Growing Leaders: Innovations in the Competence Development System of Estonian Top Civil Service

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Abstract: The aim of this paper is to analyze the experiences of creation, implementation and development of the competency framework of the Estonian top civil service and the possibilities of contributing to the attainment of the state’s strategic goals through the development of the competencies of top civil servants.

Firstly, on the basis of selected literature, the paper provides a short overview of the notions of competencies and competency frameworks.

Secondly, the paper describes the creation, implementation and updating of competency framework of top civil servants of Estonia.

Thirdly, the paper discusses the efficiency of different methods in the development of competences of top civil servants.

Theme: public management

Keywords: competence system; civil service; innovation.

JEL: J45; J62; J88.

Pg: 6-29

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**Public Policies Process in the Romanian Energy Sector along the Last Years**

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**Abstract:** The paper contains the results of a special analysis developed by the authors in order to demonstrate how the public policy process in Romania evolved from the ethical perspective. The first part presents the main changes in the Romanian legal framework during the last four years and the key initiatives of the Romanian Government through General Secretariat of the Government and the Parliament related with these. The second part is about the implementation, in especially how the public policy process has been developed in our public sector with the main accent on the ethical dimension of it.

The authors set up the main questions about the ethical dimension of the public policy process and received the data for our interpretations. Based on these, the authors identified the positive and negative aspects of the public policy process, the main reasons and their consequences. The last part of the paper contains key recommendations proposed by the authors for increasing the ethical dimension of the public policy process in the Romanian public sector, based on the best practices identified in other developed countries.

**Keywords:** public policy, energy sector, energy market.

**Theme:** public policy

**JEL:** J78; Q47; L38; L94

**Pg.** 30-39

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Human Resource Outsourcing in the Municipality Administration on the Example of Municipality of Varna

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Abstract: The present stage of social development is characterized by dynamic uncertainty. Both business organizations and public sector organizations are under pressure, driven by the necessity to perform their key activity in terms of continuous requirements for cost cutting and penury of time and human resources. The complexity of modern organizational processes has led to emergence of service providers able to manage effectively the reallocation of labor flows and to offer effective solutions for human resource management (HRM). These functions relate to outsourcing human resources (HR functions outsourcing), just one of the various outsourcing of business processes.

Keywords: New Public Management, outsourcing, municipality administration

Theme: public administration

JEL: H83; R28, Q58

Pg: 40-59

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Abstract: The paper presents the procedures for the selection of top-ranking officials pursuant to the Civil Servants Act, applied in the work of the Officials Council of the Republic of Slovenia and its special competition commissions between 2003 and 2011. Seven years from the adoption of the Civil Servants Act and the first Standards of Professional Qualifications, Selection Criteria and Testing Methods, the Officials Council revised the Standards with due consideration of the development of human resource management, the experience in administration, and case law.

The new Standards apply to all open competitions published since January 2011 and relate to both selection criteria and methods for the evaluation of candidates’ eligibility, since a legitimate and most suitable recruitment is only possible based on a combination of both substantive and procedural law. The revised Standards redefine the elements of candidates’ qualification for top positions, bringing professional knowledge of the field concerned and managerial experience or skills on an equal footing. The procedure is now more flexible and particular attention is paid to non-discrimination of candidates.

The revision of the Standards contributes to meeting the constitutional objective of the selection of the best candidate for the performance of public tasks, while an amendment of the above Act will be necessary for any further development.

Keywords: top public officials, selection, civil servants, state administration.
Theme: public management
JEL: H83; G38; D73.
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Successful Strategic Practices in Building Malaysia’s Country Brand

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Abstract: An analysis of the macroeconomic indicators for Malaysia show that tourism represents a gold mine: in just a few years, the number of tourists has tripled and revenue from this area have increased in only 16 years, over eight times, and the country has reached the top 10 most visited countries in the world. This paper describes the brand campaign “Malaysia Truly Asia” and presents the vectors that generated a “blast” of positive effects: increased awareness and visibility of Malaysia internationally, created a clear and easily identifiable image of the country, the positioning of Malaysia as a leading destination in the region, diversifying tourism markets, encouraging and promoting domestic tourism. It is analyzed the impact of this campaign particularly in terms of number of visitors, tourism revenue, visibility and prestige through the awards received.

The paper addresses a multitude of best practices from the perspective of strategic opportunities transformed into strong points in a good ratio result / effort.

Keywords: country brand, tourism, marketing strategy, promoting campaign, strategic analysis, competitive advantage.

Theme: public marketing

JEL: M3; M31; M38.

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Characteristics of Knowledge-Based Economy and New Technologies in Education

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Abstract: The work aims to investigate some characteristics of a knowledge based economy and on the other hand the new technologies used in education. We recognize the extraordinary technical performance of current electronic systems. But they respond to actual needs of society in education? In this paper we try to answer the following questions:

- What are the characteristics of knowledge-based economy in terms of education?
- What are the new technologies used in education?
- What are the major problems in education today?

We can talk about quality education when using electronic training tools?

Theme: public management
Keywords: educational ideal, knowledge economy, electronic training.
JEL: I2; I21; I28
Pg. 114-119

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Eradication of Social Poverty-Objective of the European Administration

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Abstract: The scientific paper analyzes social policy, especially poverty like components of this. We identify the main objectives of social policy, the legal framework at national and European levels, making references at indicators that determine the level of poverty in our country. The poverty is a phenomenon which is determined by multiple factors. The theoretical views with accent on economic level of poverty are analyzing and the differences between social policy in Romania and the European social politics.

JEL: P36; R28, Q48.

Pg: 120-128

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