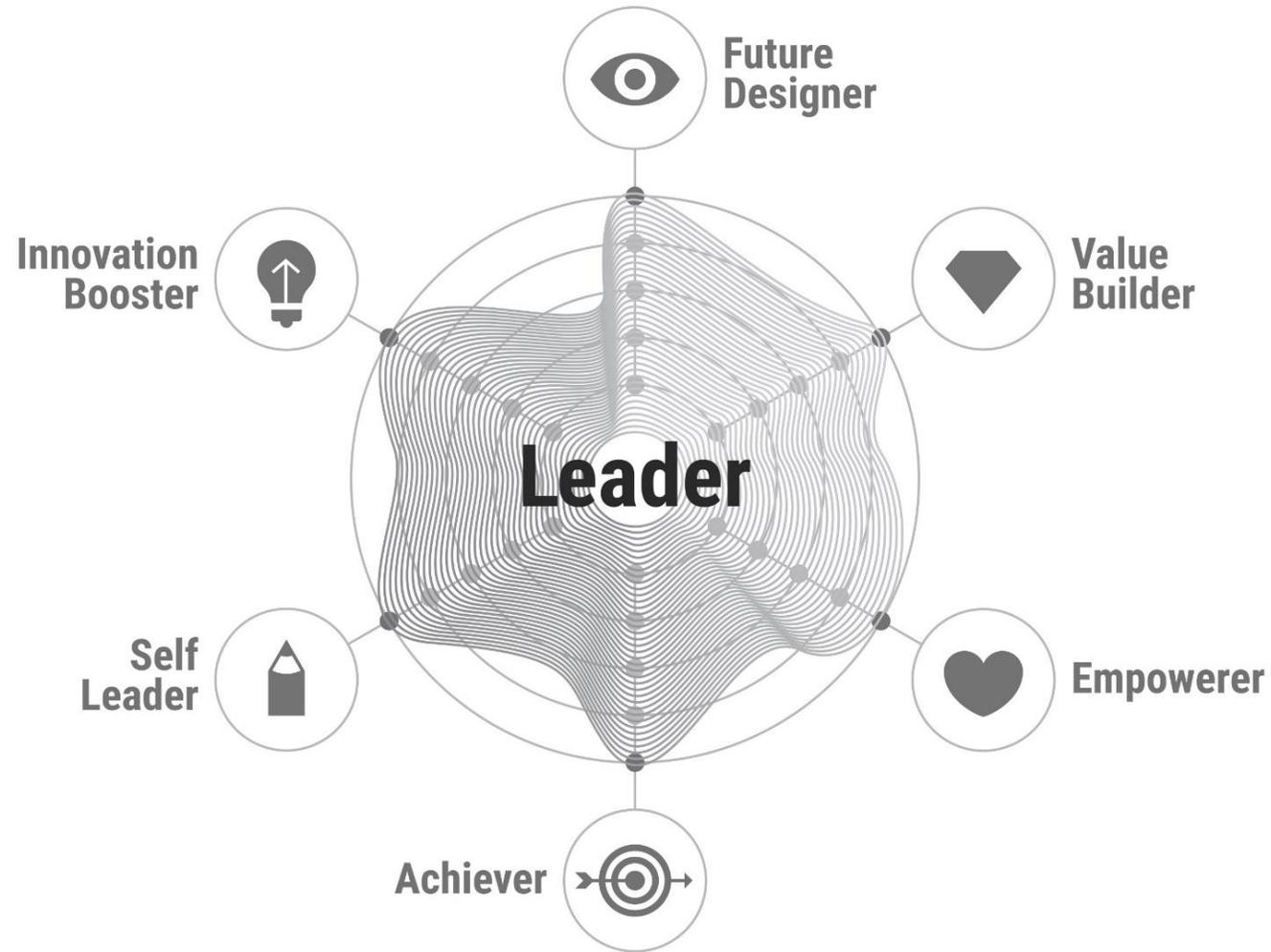
134 participants → **21 Top Civil Servants**



Lessons Learned: Leadership Development System

- **How to develop Leaders and Leadership?**
 - ❖ Competency Framework
 - ❖ Assessment of Competencies
 - ❖ Support for Individual development
 - ❖ Leadership development – collective knowledge and common understanding
 - ❖ Annual conference
 - ❖ Specific Programmes

The Competency Framework of Estonian Top Civil Service (2017)



Annual Conference „Our concept is The Future“ in Viljandi 13.-14.10.2022

Conferences for Top Civil Servants:

- important current topic for Civil Service – e.g. Innovation, Green Transition, Crises Management, Resilience
- locations outside Tallinn – Tartu, Narva, Pärnu, Rakvere, Viljandi....
- experts from Estonia and abroad
- panel discussions - leaders from both public and private sector



„Digital Leader“ Development Programme

2020-2022

I-III programmes

55 participants

2022-2023

IV programme

22 participants





Competent and motivated leaders in Estonian Civil Service— that's the present and the future we work for!

Q & A

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