



ACADEMY OF PUBLIC ADMINISTRATION  
UNDER THE PRESIDENT OF THE REPUBLIC OF KAZAKHSTAN

# LEARNING & DEVELOPMENT IN THE CIVIL SERVICE: THE CASE OF KAZAKHSTAN

APA.KZ

# MISSION & VISION



## **Mission:**

create, maintain and spread knowledge  
for the benefit of the country and the  
world



## **Vision:**

an intellectual platform of effective leadership  
and professional managers



## **Values:**

Integrity  
Professionalism  
Innovativeness  
Openness  
Loving the world around

## **Academy of Public Administration under the President of the Republic of Kazakhstan**

is unique educational institution which provides training, retraining and professional development of civil servants



# I. CIVIL SERVANTS TRAINING

## ACADEMIC PROGRAMS



2022-23 academic year

### Master's degree (1 year)

- MPA Public Administration
- MIR International Relations
- MHRM Human Resources Management
- MRD Regional Development

### Master's degree (1 year) *on the job*

- EMPA Public Administration
- MRD Regional Development

### Master's degree (2 years)

- MPP Public Policy
- ME Economics

### Doctoral degree (3 years)

- DPA Public Administration
- DIR International Relations
- DE Economics

Public educational contract:

120

Master's programs

12

Doctoral programs



UNDP  
MIR (1 master student)

29

other sources of funding



Graduated in 2022 - 160  
Admitted in 2022 - 162



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# COMPETENCY-BASED LEARNING

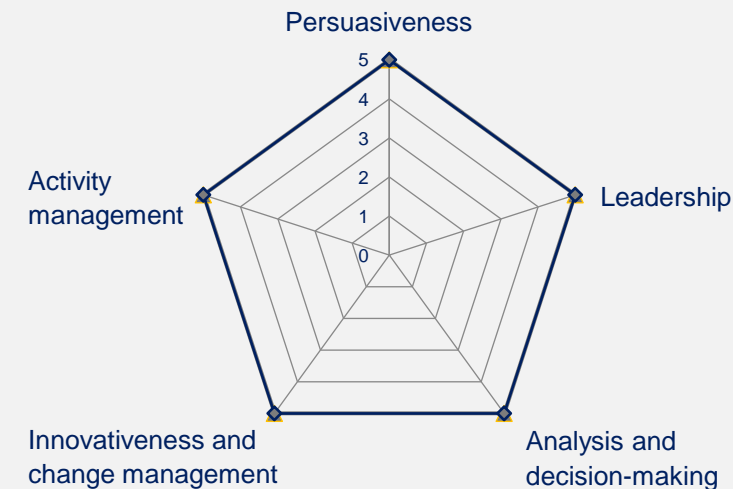


Competency assessment of master and doctoral programs

Competencies	Demonstrated level of competence								
	ME-20	MPP-20	MPP-20 English-speaking group	MPP-21	MRD-20	DIR-20	MPA-20	DPA-20	DE-20
Persuasiveness	3	2	2	2	2	3	2	3	3
Leadership	2	2	2	2	2	1	2	2	3
Analysis and decision-making	3	2	3	2	3	2	2	3	3
Innovativeness and change management	2	2	2	2	3	3	2	2	2
Activity management	2	2	3	2	2	2	2	2	2



Individual learning planning



# CIVIL SERVANTS TRAINING

## SHORT-TERM PROFESSIONAL DEVELOPMENT PROGRAMS



More than **25K civil servants** annually complete short-term professional development programs in the Academy and its 16 branches  
*(duration of programs from 1 day to 2,5 months)*



Professional development programs for political civil servants and corps A (with local & international speakers)



Professional development programs for administrative civil servants of corps B (with local & international speakers)



Retraining 3-week courses for administrative civil servants of corps B for the first time admitted to the civil service



Retraining 3-week courses for administrative civil servants of corps B for the first time assigned to leading administrative positions



Distance learning (Moodle platform)



# “NEW FORMATION LEADER” PROGRAM

240 academic hours (120 acad.hours – APA, 120 acad.hours – Nazarbayev University)



## GLOBAL VISION

- The Art and Science of Policy Design (NU)
- Scenario Planning and Forecasting (NU)
- Innovations in Public Sector (NU)
- Behavioral Insights and Public Policy (NU)

## EFFECTIVE COMMUNICATIONS

- Communications: Effective Interagency Cooperation (NU)
- Crisis Management (APA)
- Coaching and Mentorship (APA)

## TRANSFORMATIONAL LEADERSHIP

- Emotional Intelligence and Leadership (APA)
- Design-Thinking (APA)
- Management Technologies (APA)



Graduated since 2020 – 223 political civil servants (Vice-Ministers, Deputy Mayors of Regions, Chairmen of the Committees and their Deputies, etc.)

# CURRICULUM DESIGN: HOW WE DECIDE WHAT TO TEACH



## Desktop research

posttraining feedback analysis, interview of government agencies top management team (Vice-ministries, Deputy Mayors of regions, Head of Departments of Presidential Administration, etc.

Government agencies needs analysis; results of online survey among civil servants of central & local government agencies; Government agencies annual Performance Assessment Report, etc.



## Policy analysis

analysis of national and strategic documents such as Presidential Address to the Nation, Concept of Public Administration Development until 2030, National Development Plan until 2025, Ministries national reports, etc.



## Case study

studying the experience of similar Executive Education schools - Civil Service College Singapore, Civil Service College UK, Public Administration International UK, Federal Executive Institute USA, current trends in public administration, etc.



# SHORT-TERM TRAINING PROGRAMS



## Current situation

- ✓ According to the current legislation civil servants should complete professional development programs ***no less than once in three years***, however this usually interpreted by government agencies as ***once in three years***
- ✓ Lack of interest of heads of government agencies in learning & development of civil servants, as well as low motivation of civil servants in self-development
- ✓ Government agencies HRs do not have a clear vision of personnel development
- ✓ While maintaining the number of civil servants subject to training, the amount of funding has been reducing gradually

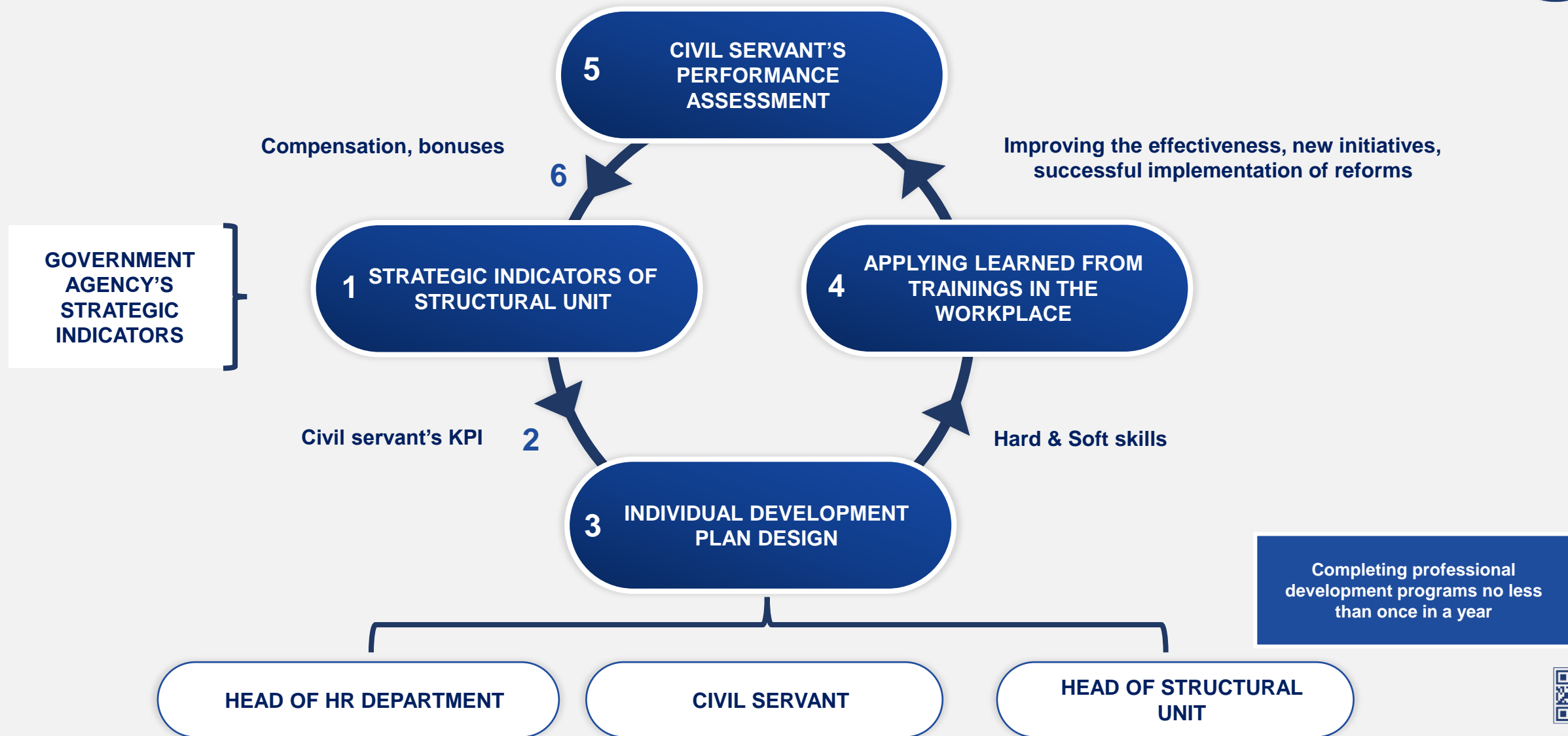
## A way forward

- ✓ Implementing lifelong learning approach in civil servants' professional development system
- ✓ Changing legislation in terms of completing professional development programs ***no less than once in a year***
- ✓ Motivating heads of government agencies by setting KPI on L&D indicator
- ✓ Motivating civil servants by including L&D indicator into Civil Servants' Performance Assessment (monetary and non-monetary rewards, etc.)
- ✓ Creating HR Institute which will consolidate HR functions from administrative to strategic HR
- ✓ Setting the right priorities - increasing funding for civil servants' professional development





# IMPROVING THE EFFECTIVENESS OF CIVIL SERVANTS TRAINING



# CREATION OF THE HR INSTITUTE



**Creation of the HR Institute in the Academy of Public Administration under the President of the Republic of Kazakhstan**



Head hunting (external & internal)



Proactive recruitment



Training & certificate programs for government agencies HR specialists



Methodological support



Assessment & analysis



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**THANK YOU FOR YOUR ATTENTION!**

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