The training of the civil servants is closely related to the creation of new quality, as the training, on the one hand, aims at state structures, the stability of the machinery of state, as well the improvement of professionalism and responsibility.

The end of the century brought plenty of reforms, changes and novelties into the Public Administration sphere. Seeking to solve complicated problems of the country main attention is focused on the increase of the effectiveness and usefulness of the state structures, the stability of the machinery of state, as well the improvement of professionalism and responsibility.

Six years ago, as in many countries of Eastern and Central Europe, the reform of public administration was started to be carried out in Lithuania. One of the spheres of the reform is training of civil servants and their professional development. Though there are many educated people and highly qualified specialists in the country, inefficient legal basis and currently existing training methods served as a hindrance not only to the progress of training but to the development of Public Administration as well.

The legal basis forms preconditions for creating the system of professional development of civil servants, which, with the state changes going on, is improved and adapted to the present conditions. The Republic of Lithuania Law on Civil Servants passed on 8 July 1999 regulates basic principles of the public service, the status of the civil servant and the legal basis of the public service. The Law also provides for the creation of the system of training of civil servants. Introductory training and continuous professional development are distinguished. The Law provided for specific institutions responsible for the professional development of civil servants, the preparation of training programmes and management of other processes.

One of the main measures of the implementation and execution of this Law is creating the state strategy of civil service training. It is expected that following the general state strategy of civil service training, strategies of different training institutions created will help achieve common goals and facilitate efficient functioning of the civil service training system.

Creation of national strategy of qualification development of civil servants has been one of the public service efficiency increase conditions. It establishes long duration of training policy of civil servants which purpose is ensure state and local government institutions realise their goals.

The way of creating process of the public strategy professional development of civil servants is suggesting in three stages: to describe and to analyse status of training and professional development of civil servants; to form training strategy of civil servants and introduce it. The model of professional development is offering in case to realise strategy in which training of civil servants is interpret how element of compound human resources system. By using this model is trying create unbroken system of professional development of civil servants.

Civil Servants’ Training Strategy as a Precondition for Improving the Quality of Public Administration (Lithuania’s Example)

The end of the century brought plenty of reforms, changes and novelties into the Public Administration sphere. Seeking to solve complicated problems of the country main attention is focused on the increase of the effectiveness and usefulness of the state structures, the stability of the machinery of state, as well the improvement of professionalism and responsibility.

The training of the civil servants is closely related to the creation of new quality, as the training, on the one hand, aims at creating an integrated and well managed training system for civil servants from central and local government bodies and, on the other hand-at promoting the development of the system and action programmes related with it.

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One of the main measures of the implementation and execution of this Law is creating the state strategy of civil service training. It is expected that following the general state strategy of civil service training, strategies of different training institutions created will help achieve common goals and facilitate efficient functioning of the civil service training system.

The Object of the investigation. The strategy of civil service training is one of the measures of strengthening the efficiency of the public service of the Republic of Lithuania. It establishes a long-term civil service training policy. The objective of the long-term civil service training policy is to assure that training of civil servants should help state and municipal institutions/organisations implement the objectives set.

The goal of the Investigation is to create the civil servants’ training strategy based on methodology, the implementation of which would create the necessary preconditions for improving the efficiency of public service in the society and would become the success factor of the public administration reform. By achieving this goal such tasks should be solved:

- present condition of training and qualification improvement of civil servants should be described;
- training strategy of civil servants should be identified and formulated;
- the way of the implementation of the training strategy of civil servants which is able to allow the creation of continuous qualification improvement system should be presented;
- the evaluation (getting of the feedback) criterions should be chosen.

Topicality of civil service training. Seeking to achieve efficiency in the sphere of state service, civil service training becomes ever more important due to the following reasons:

- rate of organisational and technical restructuring of the civil service is constantly increasing, and this requires that civil servants should regularly acquire new skills and learn regulations;
- the decrease in the number of civil servants demands that the individuals who have stayed in the public service should acquire more diverse skills;
- the process of accession of the Republic of Lithuania to the European Union requires that civil servants should understand the peculiarities of public service functioning not only of their own country but of the European Union as well;
- so far the tradition that with the civil servant making his way up, his technical rather than managerial competence is accentuated, has prevailed in the public service of the Republic of Lithuania. Cases are quite frequent then when high level professionals of a narrow specialisation without any abilities for management and unable to efficiently run an office become chiefs;
- the society sets ever increasing requirements for the public service and it is possible to satisfy them only by improving the skills of civil servants, as well as by changing their principles;
- constant pressure of the society on the public service to prove its efficiency by material achievements requires that civil servants should be able to efficiently plan their activity and think strategically.

The state sector was most often identified with a stable, reliable structure, which was little affected by the environmental structure. It turned out that strategic thinking, planning, analysing and applying changes, with account being taken of environmental factors, is necessary in this sphere more than in any others.

Employees of the public sector participating in the public administration structures and performing administration functions must do it functionally beneficially and effectively. They need knowledge, skills, organisational abilities, and capabilities to combine different methods and forms of activity. They must understand principles of drawing up the budget, staff management, the policy analysis, be able to analyse interior and exterior environment of public organisations, think and act strategically by observing norms and standards of public ethics. Employees of public institutions must have communicative skills to work in groups or in other collective structures, must have a capability to communicate with citizens. Strategic thinking can provide quite a number of possibilities assuring efficiency in public administration. First and foremost, it is necessary within the top chain of the administration system.

The aim of the strategy of training the state and municipal employees is not to monopolise and level professional development of civil servants of Lithuania in the sphere of public administration, but to assure the standards of imparting modern knowledge of high level to civil servants and optimal application and development of qualification development resources.

Development of the civil servants training strategy is based on the systematic approach. The strategy development process undergoes several stages:
- characterisation of the current civil servants training and qualifications improvement situation;
- identifying the civil servants’ training strategy;
- implementing the civil servants’ training strategy;
- evaluation (getting of the feedback) of the civil servants training strategy.

One of the most important elements of the formulation of the strategy is the definition of the current status of training and professional development of civil servants. This process is represented in Picture 1.
The public administration reform in Lithuania and the place and role of civil service training within the context of the reform.

After Lithuania re-established its Independence, there were made attempts to regulate the public service legally in 1995 when the first Law on Civil Servants was adopted. Soon it became clear that it did not create preconditions for development of those administrative skills, which civil servants of Lithuania were expected to have.

The Government, taking into consideration an imperfect Law on Civil Servants, passed the Law on Civil Service on 8 July, 1999. This Law is based on different principles – it is the object of administrative rather than civil law. The training of civil servants, their motivations, planning of training and qualification development of civil servants are related in the Law as well as its financial substantiation.

In essence, currently theoretical preconditions for training of civil servants have already been created. They are:
1. Financing and management of training process, types of training are defined.
2. The financial resources are provided for – “The Republic of Lithuania Law on Civil Service” and “The Republic of Lithuania Law on the State Budget” guarantee that funds are planned in the estimate of expenditure of the institutions and organisation for training of civil servants, which, comparing to the assignations to salaries of civil servants must make from 1 to 5 per cent of these assignations amount.
3. There are functioning institutions of upgrading qualifications of civil servants. Departmental training centres which have 3-6 year work experience and organise branch training of civil servants are established at many ministries. Also, there are training centres which have a different kind of status (for example, established at higher educational institutions, etc.) and
which specialise in training state and municipal employees. The Public Administration Institute of Lithuania has been established. All these institutions of professional development of civil servants are members of Lithuanian Public Administration Training Association (LPATA). Above mentioned institutions form the system separate from the system of education and studies, which prepares training programmes adapted to the specificity of civil servants and drawn up according to the principles of adult education.

Problems of civil service training by hierarchic levels of management
All the problems related to the development of qualification of civil servants can be divided into state and institutional. The training strategy of civil servants being prepared, establishes that state problems should be resolved on the state level involving the highest authorities of the country. By means of legal levers it has been established that institutional problems should be solved taking into account the activity of the institutions of the qualification development of civil servants, adapting it in accordance with the regulations and guidelines of the strategy.

1. The following problems have been established at the state level:
   - Absence of the long-term state policy with respect to the improvement of civil servant qualifications. No system of permanent training, which would provide for methods and ways of the implementation of the ideas of upgrading qualification of civil servants, has been created in the state.
   - Priority groups of civil servants, which should be trained within the nearest 3-5 years are unclear. Priorities of training civil servants by different kinds of training are not formulated. It is not assured that the possibility (funds) for training would be given to preferential groups of civil servants.
   - Prestige of civil servants is low in Lithuania. There is an insufficiently positive attitude of many state and direct leaders to the training of their subordinates. Restrictions are placed on practitioners to become trainers.
   - The interrelation between the participants of the training system and the responsibility on the state scale for the reliability of functioning of the whole system has not been established.
   - It has not been planned that official training would prevail in the introductory stage of training, while the informal training should be provided in the continuous training. It has not been achieved that decentralisation of management should be one of the basic principles of the informal training. The state, in adopting corresponding laws and acts of secondary legislation should create favourable conditions for training of adults and its development.
   - There is insufficient potential of the personnel services to implement training objectives (to determine training needs, to plan and to assess training, to assure training knowledge implementation into practice, etc). The part of the law obligating institutions to prepare training programs does not function.
   - The staff services of institutions have not prepared professional requirements of civil servants at their departments. Objectives and qualification descriptions underlying in professional requirements should become guidelines in qualification developing of civil servants in a corresponding sphere.
   - Adequacy of the training system to the activity of civil servants has not been assured.
   - There is no link between the renewal and assessment system of the employees knowledge and career planning and payment for work.
   - Absence of proper control of the quality of training (training programmes and teachers) on the state scale. So far no relation between programmes of upgrading of qualification, study programmes and Master’s study programmes has been established.

2. Problems to be solved within the competence of the Lithuanian Public Administration Training Association and its members, the Public Administration Institute of Lithuania and other non-associated training centres:
   - insufficiently clear civil service training priorities by different types of training;
   - absence of the uniform information system of civil service training;
   - absence of the system of the training programme quality assessment and absence of the system of the analysis of training needs;
   - absence of the system of investigation of training efficiency (the effect of training on the activity of the civil servants and institution has not been studied);
   - insufficient use of the possibilities and capacities of existing training centres.

3. Problems to be solved within the competence of institutions of Public Administration
One of the main obstacles hindering the assurance of effective civil service training is weakness of the personnel system in public administration institutions. The personnel divisions, as a rule, perform functions of registration and hiring of the employees of the institution, and in some case they perform functions of selection (competition organisation). However, they do not carry out the analysis of qualification needs, functions of planning of the training process and career. The present number of the staff is obviously insufficient to fulfil these functions. Functioning public administration institutions, though they conduct thorough studies of qualification needs of civil servants and, according to them, adjust training programmes, cannot administer qualification assurance processes. Thus, one can state, that presently existing civil service training in Lithuania has an extensive nature, mostly is based on a personal motivation only, which does not always coincides with the interests of the institution of the civil servant. A positive thing is that the majority of the participants of training programmes are top level managers, therefore, the qualification that they acquire determines the formation of a modern climate of public administration in institutions.

Objectives and priorities of the state strategy of civil service training. The goal system of civil service training must be multistage, the goals and objects should be distributed according to government levels. Setting of objectives and their
implementation should start on the state level. The goal is to create the civil servants’ training strategy, and this goal should have below mentioned characteristics:

- The objective must relate training to the environment. It should indicate the relations of the training system with the exterior, to characterise the spheres to which training is related. It is necessary not only to adapt to the present environmental conditions but also to provide for possible threats and ways of solving or avoiding them.
- Training of civil servants must be investigated on the ground of systematic approach. It can be separately studied on the state, organisations, personnel services level.
- The strategic objective should depend on the interior possibilities. It is necessary to assess the potential of each training institution, all the recourses of the state and separate training institutions available, training organised at the present time.
- The objective must be set to all the state training institutions. All civil service training institutions will have to follow the confirmed strategy.

**Formation of the civil service training strategy.** The process of the formation of the civil service training strategy is represented in Picture 2.

**DEVELOPMENT OF CIVIL SERVICE TRAINING STRATEGY**

![Diagram of Development of Civil Service Training Strategy]

It is necessary to formulate the philosophy of the qualification development of civil servants, which defines the values, principles on the basis of which the institutions will seek to implement their objectives. **The mission is treated as the statement, which reveals the objectives of the institution and reasons for their functioning.** The mission must reflect the goals of interested groups of organisations. The mission, expressing strategic intentions of organisations and their role in the society, reflects the essence of the existence of organisations. The mission makes it possible to provide for the alternatives of
the objectives and strategies, to make viewpoints of different groups of interest similar. However, the most important thing is that it declares the attitude to the outside environment, expresses public interests and social responsibility.

It is most expedient to form the objectives’ tree when formulating the objectives of the organisation. The general tree is broken into lower objectives, which are broken into smaller ones. All the objectives are placed at a certain level. The objectives must be placed on the time scale. In that way there are first level objectives and their putting into practice terms separated in the multi – stage objectives’ system.

The vision is the beginning of any conscious activity aimed at a long-term perspective and it is the point of support. In formulating the vision of the activity of the organisation or a group it is sought to define the best possible or most acceptable variant of the future of the organisation. In forming the structure of the civil servants training strategy it is important to take into consideration general objective and purpose of the public administration reform, the character of activities of state institutions, staff politics and management principles.

The civil service training strategy, as the constituent part of the conception of human resources management is prepared taking into account the peculiarities of the conception of the strategic management and the objectives of the public administration reform in Lithuania.

Compliance with the civil service training principles is a very important element of the strategy development process.

**Principle 1.** Training must help state and municipal institutions/organisations to implement and to set up the goals. In accordance with this principle the top-chain leaders of state and municipal institutions or organisations undertake the responsibility for training their staff, which means that training should not be too little in extent that is necessary for those institutions/organisations to implement their activity goals. This requires the following:

- Every year each state and municipal institution/organisation has to define its activity goals and objectives in respect of its mission and priorities defined by the Government of the Republic.
- On the basis of its yearly activity aims and objectives each state and municipal institution has to find out what kind of skills civil servants lack in order to implement those goals and objectives.

**Principle 2.** Training must help newly accepted civil servants to get shortly acquainted with peculiarities of their service.

**Principle 3.** First of all training must help newly accepted civil servants to develop those skills that are required by a position they occupy in the career system.

**Principle 4.** The responsibility in respect to the analysis of the civil service training needs lies with state and municipal institutions/organisations.

In accordance with this principle state and municipal institutions/organisations have to define training needs taking into account the following three sources of information:

- the number of newly accepted career civil servants during the latest six months and the number of those to be accepted in the coming six months;
- what kind of skills are required from all level career civil servants of the institution/organisation in accordance with its activity plan of the year;
- what kind of skills are required from all level career civil servants of the institution/organisation in respect of a civil servants position in the career system, and what skills are lacking.

**Principle 5.** The assessment of training effectiveness is performed by finding out to what extent it contributed to the implementation of activity goals and objectives of the institution/organisation.

In accordance with this principle, investments into training, its impact on civil servants skills and attitude, application of the acquired knowledge must be assessed on all hierarchical levels of a civil service institution by finding out to what extent it contributed to the implementation of their activity goals and objectives.

**Implementation of the civil service training strategy.** The strategy implementation lies stress on the integrity of the system and makes analysis of its separate elements. A most appropriate national strategic model of civil servants qualification improvement has been worked out and is shown in Picture 3.
Any new challenge requires people to implement it. The public administration reform means the reform of the civil servants mentality. The aims and objectives of the public administration reform make a basis for setting up tasks before state institutions. Combining public and private interests seems to be one of the most complicated moments of the public...
Personnel management, as practical managerial activity, deals with assessment of state institutions personnel service specialists from the point of view of personnel managers. Civil service training applies so-called assessment centre method, which serves both as a means of assessment and personnel development. The tasks set up before the state institutions’ personnel services:
- state institutions are to be started the reform of their activity with modernisation of the personnel service;
- the personnel service staff should consist of personnel management specialists having basic managerial education and work experience or of specialists of social sciences (master’s or an equivalent degree);
- training and assessment criteria must be defined; suitable candidates should be selected, trained, and assessed;
- experts of the Lithuanian Public Administration Training Association (personnel management experts) are to provide personnel services with consultations on the first stage of the civil servants training strategy implementation.

Training and assessment of state institutions personnel service specialists from the point of view of personnel managers professional qualification and work quality. Personnel management, as practical managerial activity, deals with assessment of an individual prior to legalisation of labour relations (labour recruitment and selection), at the time of work (assessment) and dismissal (failure to cope with work). In order to deal with this task, it requires high qualification personnel management specialists. The quality of personnel depends on their qualification and efforts. The assessment of an individual is taking place during the whole management process, however, the right linkage of the process depends on objectivity of a personnel management specialist. Personnel management, as a specific managerial activity, requires specially for this kind of work trained specialists. Issues related to personnel management specialists' qualification and their work quality should be resolved on the following levels: quality of training, quality of selection, quality of professional activity, quality of activity assessment. The implementation of a complex personnel management system based on method research results would enable co-ordination of scientific progress and effectiveness of practical activity. A closer connection between research and practical activities would be a very positive incentive for Lithuania's further development and progress. The new administrative structure of the Republic consisting of ten districts is very convenient for implementation of new economic principles, and the implementation of the public administration system should favourably impact all spheres of economy.

Tasks set up before state institutions in regard to the public administration reform:
- to define each state institution’s place in the administrative structure of the state as an integral space of national strategy implementation;
- to define state institutions’ activity directions, principles and measures directed to integration of the state institutions infrastructure into the public administration system;
- make necessary changes of the organisational structure in order to achieve a better co-ordinated co-operation of public administration sub-systems;
- to define each state institution's place in the administrative structure of the state as an integral space of national strategy implementation;
- to define state institutions’ activity directions, principles and measures directed to integration of the state institutions infrastructure into the public administration system;
- make necessary changes of the organisational structure in order to achieve a better co-ordinated co-operation of public administration sub-systems;
- grant the Lithuanian Public Administration Training Association the status of an expert-observer of the public administration reform that would co-ordinate the work of the reform implementation assessment centre representing personnel services of all state institutions.

Tasks set up before the state institutions' personnel services:
- state institutions are to be started the reform of their activity with modernisation of the personnel service;
- the personnel service staff should consist of personnel management specialists having basic managerial education and work experience or of specialists of social sciences (master’s or an equivalent degree);
- the state institutions' personnel services must become civil servants' selection, training and assessment criteria choosing and criteria suitability examination sub-units;
- experts of the Lithuanian Public Administration Training Association (personnel management experts) are to provide personnel services with consultations on the first stage of the civil servants training strategy implementation.

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Interior expenditures of management for quality improvement do not have a direct quantitative expression in economic equivalents (money). However, interior management efforts directed to quality improvement serve as a precondition and a condition to achieve economic (exterior) quality improvement effect. The interior (management) expenditures for quality improvement are necessary, first of all, for personnel. As a qualitative transformation occurs in the result of individuals' efforts, it is necessary to change personnel management system, which means a real implementation of a management model when efforts of leaders and their subordinates would be co-ordinated by quality criterion.

In order to fully ensure development effectiveness and high quality, demand and quality control are to be taken into account. Unified development minimum could be achieved by certifying development programmes for a defined period. A programme certification process requires ensuring a method background, development qualification and necessary logistic support of the programme. That would allow effective use of human and material development resources’ of institutions.

Formation and application of organisational forms and structures. Organisational reforms and new structure establishment can not be avoided in the implementation of the civil service training strategy.

The key organisational form of modernisation and integration into European structures principals should be as follows:
- all organisational structures, established in the process of the public administration reform, are to be governed by the requirements, defined by the Law on Civil Service;
- in order to comply with a law prevalence principle, civil service training must be conducted in compliance with civil servants' rights provided by national laws, which means that a civil servant must be informed about his/her duties, granted real rights and authorised to implement rights of state institutions;
- equality and political neutrality principles are to be implemented by requiring from civil servants' non-participation in political activity (civil service training strategy requires to distinguish between political neutrality and political indifference);
- transparency must be the key working principle of state institutions, which means that civil servant's activity (as well as state institutions' activity) is public and understandable, open for assessment and getting acquainted with.

The management structures of state institutions should be modernised and new effective organisational forms, which would be able to solve the problems of public reform, should be established while implementing public administration reform. In that case, personnel assessment methods and organisational forms must conform to high quality and expenditure requirements. The civil service training applies so-called assessment centre method, which serves both as means of assessment and personnel development.
In order to implement the provisions of the civil service policy of the Republic of Lithuania and to ensure national institutions’ effective activity preparing to Lithuania’s integration into the EU an uninterrupted civil service qualification development system will be established that will include the following elements:

- a search system of specialists able to work at state organisations;
- a selection system of specialists for state institutions who could occupy specific positions and perform specific functions;
- an introductory training system designed for civil service newcomers;
- all level and chain civil service continuous qualification improvement system that will include improvement of qualification in accordance with specific duties (specific information and skills) and target qualification improvement (new information and skills);
- all level and chain civil service qualification assessment system;
- re-qualifying system designed for civil service specialists.

It is necessary to use properly experience of all participants of the process and to co-ordinate their activities while drafting legal acts on the preparing of the Civil Service Law and forming and developing civil servants’ training and qualification improvement and takes active participation in drafting legal acts on the implementation of the Civil Service Law. It also participates in the development of a national strategy on civil servants’ qualification development.

Aims of the Association:
- co-ordinate the Association members’ activities in the field of training, research and consulting and to ensure effective use and development of existing training resources;
- participate in formation and implementation of a national policy on civil servants’ qualification improvement sphere;
- guarantee quality of services provided by the Association members;
- co-ordinate and perform a demand research of qualification improvement and to conduct assessments of training and its impact on effectiveness of activity;
- initiate and implement projects in the field of public administration;
- co-operate with state and municipal institutions, associations and other organisations of Lithuania and foreign countries;
- disseminate information about the Association and its members to international organisations.

The Lithuanian Public Administration Training Association is capable to implement the provisions of the national strategy directed to civil servants’ qualification development, to perform action co-ordination, to ensure the quality of qualification improvement service and its effective integration into the currently conducted public administration reform.

Establishment and future development of the uninterrupted civil service qualification development system must serve as a basis for civil servants’ irrepriochable quality of work in preparing and implementing a national policy in sphere of Human Recourse Management (HRM).

**Evaluation of the civil servants’ training strategy – getting the feedback.** Security of the feedback is an important step, without it creation of the strategy of the civil servants’ of the state and foreseeing of different methods implementation will not have any sense. The feedback helps us to foresee alternatives and corrections, notice not only advantages of the creation and implementation of the strategy of civil servants of the state, but disadvantages as well.

We could get the feedback about the creation civil servants strategy and implementation, using all common methods: keeping a close watch in the change of training situation of the civil servants of the state, questioning training institutions, which are participating in the creation and implementation of the strategy, what new positive and negative have appeared implementing the strategy, what changes have appeared in the organizations themselves, during the implementation of training strategy of the civil servants.

The other method for evaluation of the strategy (for getting the feedback) is questioning of customers – civil servants of the state, who have been trained according to the new training strategy. They could be questioned about the changes when implementing new strategy, which of them are positive, which created additional problems. The evaluation of the training strategy of the civil servants of the state is suggested to execute in not traditional way, leading general models of quality evaluation, which are being applied for institutions and organizations quality level determining.

For quality evaluation, there could be applied:
- ISO 9000 series standards;
- The EFQM (Europe Framework for Quality Management);
- The CAF (Common Assessment Framework) and others.

ISO 9000 standards is the key to effective management system for every producing organization it concentrates on clients needs the most and provides effective quality management for products and services. The training institutions of the civil servants deal with that kind of activity, which usually don’t have any clear limits, determined by processes and procedures like industrial organizations do have. That is a reason why organizations of public administration, including training institutions of civil servants and their activity, are evaluated conveniently according to developed CAF model, which is very similar to EFQM model, but the order of the structural elements is consistent, the priorities of organization are coordinated clearly, as well.

Training strategy of civil servants could be evaluated by invoking CAF model successfully, when taking into consideration the creation and implementation of the strategy broadly. Just imagine, when creating a new strategy of civil servants, implementing it, there appears a new institution, which is responsible and occupied in creation of the above mentioned strategy.
and foreseeing of implementation methods. Generally speaking, the creation of a new training strategy of civil servants is the result of cooperation of all the training institutions of civil servants, organizations. Otherwise, the assumption of origin of the above mentioned new institution lets us notice easier the adaptation of CAF for evaluation of the strategy of civil servants. In that case, there are evaluated the quality parameters of “new organization” consistently according to the 9 criteria of CAF. The leadership, policy and strategy, external partnership, process and change management, customer-citizen oriented results, people results, impact on society and key performance results for creation and implementation have been analyzed in turn. There have been established several alternative methods for elimination of disadvantages, that could appear. Talking about the total quality management (TQM), we could execute such kind of evaluation before strategy creation. When there is no “new organization”, in the process of creating the strategy, foreseeing methods of implementation and correction, its functions are being shared out for training, working and management institutions of civil servants.

There have been noticed some disadvantages in evaluation of training strategy of civil servants during the implementation of CAF:

- CAF is a self-assessment model. It would be perfect, if organizations and institutions had enough means for quality analyze execution, invoking outside specialists. Then comparing research results, the objective data is being expected.
- In the recommendations, how to accomplish quality analyze according to CAF, there is indicated, that this is a job of managers of medium link. We would suggest including organizational chiefs to the work group. In this way it would become easier to inform managers about research results, especially about weaknesses in organization.
- CAF is being focused on results very much. But how about process, works, efforts.
- Some items of CAF repeating e.g. Human resource management and people (employees’) results, in organization these two items are tightly connected.

Conclusions
1. In order to carry out the public administration reform and raise the efficiency of public service successfully the civil servant’s training strategy was developed and prepared for implementation.
2. The creation (formation) of national civil servants training strategy was (is) an consecutive process, which underwent several stages:
   - characterisation of the current civil servants training and qualifications improvement situation;
   - identifying the civil servants’ training strategy;
   - implementing the civil servants’ training strategy;
   - evaluation of the civil servants’ training strategy (getting of the feedback).
3. The analysis stage of the public servants training and qualifications improvement situation included:
   - description of the place and importance of the public servants training in the context of the public administration reform,
   - identification of the public servants training problems depending on management hierarchy levels,
   - the goals and priorities of the public servants training strategy,
   - provision of the main guidelines for the creation of the continuous public servants qualifications improvement system.
4. Public servants’ training strategy was formulated on the base of the general goals of the public administration reform and on the concept of the image of state institutions and the management of their personnel.
5. The implementation model of the state public servants qualifications improvement strategy was identified and proposed. This process was carried out by setting concrete work tasks for institutions and their personnel departments as well as by improving the existing and creating new organisational forms of the institutions. Major modernisation and integration principles of the organisational forms were also identified.
6. The main pre-requisite for implementing the strategy was the continuous public servants’ qualifications improvement system, which included search for qualified specialists, selection, initial training and continuous improvement of qualifications as well as the public servants’ qualifications assessment and specialist re-qualification systems. It created conditions for implementing the state human resources management policy.
7. Development and implementation of the public servants qualifications improvement system required (requires) co-ordination of the activities of all the parties participating in the process. Lithuanian Public Administration Training Association which unites in itself major qualifications improvement bodies acts as an efficient co-ordinator of qualifications improvement activities and plays an active role in the implementation of the public administration reform.
8. Evaluation (getting the feedback). We suggest to do the strategy quality analyse according to CAF. identified CAF disadvantages are: orientation to the results, dependence to objectiveness, relapses.
List of references