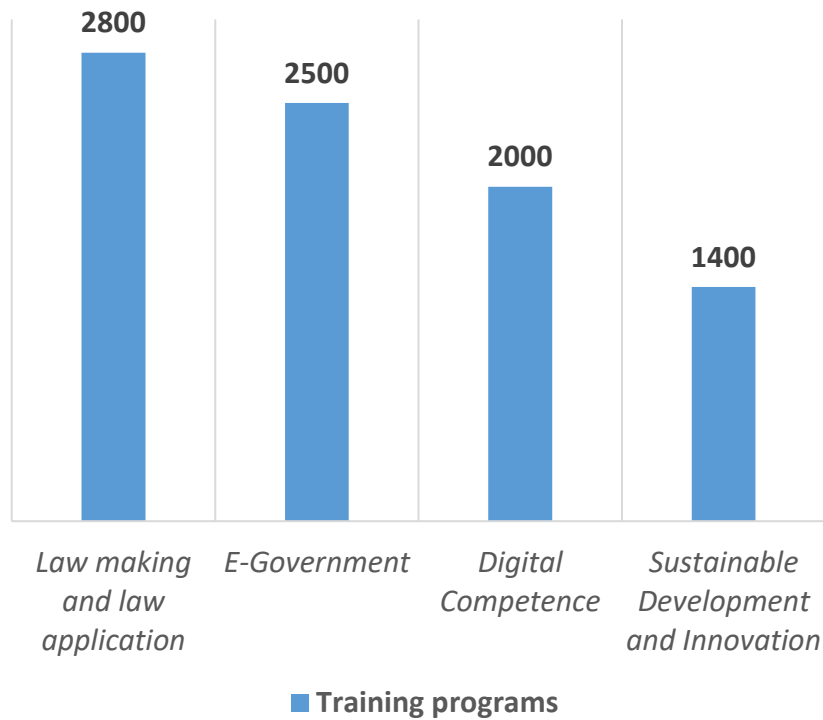


Public Sector Workforce Motivation and Learning Curves Opportunities in Bulgaria

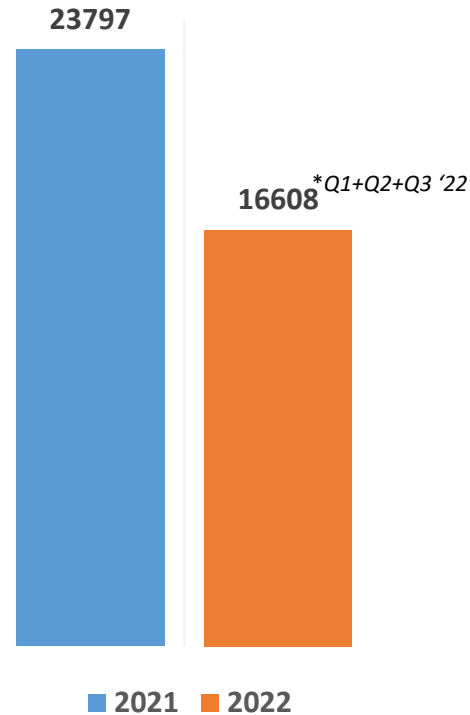
Mr. Pavel Ivanov, Bulgarian Institute of Public Administration
Seoul, November 2022

Training data

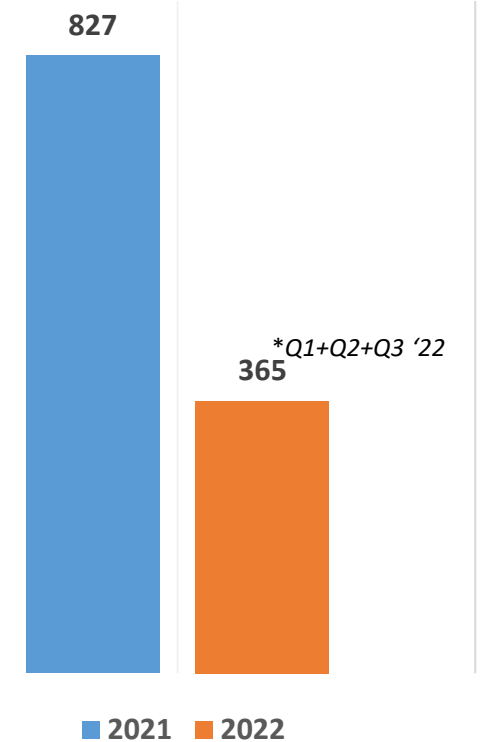
Training programs: N of certificates for Q1+Q2+Q3 '22



N of civil servants successfully passed a training course

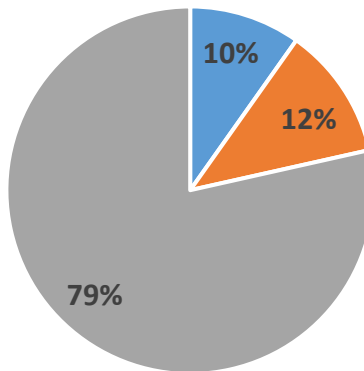


N of training groups



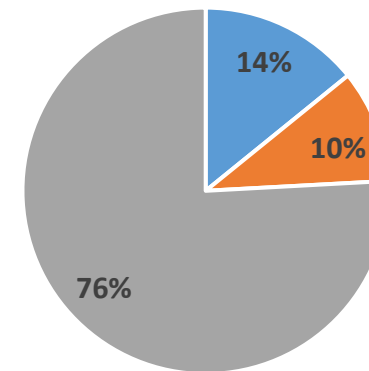
Data: training by form (2021-2022)

Training in 2021



■ On-site training ■ Blended training ■ E-courses

Training in 2022

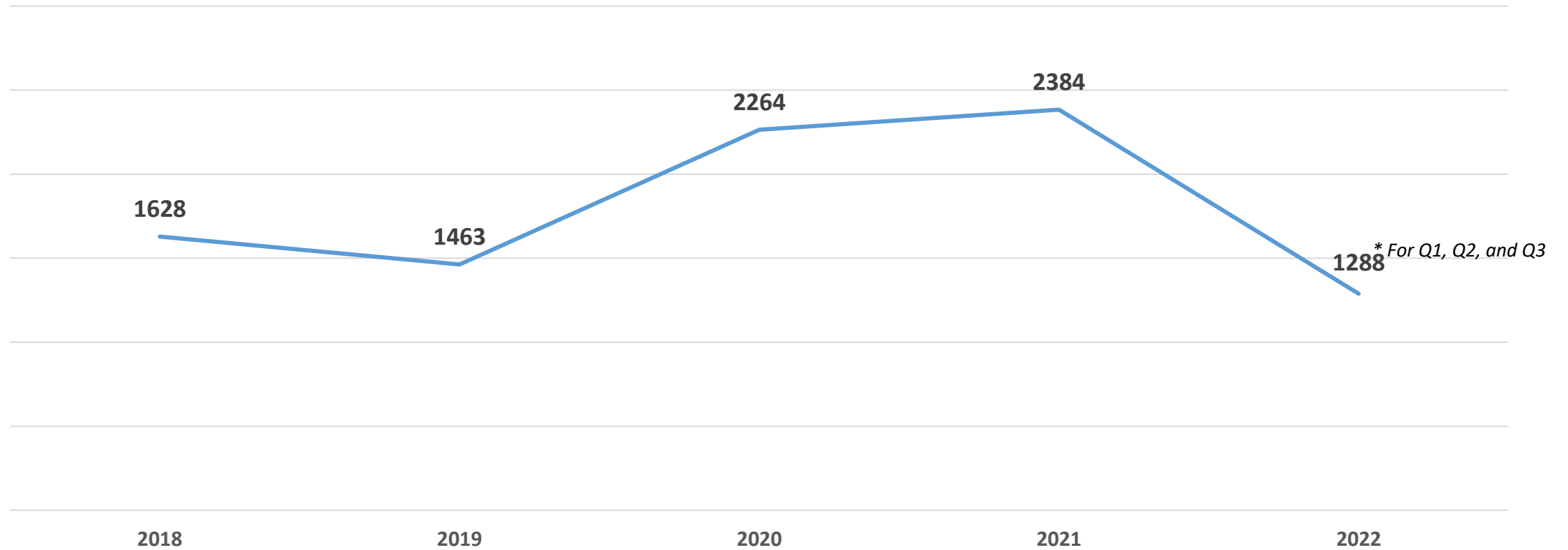


■ On-site training ■ Blended training ■ E-courses

The majority of training is still done in online form, but if we compare the stats for On-site training for Q1, Q2, and Q3 in 2021 and in 2022, we see that in Q1-Q3, 2021 **1851** civil servants passed on-site training. For Q1-Q3, 2022 there are **2352** civil servants that have passed on-site training. In 2022 numbers for on-site training will exceed those from last year.

Data: compulsory training

Trained in compulsory training by year



Barometer of engagement

Barometer of Engagement is a national survey of employee attitudes in the Bulgarian public administration. In 2022 it was held for the fourth year in a row.

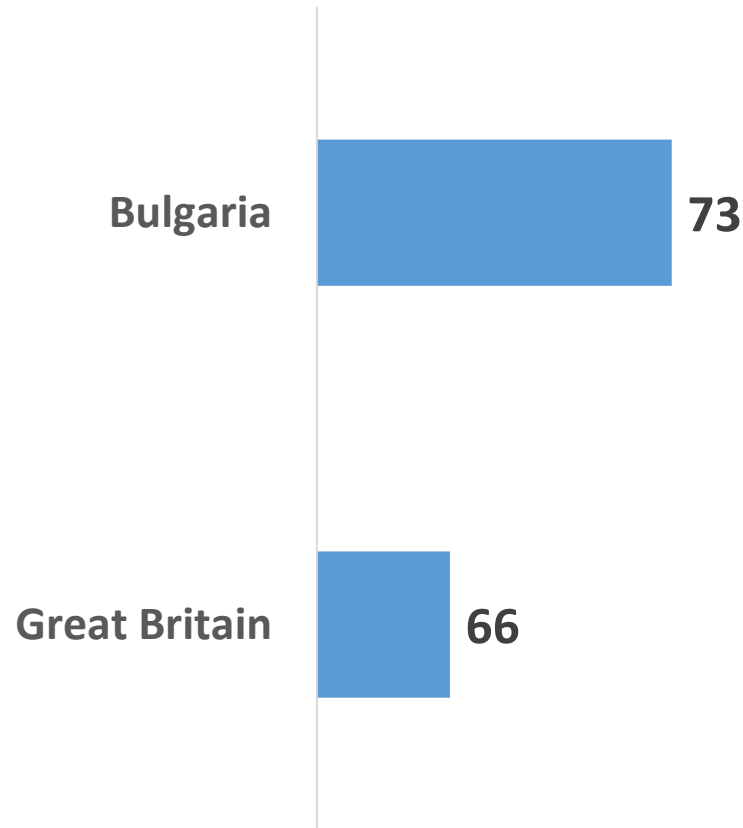
The *Barometer* is a tool for assessing the motivation of civil servants. Motivation, together with competence, is essential for the effectiveness of any organization.

The Bulgarian survey model is based on the British [Civil Service People Survey](#).

With a sample of 8610 respondents the survey is representative and gives a clear and accurate picture of the attitudes among the Bulgarian civil service.

Benchmark of Bulgarian and British indexes

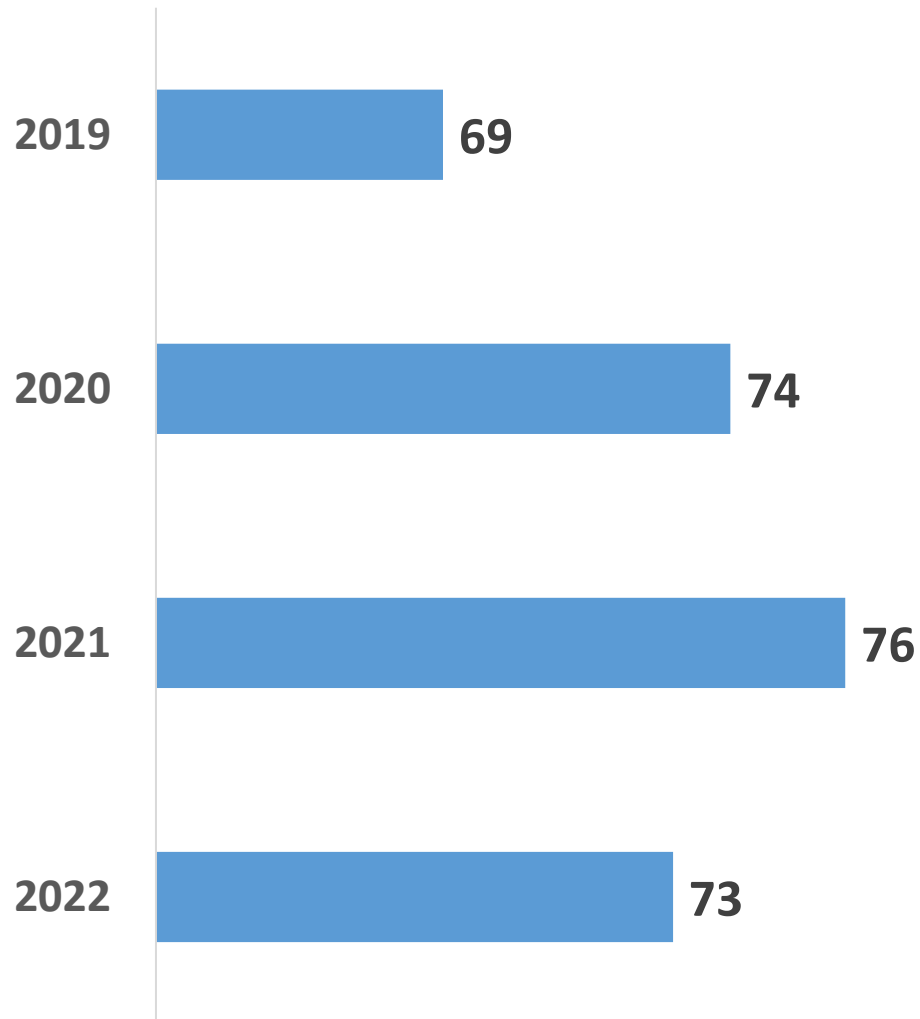
Engagement index



Driver	BG index (2022)	GB index (2021)
Leadership and managing change	73	58
My work	76	79
My team	79	84
Resources and workload	72	75
Learning and development	67	56
Pay and benefits	38	39
Organisational goals	92	85
My manager	79	75

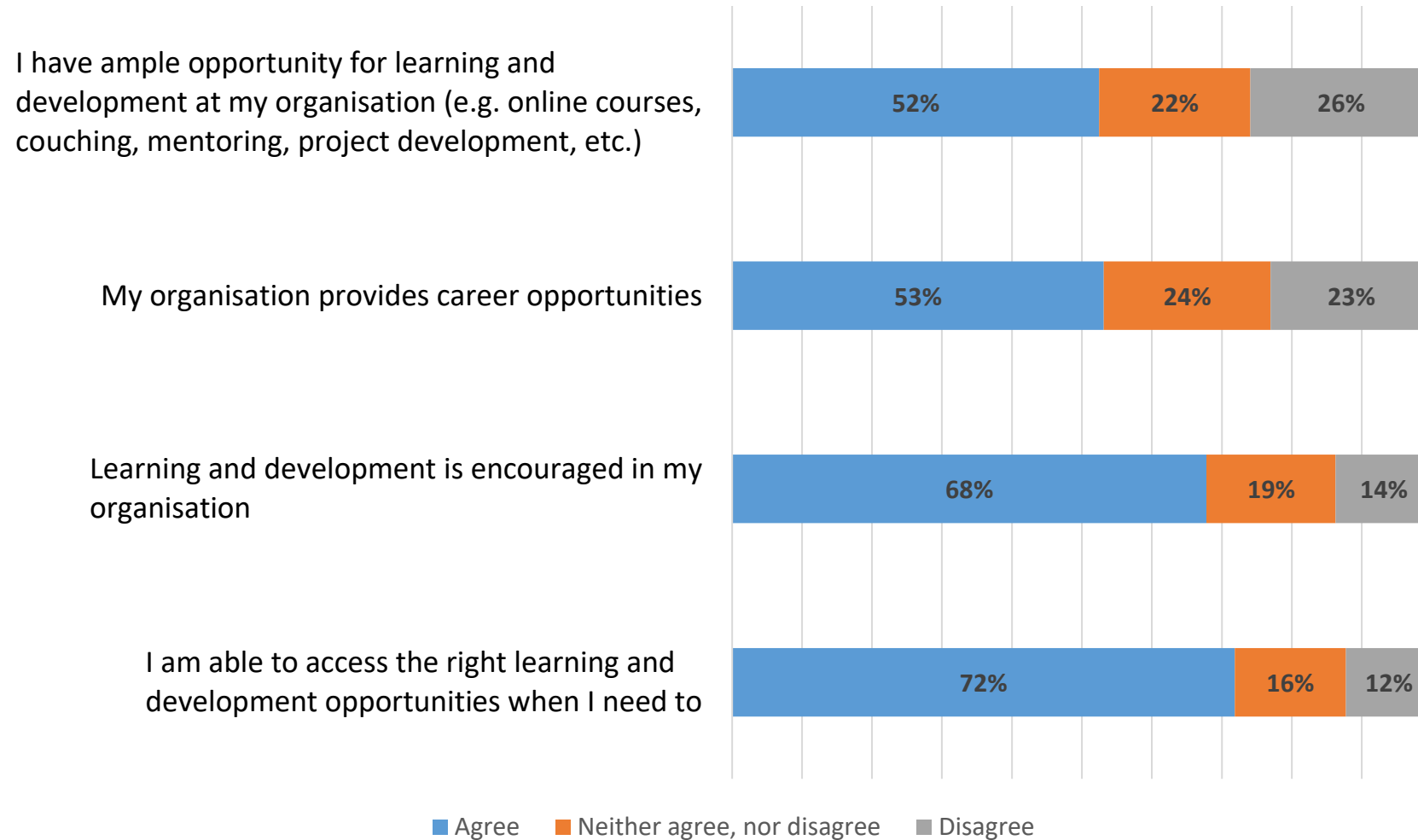
Change of index values (2019 – 2022)

Engagement index

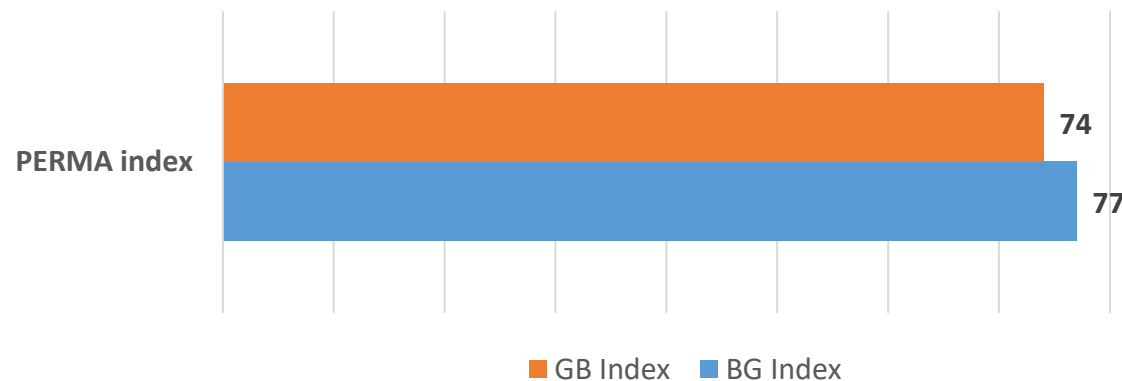
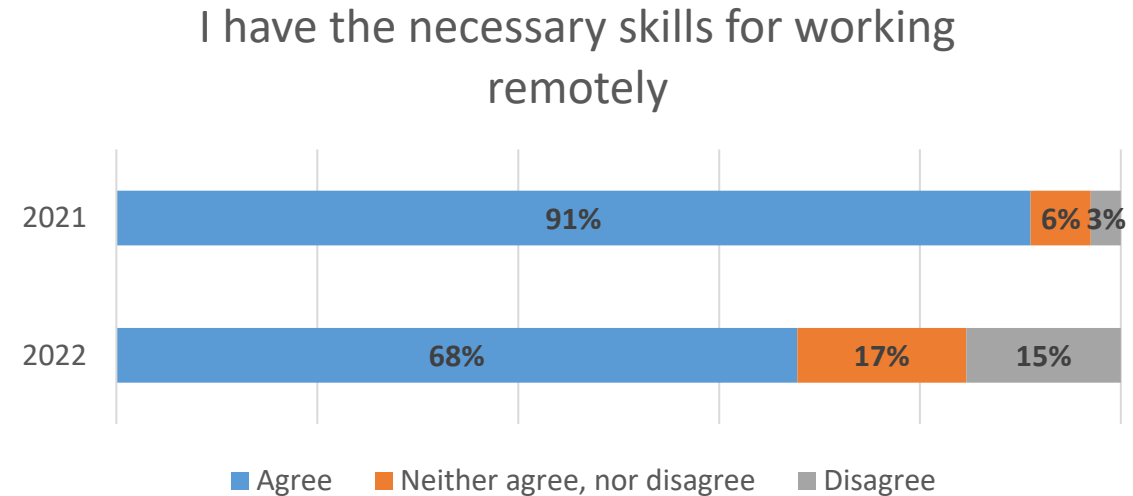
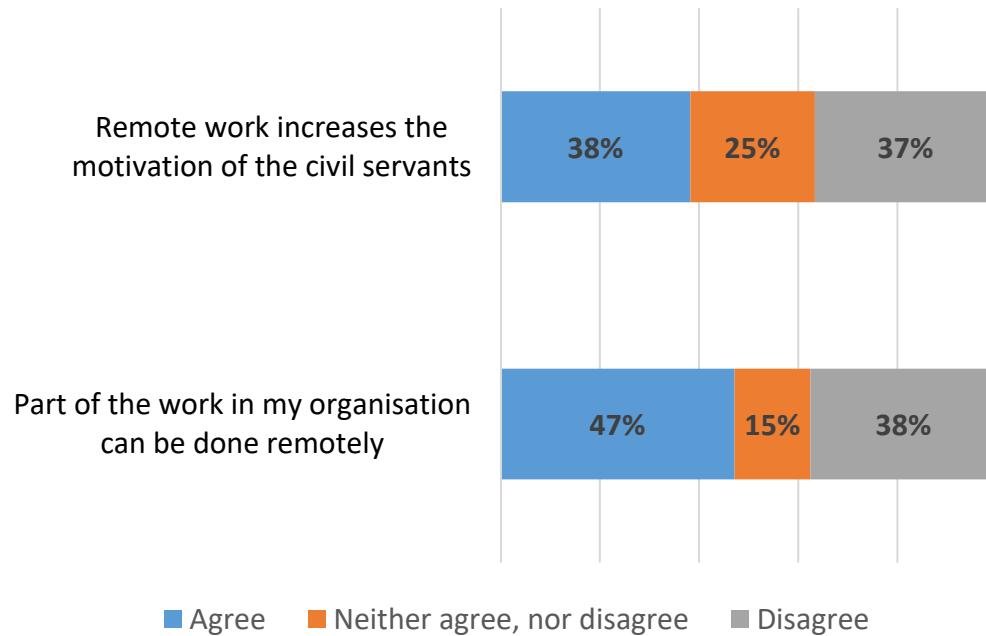


Driver	2019	2020	2021	2022
Leadership and managing change	67	74	74	73
My work	75	79	80	76
My team	75	79	80	79
Resources and workload	76	75	75	38
Learning and development	60	67	70	72
Pay and benefits	37	45	49	67
Organisational goals	90	92	92	92
My manager	74	78	79	78

Learning and development 2022



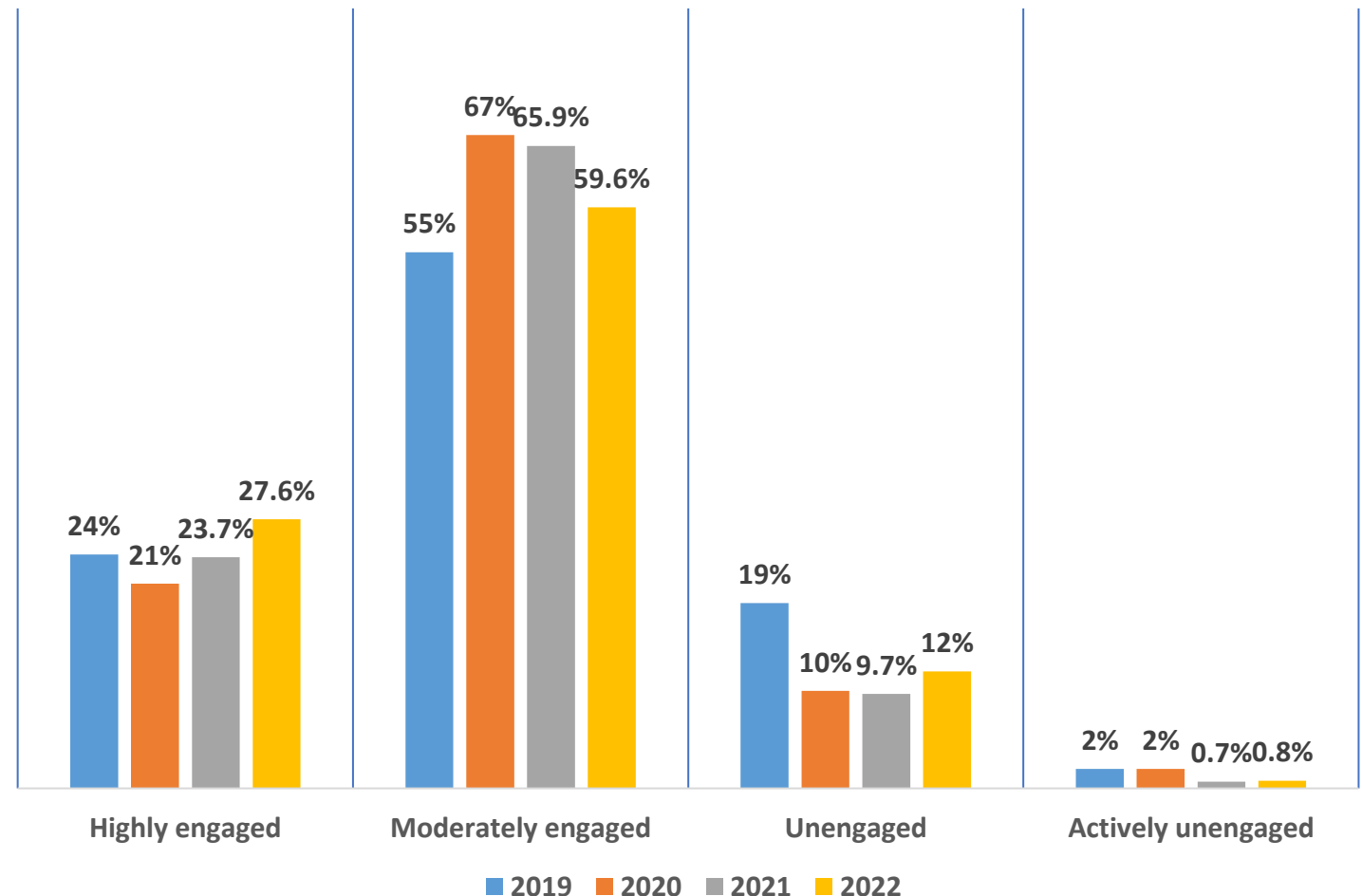
Hot topic – remote work and well-being index



This index measures the extent to which employees are ‘flourishing’ in the workplace; it is based around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment

- Highly engaged employees work "with a heart". They aim for exceptional and high performances because they like their work and feel attached to what they do and to their organization. For them, work is a source of meaning and personal gratification.
- Moderately engaged employees are motivated, disciplined and accountable. For them their work is important, but is not the most important part of their lives. Anywhere in the world in the public and private sectors, moderately engaged, conscious and conscientious employees prevail.
- Unengaged employees are externally motivated. They are only attached to their work because they need income and security.
- The negative pole of engagement is formed by the actively unengaged employees. They don't like or even hate their job, but they feel they can't risk replacing it. Actively disengaged employees are one of the main reasons for the low efficiency of organizations and poor quality of services.

Percentage of engaged and unengaged employees (2019 – 2022)



The Good Practice Competition: Logo



**СПОДЕЛЕТЕ
ВАШИТЕ ПРАКТИКИ**

**ЗАЩОТО ДОБРИТЕ ИДЕИ
ТРЯБВА
ДА БЪДАТ ЗАБЕЛЯЗАНИ!**

Срок за кандидатстване: 14.10.2022 г.

КОНКУРС ЗА ДОБРИ ПРАКТИКИ 2022

The Good Practice Competition: Categories

3 Categories

- HR Management
- Technological Solutions
- Social responsibilities



THANK YOU!