



C I V I L
S E R V I C E
D E P A R T M E N T

Changes in the Civil Service Selection in Lithuania



We are creating a modern,
transparent and professional
selection of civil servants!

Changes in the selection process to the civil service have been caused by the following factors:

- Expectations of the society in terms of the public sector services are rising rapidly in Lithuania. State and municipal institutions are required to improve their efficiency, goal-orientation, and professionalism. In order to meet these expectations, it is necessary to select candidates that are better prepared for the civil service.
- Insufficient trust of the society and media in transparency and objectivity of the selection of the decentralized state's civil servants.
- Willingness of institutions to improve the personnel selection procedure, to apply professional and modern methods as well as tools successfully implemented in business and in the public sector of other countries in the selection of civil servants.

In Lithuania, the new civil service personnel selection procedure came into force on June 1st, 2013. As the results of the anonymous survey show, 62% of candidates to the civil service are satisfied with the new procedure.

- Political will: politicians support the idea of improvement of the civil personnel selection procedures.
- Strong team of the Civil Service Department: employees of the institution have been able to prepare and administer a complex project involving prospect changes.

Background of the reform: analysis of other countries' experiences and discussion with practitioners

In the process of improving the civil service personnel selection procedure in Lithuania, assistance of external experts has been used. They have analyzed the procedures for the civil service personnel selection of six countries: Germany, France, UK, the Netherlands, Greece, and Belgium, as well as the procedure of the European Personnel Selection Office (EPSO), which selects civil service personnel for all European Union institutions. In addition, they have also taken particularities of the civil service in Lithuania into consideration and have evaluated strengths and weaknesses of various civil service models, selection procedure maintenance costs, efficiency, timing of the selection procedure, and other important aspects. Consequently, results and recommendations have been adapted to fit the concept of improving the civil service personnel selection procedure, which in turn became the background of the reform.

Furthermore, Lithuanian politicians, institutional leaders and human resources management specialists consulted on civil service selection preparation and implementation procedures. The aim was to create the selection procedure giving effective, clear and positive results, which would meet demands of institutions and the public.

The Most Important Changes

Partial centralization. The selection procedure of civil servants has become partially centralized. The first stage is being implemented centrally by the Civil Service Department; the second stage is carried out by individual institutions. The purpose of such partial centralization was to prevent candidates, lacking skills and competencies essential for the civil service, from entering the second, institutional stage.

General Aptitude Test. The first stage is based on taking general aptitude test. It is a computer based test generated automatically from the 2000 task bank few minutes before the test. As a result, this makes impossible for the candidates to know the answers in advance. This guarantees full

transparency of the first stage of the personnel selection procedure.

The test focuses not on memorized knowledge but on skills and competencies

Previously, candidates also used to take a test during the selection procedure. However, that test focused on how well a candidate was able to recall legislative provisions. The new test is different quality-wise: it focuses on the ability to learn, verbal and mathematical skills, verbal, numerical and logical thinking, and general competencies, such as communication, analysis, and organization. As the research shows, these skills and competencies are essential for the success of personnel and there will be opportunities to gain knowledge about legislative provisions while actually working with them.

New selection procedures in the second stage. The second stage of the selection procedure – interview in the institution – has been fundamentally improved. A detailed methodology, Practical Guide for the Civil Service Personnel Selection, which helps commissions to evaluate candidate's skills and competencies, has been provided for the institutional selection commissions. The methodology includes clear guidelines

for the interview, question types, notes how to prepare questions and evaluate answers as well as examples of practical tasks. Also, training sessions have been organized, during which around 75% of human resource management specialists in institutions received instructions.

Verification of management skills.

After implementation of the new civil service personnel selection, candidates to management positions have to accomplish the management competence assessment.

The assessment is centralized and is being carried out in the Civil Service Department. The management competence assessment is completed on a centralized basis and proctored by two selection experts (psychologists) in the department in a form of semi-structured interview. The aim of this assessment is to evaluate managerial competencies (leadership skills, strategic approach, performance management skills, as well as theoretical managerial knowledge) of candidates to head positions of institutions and divisions.

Foreign language proficiency test.

Up until now, members of the selection



commission tested the knowledge of foreign languages on their own. Obviously, such testing was subjective and non-professional. Now, internationally used tests and exams to measure the level of knowledge of the English, French, and German languages are used and carried out only in accredited language centers located in major Lithuanian cities or in the Civil Service Department.

Such procedure ensures professional and objective evaluation of proficiency in foreign languages.

Various researches show that 70 % of organizations' success may depend on leaders' skills and competencies. Therefore, one of the challenges in the Lithuanian civil service system is to strengthen the corps of leaders, to recruit leaders with strong managerial potential.

15 000 Within two years 15.000 people took general aptitude test.	80 % candidates passed general aptitude test.
1100 candidates to head positions accomplished management competence assessment.	75 % candidates successfully accomplished the management competence assessment.

What have we achieved?

CHEAPER: Experts have calculated that the new selection system is 1.5 times cheaper than the previous one.

MORE TRANSPARENT: The centralized stage of the selection procedure and implemented IT tools guarantee better transparency.

FASTER: In two years, the time needed for selecting civil servants has fell by average of 13 days.

MORE TRUST: In two years, the number of candidates to one civil service position has increased from 6 to 13. One of the reasons for the growing interest in the civil service is easier candidacy and increased trust in transparency of the selection.

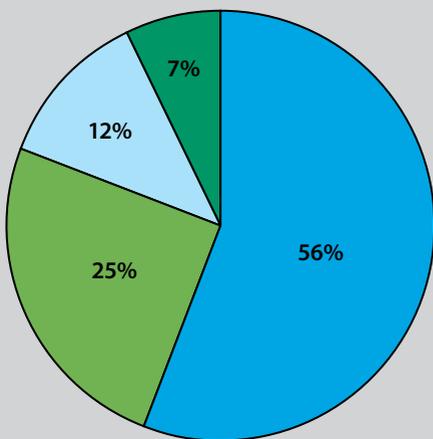
MORE EFFICIENT: Only the candidates demonstrating essential skills and competencies go to the second stage of the selection procedure; therefore, the commission members do not waste time communicating with the candidates that do not have essential skills and competencies to work in the civil service position.

MORE PROFESSIONAL: The standardized tools (general aptitude test, management competence assessment), created by experts of the selection procedure, are used in the process of selecting the best candidate to the vacant post. Professional personnel selection methodologies provided for the institutional selection commissions enable to evaluate objectively, whether the candidate is suitable for the position or not.

MORE MODERN: Only modern selection procedures, supported by scientific findings, and successfully used in other countries' business and civil sector are used in the public sector.

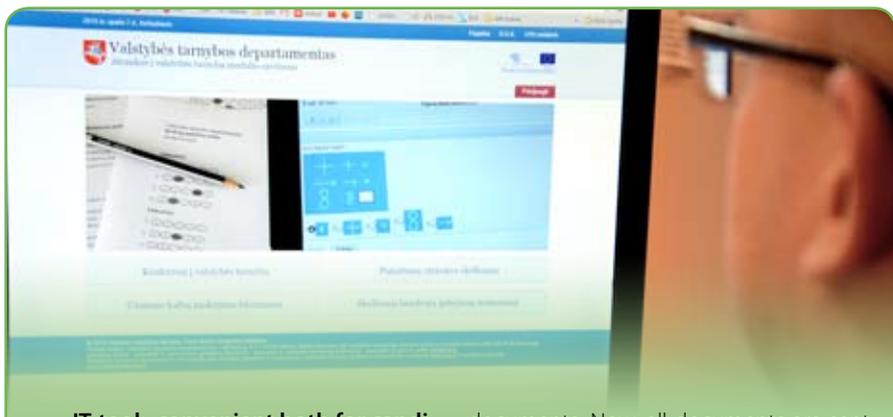
MORE LEADERSHIP: It is ensured that only the candidates who have sufficient managerial and leadership skills will become heads of institutions.





ATTRACTIVE TO YOUNG PEOPLE: According to the statistics of recent years, changes in the civil service have attracted a growing number of young professionals. About 56 percent of the candidates for civil servants' jobs are young people up to 30 years. *The chart presents the candidates for the civil service, divided by age.*

- 21–30 years
- 31–40 years
- 41–50 years
- >50 years



IT-tool: convenient both for candidates and institutions

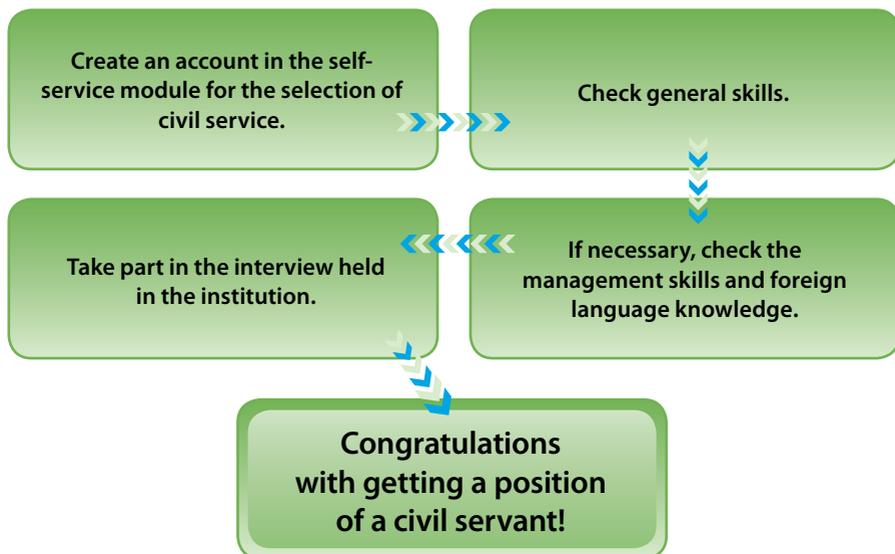
For the selection of candidates an information system, Selection Module, that consists of most of the selection processes has been created and implemented.

Earlier, prior to a competition, candidates had to present (bring to the institution or send by mail) a large number of

documents. Now, all documents are sent via the electronic Selection Module. In addition to that, candidates are registered to check general, management skills, knowledge of foreign languages and also they can carry out other operations 24/7 via the system.

The agencies do not need to save and process a large number of documents. They are stored electronically in the system.

How to become a civil servant in Lithuania?



Contacts:

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www.vtd.lt

<http://valstybestarnyba.gov.lt>

www.testavimas.vtd.lt

Movie on the selection of civil servants (ENG + RUS subtitles)



Movie on examination of management skills in the Civil Service Department (ENG + RUS subtitles)

