Georgia – The Role of Leadership in The Process of Civil Service Reform

Seminar on "Strengthening the civil service legal system. The role of leadership“
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In this presentation:

• Who we are?

• CS reform in Georgia

• Georgian CS in numbers

• Challenges faced by Georgian CS

• Lessons learned
Who we are?

• Civil Service Bureau (CSB) is an independent government agency promoting good governance and anticorruption projects in Georgia

• We draft laws and policy papers to reform Georgian CS

• We have 15 permanent staff and the Director of CSB is appointed by the President of Georgia
Georgia before 2004

- Georgia was considered as one of the most corrupt countries in the Soviet Union

- Nepotism was also a driven force in the public sector

- Economy was shrinking due to lack of corruption and FDI
Following the Rose Revolution in 2003 Georgia started to gradually reform its CS

- Various legislative amendments were passed to enhance the existing CS legislation and to bring greater transparency and efficiency

- Salaries were significantly increased in the CS to prevent corruption

- E-governance projects were developed to rise efficiency of public service delivery (public and civil registries, asset declarations, e-licenses, e-taxation, other e-services)
Following the Rose Revolution in 2003, Georgia started to gradually reform its CS (continued)

• Number of licenses was brought to minimum enabling new startups

• Government prosecuted many corruption cases in the court

• Logistical advancements played also vital role (new public buildings, modern equipments etc.)

• Civil Servants underwent major trainings in good governance and “service plus”
Results of Georgian CS reform

- Transparency International and World Bank has named Georgia as biggest fighter against corruption in 2010
- Georgia was considered as one of the least corrupt countries in Europe under the Eurobarometer, 2012
- Doing Business named Georgia #1 in registering property in 2011 and 2012
- Public Service Hall was awarded with UN Public Service Award in 2012
- Ease of starting business #7 in 2012 and 2013
- Civil Service Bureau was awarded with UN Public Service Award in 2013
Practical results of the reform

- Police and other public services are totally corruption-free now
- Opening company and registering real estate takes only minutes
- All state procurements are done online
- Getting any type of license is very easy
- Customs clearance operate also very quickly
Georgian Civil Service in Numbers

✓ 387 agencies

✓ 86,031 public servants

Public agencies include: Administration of the President of Georgia, Parliament, Ministries, Self-government institutions, Courts, other agencies and LEPL (except cultural, religious and educational LEPL)
Job market in Georgia and civil servants

Civil Servants - 86,031
Privite Sector Employees - 1,559,377

Total employed: 1,656,100
Percentage of employment in Polish public administration in total employment in 2009

Source: EUROSTAT, 2009, employment in the national economy and in section "O" - "Public administration and defence; compulsory social security".
Gender equality in the civil service

- Men: 55% (47,136)
- Women: 45% (38,895)
Average age of employees in public agencies is 38

Women - 39  Men - 37
Civil servants and total population

Georgia: 52
Estonia: 47
Latvia: 119
Poland: 313

Poland: population of 38.5 mil. /129,000 civil servants. Source: http://dsc.kprm.gov.pl/sites/default/files/pliki/civil_service_in_numbers_-_graphs.pdf
Public Service Hall in Batumi
Public Service Hall in Gurjaani
Public Service Hall in Kutaisi
Public Service Hall in Mestia
Public Service Hall in Marneuli
Ministry of Justice Training Center
Public Service Hall in Telavi
Public Service Hall in Kvareli
Police reform

- Government dismissed all police officers and announced tens of thousands new vacancies
- New police officers underwent major scrutiny and trainings
- Salaries were raised significantly
- All police officers were assigned new cars equipped with most modern IT tools
- New transparent glass offices replaced old police buildings
Georgian Police reform was one of the most successful examples
Modern challenges faced by the Georgian CS

• SC still needs to be depoliticized

• There is lack of common HR practices

• There is no system of continuous capacity building of civil servants

• Citizens are less engaged in the government decision-making process

• Civil service legislation is still outdated
Georgia has committed to reform its SC before main international partners
What should be done?

- Full depolitization of the CS by separating executive and political positions
- Merit-based recruitment and appointment
- Reforming HR departments by applying modern techniques and methodologies
- Reforming pay and bonus systems
- Setting up continuous training curricula for the Georgian civil servants
Introduction of modern HR processes

• Hiring only through competitions and relevant modern procedures

• Development of job descriptions for every civil servant

• Introduction of annual assessment and appraisal system and performance based promotion and salary growth (bonuses)

• Mandatory trainings in Ethics and Management for all civil servants
Trainings

We run several important training modules on HR management systems:

- job descriptions
- personnel development
- recruitment and orientation
- performance appraisal and motivation
Regular workshops of HR managers
Seminars on HR management practices
Best practice sharing meetings
Conference on civil service reform
Legislative Reform

• Separation of political and management positions and Introduction of the position of Executive Director (permanent secretary, executive director etc.)

• Introduction of mandatory trainings, assessment and appraisal systems

• Introduction of performance-based salary system

• Strengthening the institute of whistleblowers
Legislative Reform

• Council of Ethics - The Council considers complaints filed by citizens against officials and other civil servants. The Council also issues guidelines

• Expansion of the list of officials for whom submitting of property declarations is mandatory

• Introduction of mechanisms to monitor property declarations

• Legally limiting engagement in certain types of activities after resigning from certain positions (revolving door)
Introduction and Perfection of Electronic Management Systems

- Full introduction of document flow and HR management softwares in all state agencies
- Transfer of all possible state services into online space
- Continued improvement of existing online programs
- Development of mobile-friendly tools (for iPhone, Android, etc) to ensure possibility of receiving electronic services via smartphones
Example #1: Web-platform for competitions in the Civil Service [www.HR.gov.ge]
Example #2: Mobile app for career opportunities in the civil service
Example #3: Online Asset Declaration System

www.declaration.gov.ge
Georgian Asset Declaration System was awarded by the United Nations for Preventing and Combating Corruption in the Public Service in 2013
Example #4: Documentation Flow and Human Resources Management Softwares
Lessons learned

- The reform shall be oriented on the citizen
- Making CS reform is not easy as each country has its own cultural historical and political background.
- CS reform is cross-sectoral and it triggers interests of all branches of the government
- Donor support and guidance is crucial as they bring insight from the established democracies
- Shifting public services into online space and bringing in IT solutions is possibly the best option to achieve immediate and tangible results
- There should be corruption preventing mechanisms in place and constant fight against corruption is crucial
Thank you and follow us!

QUESTIONS?

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