With our questionnaire we aimed to examine the member states experience regarding the development of mid-level managers, the goals of specific programmes and other government initiatives. The questionnaire was sent to 32 countries and the European Commission. By October 2017 the questionnaire was answered by 25 countries and the European Commission. You will find the summaries of answers to the questionnaire below.

1. **How is the training of civil servants organized in your country? Do you have a central training institute or centre to do this?**

   There is no general pattern in the organisation of civil service training among surveyed countries. Almost all countries (with only some exceptions) have central training for the purpose of balancing and harmonization of decentralized training systems. Many countries have central training institutions together with academies or schools specialized on specific disciplines (such as Fiscal, Security and Defence Academy etc). On the other hand there are many countries, where central training and development activites are provided by the coordinating departments in the corresponding ministries (e.g. Ministry of Finance in Estonia, Ministry of Interior in Hungary etc), responsible in assuring unified values, aligning management quality as well as enhancing knowledge and know-how in strategically important topics for the government.

   Majority of countries have decentralized training systems, i.e. every authority/agency is responsible for planning and organizing competence development activities by themselves. At the same time there are countries, where civil service training is organized only centrally and/or is provided by the Civil Service/Administration Institution. The latter is more common for countries where civil service system is career-based.

2. **How is the development and training of civil service managers (top managers and mid-managers) organised? What institutions are responsible for the training and development activities and what are their main tasks?**

   Almost all countries consider managers at both top and mid-management level as an important part of their training target groups and in most cases specific programs are provided for them. Programs are holding different objectives, but there is a shared interest to promote networking and share best practices, to bring different views on the table and thereby add the value to the programs.

   The responsibility to develop managers is mostly divided between different institutions and the main responsibility lies mostly within institutions themselves, but there are many countries where all training is organized centrally as well. Some countries have a very systematic development system for managers and even compulsory elements (more common for career-based civil service systems). Many countries are practicing induction training for new managers.
3. Do you have a definition of mid-level manager in your civil service training and development activities?

Most countries do not have a formal definition for mid-level managers, although there is a general perception in most countries of the meaning of this term. In general, this perception is based on tasks and responsibilities of managers (incl. the required competencies), job descriptions and/or salary scales. In most cases mid-level managers should be responsible for managing people, though there are some exceptions, where specialists and subject area experts are also considered to be mid-level managers.

4. How many mid-managers do you have in your civil service?

Many countries did not provide the number, because they do not have the formal definition for mid-manager and many countries have not collected the necessary data. In the countries that submitted the data, the number of mid-managers varied quite a bit (the smallest provided number being 500 and biggest over 13 000).

5. Do you have any specific training or development programs for your mid-level managers as a separate target group? If so, then what kind of training programs do you offer for your mid-managers?

Most countries do have specific training or development programs for mid-level managers and many countries are providing programs for different managing levels (e.g. top, medium and junior level). The majority of the development activities seems to be implemented in the individual institutions. There are countries where training courses and development activities are mostly chosen from the lists or catalogues provided by the central training institutions and there are other examples where the courses are ordered from the open training market.

In development activities there is a tendency towards forward looking approach. The topics are focused on how to cope with changing dynamics in internal and external environment of civil service and how to take an advantage of the new opportunities that technology and evolving know-how is bringing to us. Thus the focus has shifted towards information management and skills that are necessary for future leaders (such as innovation management in public services, information management in competitive environments, managing nimbly in dynamic environments, leadership in change management). At the same time coaching and mentoring have not lost its value in mid-managers toolkit either, just like project and process management remain in the agenda of developing mid-managers in different countries.

6. Do you consider mid-level managers as a priority target group for your civil service training and development activities? Why?

In most cases mid-level managers are perceived as priority target groups (though there are some countries where mid-managers are not getting so much special attention). Mid-managers are considered to be important links between specialists and top civil servants and mid-managers skills to translate strategical long-term view into operational and measurable targets in shorter term is of critical importance in order to successfully implement the political agenda and strategically important decisions in governments. Mid-managers are also a driving force in change management and the smoothness of the processes and the final result are widely upon their hands. Due to lack of resources they have to be very cost-conscious and optimize processes efficiently, while simultaneously bearing in mind the importance and necessity of human-centered management. In countries where position-based civil service system prevails, the additional importance for mid-managers as employer brand carriers is more evident to attract talents to civil service and promote the public service organisation as a brand.

7. What kind of training do you consider most useful in developing mid-level managers in your civil service?
Most countries found that comprehensive training (area specific training combined with competency training) is most useful. In order to cope with the challenges in training environment and take into account the learners individual needs the training forms tend to be more and more flexible (the popularity of blended learning and digital learning is on the rise) and dynamic (adaptive training, coaching and supervision are gaining popularity too).

An outstanding and novel approach is applied in France that could be of great value for other countries as well. It is called reverse mentoring (mentoring by a professional younger than the mentee): assigning a young civil servant to an experienced manager to accompany the former in the process of skills development. This experience will bring a different view and a new angle in the development process of managers.

8. Do you have mid-level managers as part of your other training or development programs? If so, then what kind of training or development programs are these?

Mid-level managers are often part of the other training or development programs as a target group. They are included in a wide variety of training areas: general training courses (e.g. data protection, digital competencies, quality of public services, e-administration, open government, integrity, public sector auditing, lean management, financial management, prevention of corruption etc.), language courses, ICT use courses etc.

9. Do you have a competency model for your mid-level managers?

Competency model is a widely used framework in surveyed countries supporting recruitment and development processes of managers. Career-based and mixed civil service system countries are more likely to have a competencies included in their legal regulation for different career levels of managers. Some countries are in the process of developing a competency model and some (mostly position-based countries) do not have a central competency model for mid-managers.

Competency models are very different in terms of structure and content - there are competency models of a more general nature and there are quite detailed competency models. In most cases there are basic competencies which are often divided into subsections. Some common denominators in more frequently mentioned competencies can be outlined, such as communication, client focus, change management, people management and motivation, performance orientation and leadership toolkits.

10. Do you pay special attention in your training programs to the cooperation of mid-level managers of different institutions?

Though a number of countries have not paid special attention to the cooperation aspect in their training programs, they still see it as a logical outcome, as participants tend to come from different institutions and bring their own specific knowledge and experience with them. Many countries do acknowledge the informal networks and exchange of experience as an added value from the training programs. Horizontal involvement encourages the managers to accept a more holistic view on public service, braking the silos and providing a clearer understanding of the role of each person and institution in fulfilling the strategic goals governments place upon them.

Most commonly used methods in trainings are case studies, coaching (as peer consulting), cross-mentoring, innovation-mentoring, management forums etc. Some countries have noticed that communities of practice learning together during and after the training programs tend to be useful for the participants as well.

An interesting practice is implemented in Austria, where the cooperation element is supported through different mentoring forms. The concept of cross-mentoring is based on the idea that mentors are from one ministry and mentees from another. Innovative mentoring is being built up on ad hoc principle, meaning that mentees and mentors from different ministries are solving inter-institutional problems in project groups over a year to create innovative solutions.
11. Do you collect the training and development needs of your mid-level managers on a regular basis? How is the process organised?

In most countries the collection of training and development needs is delegated to the institutional level. Most often the training needs diagnosis is part of the performance appraisal procedure or part of the annual development conversation between the civil servant and his/her closest supervising manager.

The central training and development institutions are often analysing the training needs in view of the courses they are offering or planning to launch. In addition, many countries are conducting regular meetings with personnel development experts and doing feedback analyses (both in oral and written form).

Thus it is quite common that different institutions analyse their own training needs by themselves and central training institutions have their own methods for identifying development needs and planning training. On the other hand, there are countries, where the training needs are collected centrally using questionnaires and/or through the learning units that are established in organizations.

12. Do you pay attention to the sustainability of mid-managers to keep them in public service and motivate new people to apply for managers positions? What kind of measures do you use to achieve this?

Countries with career-based civil service system seldom pay much special attention to or plan specific activities to keep mid-managers in public service. It is difficult to access the mid-management level from outside the public service, as these positions are usually filled by promotion. Simultaneously there is a very low turnover rate in general in these countries.

Some countries are offering various opportunities of career paths, with mobility options accompanied by diverse and structured training and development programs. Many countries are in the process of building up their career and talent management systems. In position-based countries it tends to be a more of an internal matter of each institution to attract the potential employees and therefore they are more engaged in branding activities in order to stand out among other institutions as competing employers. Sweden has worked out a State app where all vacant positions are easily searchable, thus helping to reach the different audiences with the necessary competencies. Work fairs and university lectures are also often used to attract the right audiences. Some countries are putting more emphasis on balancing working and family life, attractive working models, the possibility of teleworking etc.