



REPUBLIC OF ESTONIA
MINISTRY OF THE INTERIOR

Training and Development in the Ministry of the Interior

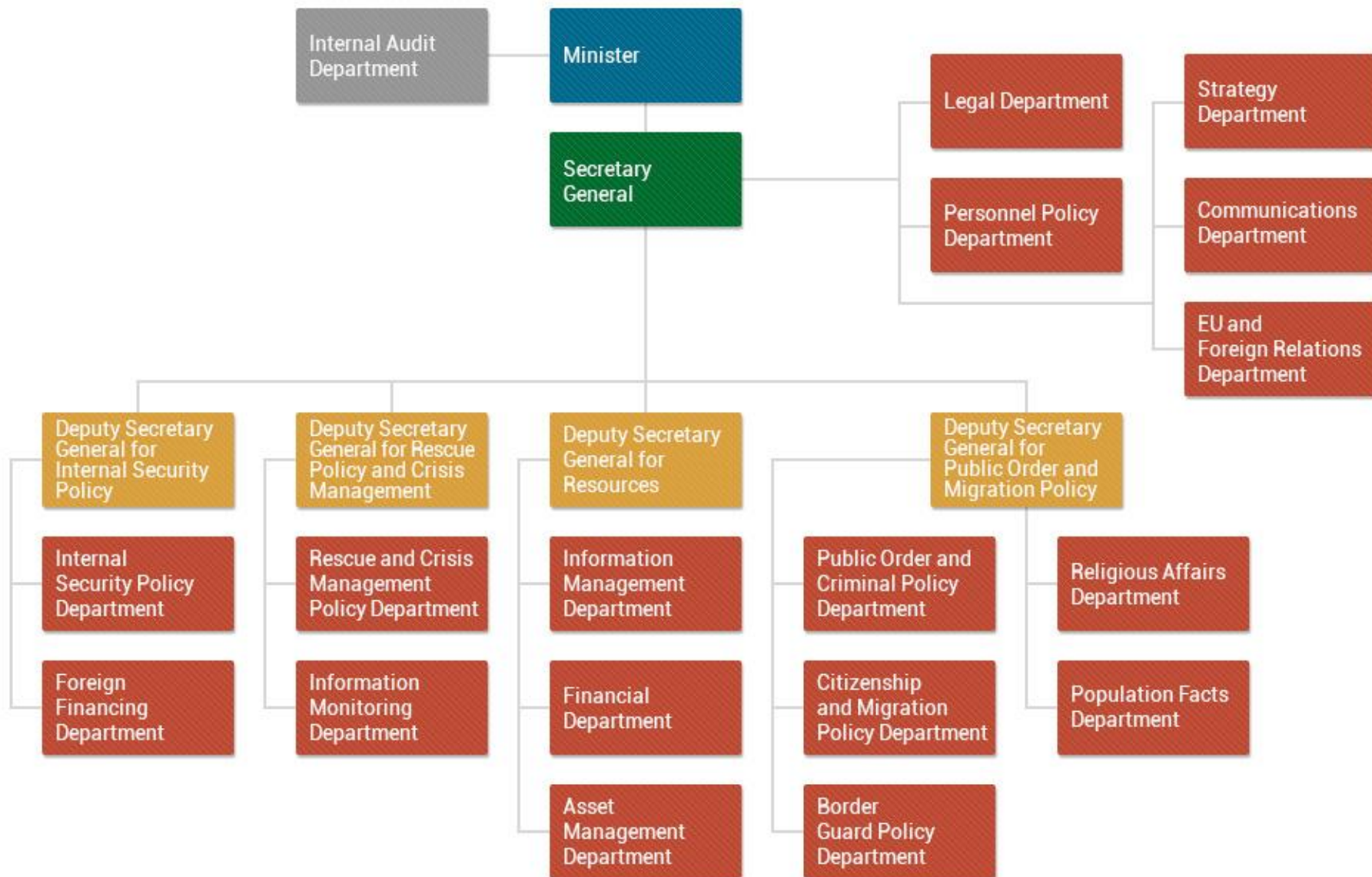
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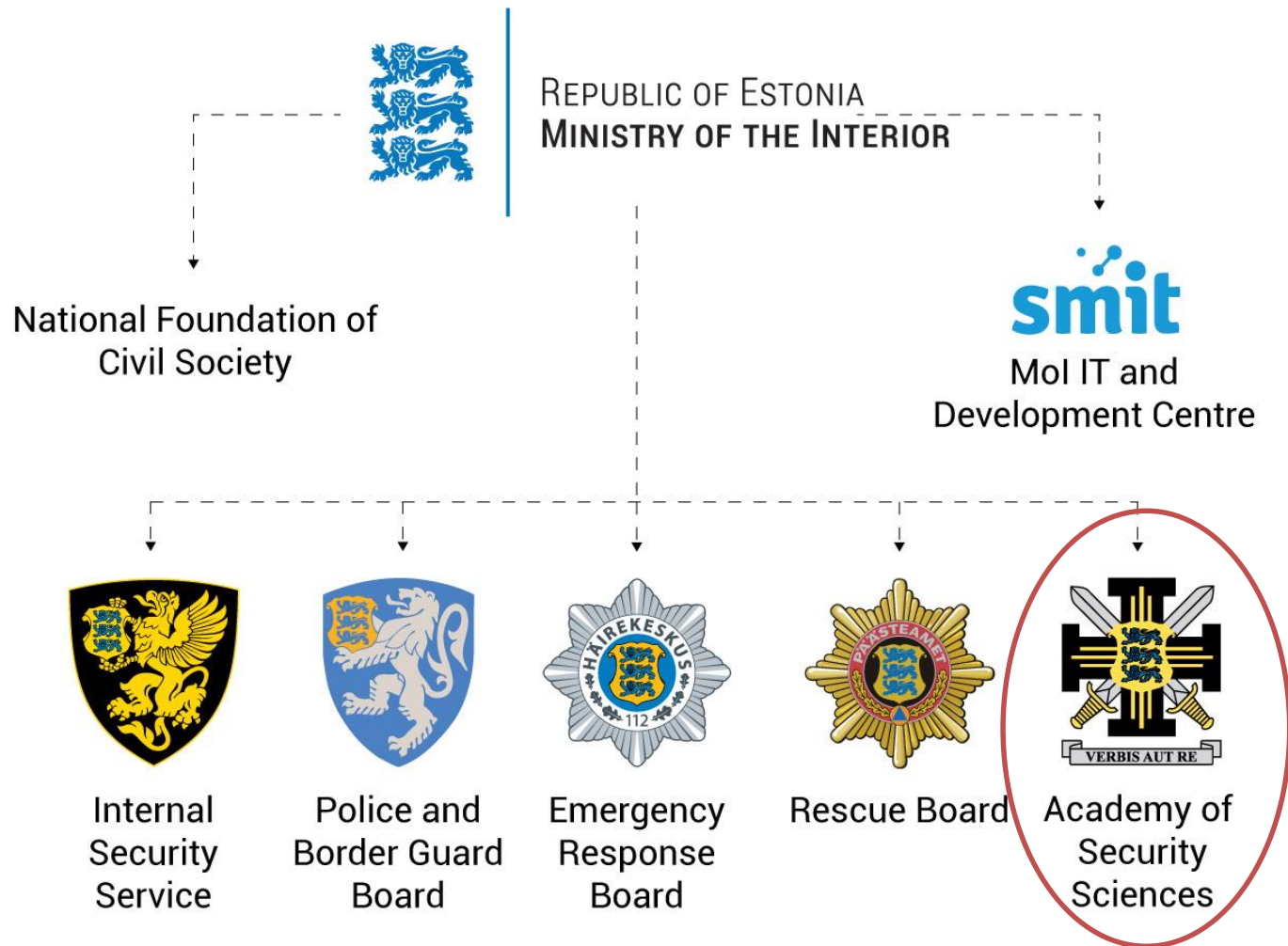
Our people (~200)

- 67% are women and 33% men
- Average age of our employees is 39 years
- 90% of our people have a university degree
- Most common subjects of education are law, public administration and political sciences
- Experienced participating in different trainingprogrammes 😊



Governing area of the Ministry

The largest government organisation in Estonia – more than 8000 people



What do we do?

The goal of the Ministry of the Interior is to make Estonia a safe and secure place to live:

- Public order and internal security
- Crisis regulation and rescue works
- Border guard and border crossing
- Citizenship, migration and identity administration
- Population and name administration
- Supporting civil society, volunteers and religious associations
- Accident prevention



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*„The safety of our people is protected only as much
as Estonian internal security is maintained.“*
Toomas Hendrik Ilves,
former President of Estonia



Mission of the Ministry

Together we design the best security and safety policy for Estonia.



Training needs assessment

What do we want to achieve?

- High commitment and job satisfaction
- Good work environment designed by managers
- Highly qualified workers
- Clear and easy processes

How can we get the information?

- Internal Security Development Plan (our strategy document): what are the priorities?
- One-to-one interviews (performance reviews)
- What is obligatory? e.g. First aid or trainings for auditors
- What do the managers say: what is important at the moment?
- Global trends, future work, former statistics



Planning

Centralized or decentralized budget? Centralized budget in the ministry.

September-October: managers give their input

October-November: HR is analysing the input, negotiating process continues

November-December: Secretary general approves the plan and the budget

December-February: One-to-one interviews, after that HR is checking the results – maybe there is a need to change something



Organizing training and development activities

- Who's on the market? What do they offer?
- What is the real need: clarifying the demand, what's the problem we want to solve
- 3 comparable offers from training companies: we assume they tailor how they deliver the training according to the topic and audience
- Negotiation process: involve managers/experts
- Cheapest is not always the best, quality is important



Evaluating quality of trainers

- Right after training (on paper) or few days later (in electronical system)?
- Talk to the people who took part of the training
- We share the experience about trainingprogrammes and trainers among training managers
- Evaluation before trainings: if possible, make testgroups and get quick feedback (*agile HR*)
- Listen, what trainers say and give them feedback as well!



Electronical systems

- Electronical training management system since 2016
 - At first for EU Presidency trainings
 - Step by step to other trainings
 - The system is very easy to use, so we practised personal teaching if needed
- As this system does not include budget planning module, we use MS Excel in order to keep the eye on finances as well.



Central trainings in the area of governance

- The main rule is that every institution in our governance area has its own budget and training plans, still we have some mutual training programmes:
- Development programmes for mid-level managers and first-level managers
- Legal trainings
- Developing HR units
- Public procurement
- Auditors
- Communication teams
- Technological skills for managers



Competences: managers

- Special competence model for managers in the area of governance
- 4 values (leading principles): what do we expect from our leaders?
- 360 degrees assessment/feedback or management culture survey
- Development plan
- Special treatment or coaching for some departments/leaders



We are managing internal security in a comprehensive manner



We focus on the needs of society



We are flexible and efficient



We value each person and his work



Competences: advisers

We do not have special competence model for advisers, still we have agreed that it is important that our employees have similar knowledge on the following topics:

- Policy making, impact assessment
- Analytical competences, working with big data
- Technological competences
- Oral and written competences
- Negotiation and argumentation skills
- How to make good presentations? How to introduce your filed?
- Cooperation and self-management
- Creativity in thinking and writing



Methods of learning

- Classroom trainings: cheap but not always the most effective
- Team building events include some specific skill
- Learning by teaching: using employees while onboarding new colleagues
- New projects
- *Go Help A Bit (helping your colleague with his projects)*
- E-learning
- Doing presentations on the conferences
- Work shadowing, rotation



Some tips

- Less classroom trainings, more activity based trainings: focus on experiential and social elements
- Less all day long trainings, more 2-3 hours contacts
- Less 'you must learn this' attitude, more 'you should solve this problem with the help of the method learning at the moment'
- Employees are different and they have individual learning styles
- Be flexible: everything is changing!





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Thank you!

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