

Case study

Client: The British Council / Cabinet Office

Project: Developing Senior Civil Service performance in Lithuania

Dates: December 1996 – June 1998

Carried out by: Peter Hyde and Derek Bell

Requirement

The British Council's Programme for Administrative Development in the Baltic States (PADBAS) involved separate interventions in each of the three states. The plan for Lithuania was to develop a cadre of local management developers based on the Public Administration Training Centre (PATC) in the Ministry of Public Service Reform who would be able to deliver programmes for senior officials. Peter Hyde Management Consulting successfully tendered for the project.

What we did

The project involved a series of phases:

- Interviews with senior officials in most of the Lithuanian government departments followed by the development of a competency framework.
- Needs self assessment to help prioritise where development was most needed. In the light of this a menu of short training modules was drawn up.
- Train-the-trainer events in London and Vilnius to upskill a group of Lithuanian trainers assembled by the PATC.
- Action coaching of the PATC trainers as they developed programme designs and material for the training modules.
- Two events in London for mixed groups of senior officials and political leaders from Lithuania, intended to inaugurate the programme.

Outcomes

A subsequent British Council-sponsored evaluation found the programme to have been effective and productive.