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## Human Resources in the Civil Service

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# Defining a National Strategy for Human Resources in the Civil Service

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## Abstract

This paper focuses on potential tools for improving the Israeli civil service, as reflected in the processes of evaluating government performance and boosting the motivation for public service—especially with regard to service units and their personnel. The team identified a significant global development in these fields and suggests engaging in comparable thinking in Israel that would contribute to enhancing and developing the civil service. We believe that it is very important to develop high standards of human capital, with an emphasis on quality and excellence; comprehensive assessment of performance is essential. We argue that an excellent civil service is built on a broad understanding of what makes for outstanding personnel. In a technologically, economically, and socially advanced world, our civil service needs the best people—in planning and staff roles, but also, and primarily, in field positions that are in close and direct contact with the public.

In Hebrew, we chose to give the position paper the title **Improvement from the Ground Up**. We examine how the service provided to citizens can be enhanced, starting from the idea that the public administration in Israel can realize its potential for greater efficiency by paying attention to two important aspects of revamping the organization from the ground up.

1. **The first aspect is the need to improve the motivation for public service**, identifying and recruiting the most suitable people and placing the best of them in the field units that come into direct contact with the public. We are only beginning to relate to the issue of motivation for public service, having finally come to understand that the problem exists. (Are the best people joining the ranks of government and public administration in Israel?) But we do not have sufficient tools for addressing this. Improving the quality of human capital in the service units would ultimately result in enhanced performance by government and the public administration.
2. **The second aspect is to improve performance in general and, primarily, that of the field units—that is, the units that actually provide services—and to assess their output by integrating external evaluation (by the public and interested parties) with internal evaluation (by workers and managers)**. Assessment of the service will provide a foundation of information and knowledge, standardization, and a common language, as well as a uniform basis for defining a reference point for quality service. In addition, the information collected will function as a management tool for staff work, planning, budgeting, and definition of goals and objectives. The results of the assessment will be used to compare service performance on various levels; for example, comparing different units, comparing services within a unit. and comparing types of target populations.

- ✓ Therefore, we recommend drafting a **master plan** whose primary objective will be to motivate high-caliber candidates to apply and make their career in the service units. This strategic plan includes:
  - Developing a nucleus of professionals for civil-service jobs and defining the profile of service providers
  - Improving the processes for identifying the most suitable candidates for civil-service positions; designing and developing career tracks and a pool of future managers, in part by promoting outstanding workers and assigning them to senior positions
  - Formalizing the processes for assessing government performance; creating measurement and evaluation mechanisms and a specific system of compensation and incentives for civil-service positions
  - Establishing a national agency to evaluate the performance of the public sector in Israel and the government's success in meeting its targets.