Vision of the training and development plan	To ensure the transformation of public administration into an organisation that learns and is				
	Unitary and value based	Innovative and with a focus on bringing about a prompt change	Effective and professional	Digital and data-based	Supportive and open
Mission	To ensure the development of competencies of public administration employees in line with future competencies				
Key performance indicators	Knowledge and skills of public administration employees meet current and future needs		Knowledge and skills acquired ensure that new approaches, methods and technologies are introduced		Systematic knowledge management and transfer is ensured within the public administration
Strategic priorities for knowledge and skills development and expected benefits	**Decent work in public administration**	**Innovation and co-creation for modern action policy and services in public administration**	**Leadership and effective change management**	**Digital transformation and data literacy**	**Professionalization of human resources and administrative capacity building**

Decent work in public administration

- Value-based culture has been introduced in public administration.
- High integrity (fair dealing) has been developed in public administration.
- Awareness of the values and fundamental ethical principles of public administration has been raised at the highest political and managerial level.
- Enhanced capacity of law enforcement institutions and professional development of employees

Innovation and co-creation for modern action policy and services in public administration

- Innovation culture and new approaches towards better policies have been introduced.
- Process of action policy planning has been improved, ensuring increased public involvement in decision-making.
- Policy planners have the skills, knowledge and tools required for modern action policy-making.
- Effective and user-oriented service design, prototyping and introduction has been developed.

Leadership and effective change management

- Competence of heads of public administration has been significantly improved in line with the competence framework of future managers and OECD Leadership Development Guidelines.
- Increasing employee involvement rates
- Level of manager involvement has increased
- Proportion of prompt and successful changes has increased.

Digital transformation and data literacy

- Digital knowledge and employee skills correspond to the level of digitalisation of public administration services and efficient functioning of governance systems.
- There is a network of 'digital agents' in the public administration.
- Data-based approach to problem solving and decision-making has been introduced in public administration.
- Improved digital transformation management skills of public administration managers, internal and external communication.
- Public administration skilfully attracts digital transformation competences.

Professionalization of human resources and administrative capacity building

- Integrated strategic planning and implementation process
- Fair, transparent, risk assessment -based operation
- High professionalism of stakeholders
- Changes in the public administration culture - openness, focus on results and citizens, have been promoted.

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Training and development programmes	**Corporate or common training:** ethics and values, introductory training, thematic training for public administration activities, professional competency development programmes, managerial development programmes, methods affecting major reform and innovation areas such as public service design, LEAN, digital transformation, etc.

Specialised training: training programmes and development measures to support the introduction of individual teams or changes: seminars, conferences, skill training, coaching, new methods, experimentation, etc.

Network of internal coaches and mentors: training of professional and motivated employees for the role of internal coaches and mentors, participation in the creation of the learning content.

Creating diverse learning and knowledge communities: thematic, content communities, sharing experience, shadowing, rotation, learning as part of work, knowledge sharing platform creation, expert bank, podcasts, innovation projects, public administration innovation laboratory activities, forums, etc.

Different types of educational and training programmes: compulsory job induction programme, modular programmes, experience exchange, face-to-face learning, online learning, e-learning, combined educational programmes.

Testing tools and validation approaches for learning outcomes acquired – tests, certification.

Related support measures and promoters

Development of competency frameworks	**Attraction and induction**	**Work performance and talent management programs**	**Growth direction, rotation and change management team network**	**Tools and technologies**	**Culture**
Corporate competencies: value-supporting actions

Professional competencies for different job groups: policy planners, procurement specialists, lawyers, managers, etc. | The image of the public administration employer; attraction and selection skills | Systemic identification of learning needs and measuring of potential | Involvement of high potential employees in innovation development and management of horizontal change projects | Learning management system and other technologies for online learning

Co-creation and learning space that meets modern requirements | Development of employees has been integrated into institutional strategies, support from senior managers, earmarked funding in the National Development Plan and the Structural Funds framework; joint responsibility of employees and managers for training and development objectives. |

Data sources for impact monitoring

Surveys: customer, employee, manager; analysis of training and performance data; innovations and improvements introduced, time and budget for training, evaluation of training programmes