

## **CAREER DEVELOPMENT IN THE LITHUANIAN CIVIL SERVICE: SYSTEMIC APPROACH**

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*Career development is an inseparable part of the system of human resource management of any civil service. While forming a new conception of the Lithuanian civil service, it is necessary to pay more systemic attention to career development as the means to strengthen the managerial potential in the service. Many theoretical considerations were developed and much of empirical material was collected in respect of the separate components and processes of career development systems: on one hand, related to individual career development having a long history and rich theoretical base, and, on the other hand, dealing with human resource development, a relatively young field of study, which is still creating and renewing its theoretical base. However, it has to be stressed that quite a big gap is still noticeable between these areas of scientific study, thus, they are often considered to be separate, not generating united theoretical and research ideas. Therefore, in the present article an attempt is made to suggest certain solutions for the mentioned practical and theoretical problems by considering the main principles of the functioning of effective career development systems and, with reference to that, constructing the model of the career development system for the civil service integrating individual and organizational levels. A systemic analysis of theoretical conceptions, a comparative analysis and an analysis of the best career development practices in public and private organizations were used as the methods for modelling the career development system.*

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## Introduction

The times when public sector organizations could select the brightest and the best employees without any bigger efforts, when the employees were led by just patriotism and moral duty are long past and unlikely to return. However, in spite of the fact that at present the competition for the best human resources is evidently more intensive, till recently, the main accent of the reforms in the Lithuanian public sector has been the restructuring of the organizations of the public sector based on the assumption that when good and clear structures are established, it is only a formality to fill them with proper people.

Nowadays it is much discussed and argued that Lithuania has to seek for bigger competitiveness in the world; however, a strategic and systemic approach to the civil servants whose first duty is to help to create the environment benevolent for the increase in competitiveness is evidently lacking. The question regarding the human resources management (hereinafter referred to as the HRM) measures that could prompt the most capable people to stay in the civil service despite quite solid employment suggestions from the organizations of other sectors remains unsolved.

A motivated and talented employee working in the system of the civil service, despite the changes of the ruling parties, can reasonably expect a clear and long-term strategy regarding his or her career: having demonstrated exceptional performance results, having proved the abilities to create value for the citizens or clients, an employee can expect the system of the civil service to undertake to assure the space for work and permanent development. Such a clear and long-term strategy is, first of all, expressed through the contemporary practice of HRM—career development applied and investigated in many foreign countries successfully modernizing their public sectors' HRM.

Career development is an inseparable part of the system of the HRM of any civil service. Currently, the issues of career development are particularly relevant for the Lithuanian civil service, the new conception of which is under intensive discussions.

Formally, the Lithuanian civil servants have a right to make vertical, horizontal or even international career [18]. Moreover, in the Public Administration Development Strategy until 2010, the career planning system of civil servants was considered to be one of the priorities while modernizing HRM, forming professional and stable civil service corresponding to the EU criteria [19]. However, one must admit that legal acts, which are presently in force, are more of a declarative nature and poorly related to the results of the worldwide empirical investigations of career development and theoretical achievements in this area. Career development research in the Lithua-

nian civil service has not assured the necessary breakthrough in this area, even though it is widely recognized that systemic practices of career development enable to optimize the complex contemporary employment relations and obligations between employees and employers during this period of intensive changes and economic instability [3].

While forming a new conception of the civil service, it is necessary to pay more attention to career development and, especially, to its managerial aspects. One could expect that, in pursuance of this aim, an empirical base of the information necessary for strategic decisions will become available. It has already been proven that career possibilities are very often considered to be one of the most important criteria for the employees selecting the organization they want to work for and for the organizations seeking to retain the best employees [9].

In the HRM science, career is defined as the sequence of the person's work-related experiences in one or several organizations [3; 10; 30]. Thus, according to the contemporary sense, career comprises not only vertical promotion to higher posts but also any change of posts, responsibilities and the related learning while seeking to acquire various meaningful work experiences. Currently, it is almost unanimously agreed that career is owned by an individual, but organizations, via their career development systems, can also actively participate in the employees' career development [3].

In principle, any social organization is always a system where career can be made. However, not all organizations have formalized career development systems which support individuals wishing to implement their career aspirations. Usually, a career development system provides the main principles which regulate the careers the employees; it reflects the dynamic aspects of HRM, includes and integrates the majority of HRM processes.

Well-designed career systems provide an opportunity for organizations to up-raise to the highest levels of management hierarchy the people who are able to generate, create and implement new ideas helping the organization to adapt to rapidly changing environment [12]. Career development systems applied to the potential managers and the top management teams of organizations have the biggest influence on the organizations [11]. Diskienė and Marčinskas [5] raise the question of the formation of the Lithuanian managerial potential, which is evidently related to career development systems in the Lithuanian organizations [5].

What regards the research and theory relating to career development systems, it is important to note that much of empirical material was collected and many theoretical considerations were developed regarding separate components and processes of the system. One line of research and theory was individual career development, having a long history and a rich theoretical base, and the other—human resource development (hereinafter referred to as HRD), a relatively young field of study, which is still creating and refining its theoretical base. The current career development theory focuses largely on the individual, while the field of HRD is mostly concentrated on the organization or large systems [37]. Therefore, many scholars of these areas [22; 32; 33; 37; 40] see the opportunity for the convergence of individual career devel-

opment and HRD theory and research. This approach would provide a chance for HRM professionals to address the goals important for both employees and organizations.

Thus, in general, it can be stated that:

- career development issues are practically relevant for the reform of the Lithuanian civil service HRM;
- systemic career development issues are relevant theoretically;
- career development systems' research is a relatively new phenomenon; currently, more attention is paid to the investigation of separate components and processes of the systems, but not to the career development system as a whole;
- the existing theoretical career development and HRD conceptions enable to discern the context of career development and two levels of career development—individual (micro) and organizational (macro);
- each identified level enables to purposefully discern three dimensions of career development: assumptions, processes and outcomes;
- even though some components of career development systems are universal and not depending on the sector (public or private), the models of career development system for the civil service, considering its specific nature and environment, including managerial, political, legal, and historical variables, are missing in the scientific literature.

Thus, taking into consideration the abovementioned issues, the present article aims to identify the main contextual factors affecting the changes in the career development system of the civil service, the components of the system at the individual and the organizational levels in the dimensions of assumptions, processes and outcomes and their interaction as well as to introduce a model of career development system applied for the Lithuanian civil service.

A systemic analysis of theoretical conceptions, a comparative analysis and an analysis of the best career development practices in public and private organizations were used as methods for modelling the career development system.

### **Context of the Formation of the New Approach to Career Development**

While modelling a career development system for the civil service, it is necessary to identify and analyze the most important contextual factors and changes, which could have direct or indirect influence on the structure and processes of the system. The concrete contextual variables that should be identified depend on the purpose of the research. According to the present analysis, while modelling a career system for the civil service, it is purposeful to identify not only political and legal contexts, but, first of all, historical and managerial contexts and the related changes in the conception of work and career. Namely, these contexts are the most influential in respect to the career development systems of the civil service.

Historically, the basis for career making in the civil service of various countries has been changing. The earliest systems of administration (before the nineteenth cen-

ture) shared one important characteristic: they were 'personal', i.e. the success of a career depended on the loyalty to a particular individual such as a king or a minister, instead of being 'impersonal', i.e. based on legality and loyalty to an organization and the state. It was very common for those aspiring to employment by the state to resort to patronage or nepotism, rely on friends or relatives for employment or even purchase offices (posts) [14].

In the mid-nineteenth century in the U.S. and Western Europe, the system separating political and administrative powers was started to be formed. Consequentially, political and administrative careers were separated. These processes were related to the works of Woodrow Wilson in the U.S. and Max Weber in Europe. M. Weber formulated the theory of bureaucracy, the idea of a distinct, professional civil service, recruited and appointed by merit, politically neutral, which would remain in office throughout changes in government [14].

Till the end of the twentieth century, in the former Soviet Union and in the majority of Eastern European countries, the bureaucratic structures and bureaucratic career development systems prevailed. However, due to their political and economic nature, they were extremely distorted. This situation influenced the concept of career and career development in Lithuania. Generally, during the period of Soviet Lithuania, the bureaucratic structures in the republic neither quantitatively, nor qualitatively succumbed to the Soviet bureaucratic structure [5]. Official career was important as assuring access to various privileges and other values, which were not available for those not making career. Possibilities for career were limited and related to dependence and loyalty to the ruling party. Therefore, it was not a rare case that career makers were the people who, at the best of their education and competency, could perform just the functions of administrative supervision. The Soviet-type system has poorly tolerated personal capabilities and free thinking; therefore, for a long time these factors were not considered to be the basis of career making. It can be supposed that a too short historical period has passed for cardinal changes in the thinking of the society to appear, and it is very likely that some old career making traditions are still very viable and hardly changeable; this, in some ways, prevents the reforms in the civil service career development system.

In the ninth decade of the last century, the majority of the democratic countries of the world, while reforming their systems of the civil service, turned towards another direction. Due to changes related to globalization and a more intensive use of communication and information technologies, the purpose and functions of public organizations changed. Due to practical application of various novelties of management and HRM, employment relations changed: new flexible work organization forms started to spread [26]. As work is considered to be the essential element of career, the conception of career and the principles of the process of career making changed. Due to an aim to increase the productivity of the public sector, stressed by a new public management paradigm, new career development systems appeared, which related career possibilities to clearly defined and measurable merits, taking into consideration abilities to demonstrate excellent work results, competency and ability to create value.

As it can be noticed, a new historical period and the changes in management created the assumptions for a new conception of individual career and its nature. In this context, Arthur and Rousseau [1] are using the concept of 'boundaryless career', Peiperl and Baruch [23] are speaking about a 'post-corporate career', Pink [25] states that contemporary career deserves the title of 'Lego career', meaning that employees have to construct and reconstruct their careers from separate parts. The parts could be needs, abilities, possibilities, contracts, etc.

It is understandable that in the public sector this new approach to career 'acquires full rights' only after a certain period of time. The affect of the mentioned changes in the public sector is mediated by its legal and political nature and environment, due to which HRM in this sector is not always based on the grounds of the most effective managerial practices.

As the practice shows, the decisions relating to the civil service, including career decisions, are subject to involvement of various interested persons (influence groups), democratic political clearance procedures and their implementation may also be subject to political involvement of a kind seldom witnessed in commercial companies. Any HRM decisions are related to the requirement that appointed and promoted officials represented the will of the public and the officials were appointed to posts via participation in political activity. The most important aspect, in this case, is to legitimize these processes and to provide for appropriate procedures, using which the politicians could influence career-related decisions without destroying the career possibilities of talented civil servants.

While modelling the career system of the civil service, it is necessary to assess the influence of legal variables. It is important to note that even while raising the requirement for the civil service to demonstrate the highest effectiveness, constitutional relations between citizens and the state are considered as being above the relations between the civil service, as the employer, and the same citizens, as employees [28]. In such a case, the main focus of attention is on the rights and liberties of civil servants, honest and unbiased HRM procedures. The state protecting public interest in the sphere of employment relations has no other choice than being the best example of an employer abiding to all legal norms and, due to the same reason, not being maximally flexible. As a result, HRM efficiency cannot be claimed to be the main value.

Thus, in spite of the political and legal limitations of the managerial freedom of the civil service, productivity will remain the main requirement for the civil service. Therefore, a career development system, which could support and help to implement this requirement providing the necessary human potential, must be improved taking into consideration all historical, managerial, political and legal context.

### **Individual Level Factors of Career System**

The individual is considered to be the main subsystem of an organizational career development system. Therefore, the identification of individual-related factors

and the analysis of the individual's approach to career provide a solid background for modelling a career development system. While analyzing the individual-related career development factors, one encounters a wide theoretical base and a variety of concepts, which were systematized by Swanson and D'Archiardi [35]. These scholars state that all individual factors could be classified into three categories: contents, processes and outcomes of career development. Having applied this classification for the modelling of the civil service career development system, one can identify the following individual level career development system factors assigned to each of the mentioned categories (see Table 1).

Table 1. **Individual level factors of career development**

<i>Contents factors /assumptions</i>	<i>Process factors</i>	<i>Outcome factors</i>
Career conception: thoughts and beliefs about career; Career aspirations; Values/needs; Interests; Competencies.	Constructing of work identity and career.	Satisfaction with career; Subjective well-being; Work engagement; Work commitment; Employability.

The conception of personal career is considered to be the basis of the individual level career factors. It could be defined as general attitudes to career and its making principles held by the person, which can help to make career or hinder it, in spite of the factual conditions provided for career in the organization [40]. The conception of personal career influences the individual's career aspirations expressed in certain contexts. Career aspirations are understood as a desire and intention to pursue a role or a particular position within an organization or a wider system. Aspirations play an important role in career decisions because they reflect the goals and intentions that influence individuals toward a particular course of action [10].

Thus, an individual entering the civil service is bringing not just the personal career conception, but also certain career aspirations, which are also based on the individual values/needs, interests and competencies. The latter content factors, due to relatively bigger attention of scholars working in the area of career development, sometimes are also called the 'big three factors' [35].

The majority of authors [10; 29] recognize that values represent beliefs about desired aims to be achieved, ideals to be upheld, or courses of action to be chosen rather than thoughts, feelings, or behaviours to be expressed or satisfied. While needs denote wants that activate or energize individual movement [10].

While modelling the career development system of the civil service, one has to raise the question of the peculiarity of values and motivation in the civil service. Contemporary research into public service motivation enabled to identify four dimensions: attraction to public policy-making, commitment to the public interest and civic duty, compassion and self sacrifice [24]. On the basis of these dimensions, it is

possible to describe civil service motivation as giving priority to internal (related to the task performance) rather than external rewards [24].

Interests, another individual content factor, have also deserved much of the attention of scholars who are including them into the models of individual level career development. This concept reveals the areas which are spontaneously interesting for the individual. It most nearly approximates actual behaviours. Holland, the main and till now the most influential investigator of human interests, considers them to be the most important personality factor determining or having to determine career choices [13].

Competencies, defined as individual characteristics enabling one to successfully perform some purposeful work activity, is the last of the three individual content factors, which can be most easily influenced or modified by the individual's conscious efforts, actively forming the whole of his/her competencies, also known as the portfolio of competencies. Besides the professional and generic competencies, individual career management competencies are of particular importance in this context. They represent the abilities to plan, coordinate, implement and control individual working and learning experiences.

Thus, individual content factors function as certain career development assumptions influencing individual career development processes related to how the person is making career decisions permanently constructing his/her work identity and individual career while seeking to optimize the relationship between his/her developing personality and changing environmental characteristics [31; 32]. A person is not only an actor performing work roles assigned by the society or organization. It is very important to stress the concept 'constructing', by which it is meant that a career cannot be considered to be programmed genetically or socially or to be the product of the maturation of any inner structures of an individual. Therefore, it can be concluded that the person and his/her environment are forming each other and creating the possibilities which did not exist before the interaction [15].

Individual process factors reflect the dynamic aspect of career development and the efforts of the individual to make sense of his/her career and to achieve the career development purposes relevant for him/her. Finally, while analyzing individual career development factors, it is necessary to pay attention to individual outcome factors, comprising all the results of career development important for the individual [35].

The first and the most general outcome of individual level career development is satisfaction with career, which consequently influences the subjective well-being. On the other hand, the system of the civil service is more interested in the other two outcomes of individual level career development processes: work engagement, defined as a positive, fulfilling work-related state of mind that is characterized by vigour, dedication, and absorption, and work commitment—a psychological state that characterizes an employee's relationship with an organization and that has implications for decisions to continue or discontinue membership in the organization. Highly committed employees are more likely to retain their jobs in the long run; they also show a high level of job satisfaction, quality of work, and job performance [27; 39].



However, it must be stressed that satisfaction with career is not a static or one time event. Satisfaction with career is closely related to another possible individual outcome of career development—employability, which is defined as the whole of competencies of an individual enabling to adjust to changing labour market requirements. In the European Union, the importance of employability development has already been started to be recognized: the role of the state, instead of the direct protection of citizens from social risks, turns into the provision of support for the individual's efforts to constantly remain competitive in the labour market [16]. Organizations, not being able to suggest security and long-term employment relations, can suggest the possibilities of employability development providing such work and learning tasks and experiences which for a certain moment (and in some period of time) are useful for the organization and the employees seeking to retain their competitiveness and demand in labour market. Thus, it is clear that employability must be considered as one of the main purposes of individual career development, and the organization, wanting the maximum input from the employees, is made to essentially support them filling their competencies portfolios.

To summarize, it is possible to conclude that, in spite of the importance of individual-related career development factors, their substantial influence and relation to organizational career development, HRM scholars' attention to this question is evidently insufficient. Individual career development factors should be integrated into the career development system model, taking into consideration their specific expression in the civil service.

### **Organizational Level Factors of Career System**

The organizational level of a career development system comprises all the efforts and means of an organization applied for the purpose of employees' career development. The majority of the world-wide research in this area is carried out in private organizations: best practices of career development are analyzed. However, the public sector has also accumulated much of practical experience in organizational career development, especially in the countries quickly implementing public sector reforms and actualizing the principles of new public management—Canada, Australia, New Zealand.

While modelling the career system of the civil service, it is necessary to take into consideration the prevailing model of the service. Meyer-Sahling and Nakrošis state that the Lithuanian civil service uses the integrated (mixed) model of the civil service composed of the features distinctive for posts and career models [21]. However, the scholars acknowledge that the characteristics of the civil service career model are prevailing and comprise 71% of the model used in practice [21]. This essentially reflects the situation observed in the majority of the countries of Central and Eastern Europe [20; 38]. The career model of the civil service is considered to be more closed and less benevolent for individuals who currently are working outside the civil service. On the world scale, it is possible to encounter various models and their com-

binations; however, one tendency is clear: the systems of the civil service of the countries intensively and successfully reforming their public sectors are becoming more open for the careers of all capable and talented employees at all levels of hierarchy, even if they come from other sectors.

Thus, taking into consideration the abovementioned issues and analyzing the organizational level career system factors, at this level one can identify the same dimensions of assumptions, processes and outcomes (see Table 2).

Table 2. **Organizational level factors of career development**

<i>Assumptions</i>	<i>Processes</i>	<i>Outcomes</i>
Adjusting public sector policy formation and implementation to HRM policy; Recognition of strategic importance of career development in HRM; Proper preparation of civil sector for career development; The united and integrate career space; Fair criteria and procedures for moving within career space; Differentiated approach to career opportunities provided to employees.	Application of generic HRM and special career development practices and tools: coordination (harmonization) of work and learning experiences with the career plans of civil servants; Involvement of the interested parties and responsibility sharing.	Productivity; Increased possibilities to compete for human resources; Spread of democratic HRM practices.

We attribute the following factors to the assumptions of organizational level of career development:

- The necessity to adjust the public sector policy formation and implementation to HRM policy and the recognition of strategic importance of career development in HRM. No political attitude or strategy in public sector can be implemented without being grounded by proper human resources. Human resources are becoming the biggest competitive advantage in the contemporary world full of permanent changes [4; 8];
- Organizational career development is an inseparable form of the reforms taking place in the civil service, especially in the area of HRM. In order to implement an effective career development system, it is necessary to introduce contract-based employment systems, performance management systems, competency-based HRM, orientation not just towards processes or functions, but especially towards the result at all the levels of management, to provide more benevolent conditions for leadership. Otherwise, the suggested principles of career development will not function;
- The united and integrated career space (structure of career paths comprising all the organizations and positions where the civil servants are working) with indicated work roles, relations among them, competencies and other requirements. Career space plays the role of career possibilities for the employees, where they can plan work and learning experiences meaningful for them. The

advantage of the civil service in the sense of career space is that as a system it is relatively wide; therefore, sufficiently many and various career opportunities can be designed including vertical, horizontal, international and mixed career paths. Currently, such a united and integrated career space does not exist in the Lithuanian civil service due to many legal and practical shortcomings [7].

- Fair criteria and procedures for moving within career space. The conditions for inner competition for the most attractive work roles must be assured. Any movements within the career space must be based on merits—proved input into the results of the organization, possession of competencies or potential for development. The main problem of the career systems of the civil service, in this respect, is that career is often made not on the basis of merits, depending on performance and real achievements, but on the basis of political acquaintances or formally required documents, which confirm participation in learning activities, but having nothing to do with real challenges met by a particular employee.
- Differentiated approach to employees' career possibilities. Though it is recognized that certain career possibilities have to be provided for all employees, the majority of organizations are differentiating their human resources into categories, to which different HRM practices are applied [4]. Organizations devote special attention to present and potential leaders' and talents' careers. Namely, the value and uniqueness of employees must determine the employment relations suggested by the organization and, consequently, the career opportunities [34]. A differentiated approach to HRM in the civil service is represented by the institution of the senior civil service established in many governments of the developed democracies of the world [17].

The identification of the main assumptions of organizational career development provides the grounds for the analysis of the whole of certain actions which an organization can take in the area of career development. Thus, it is possible to identify the following components in the dimension of processes:

- Application of generic HRM and special career development practices and tools: coordination (harmonization) of work and learning experiences with the career plans of civil servants. Baruch [2], in his suggested descriptive model, systemizes all career development (management) practices and differentiates them using two categories of the level of sophistication and involvement, distinguishing basic, formal, active management, multidirectional and active planning career development practices. Among the most important organizational career development techniques, the following are to be mentioned: succession planning, job rotation, terms of offices, talent pools, career acceleration pools. The most important aspect is that career development should be integrated into HRM and HRD processes, stressing that an individual developing as the performer of a certain work role must have the right to simultaneously develop him/herself in the areas which he/she considers important for his/her personal career.

- Involving of the interested parties and responsibility sharing for employees' career development. Taking into consideration the new career conception, civil servants must be considered as playing the main role in their career development processes and bearing the biggest responsibility. However, an organization, its HRM department and the management (heads of institutions), must be actively involved in the provision of adequate support and feedback in the process of an individual's career planning and implementation of plans. Insufficient preparation of the management to participate in the change processes can become one of the hindrances of the career development of employees in the Lithuanian organizations, including civil service organizations [6];

Thus, having defined and implemented the main career development processes, it is likely to expect to get positive outcomes of organizational career development, which include:

- Increase in productivity as the most general purpose of the civil service related to a better usage of human potential and higher compliance of the civil service HRM policy and practice with the contemporary realities of management and HRM. A well-functioning career development system could bring (and retain) human resources of better quality into the management of the civil service and, as a consequence, decisions of a higher quality could be expected;
- Increased possibilities to compete for the best human resources in the labour market. From the strategic perspective, organizational career development is not merely a tool for enhancing employees' capabilities and performance, it is also a powerful attraction and retention mechanism.
- Use for the society [36]. The structure of career possibilities in the society, expressed via career possibilities in the civil service, influences the democratic processes of the society. Due to certain peculiarities of career systems prevailing in a concrete society, it can be more or less democratic, effective or competitive in comparison to other societies. Therefore, it can be concluded that an effective and fair career system forwards the spread of democratic HRM practices and democracy in general.

Thus, in general, it could be stated that organizational career development aspects cover a wide spectrum of assumptions, processes and results. Organizations, taking into consideration the specifics of their activities and their needs, have a chance to apply various career development means and instruments which function as components and processes of career development systems producing relevant results at the level of the civil service as a system.

### **Conclusions: Model of Career Development System for the Civil Service**

Individual (micro), organizational (macro) and interaction levels are distinguished in the introduced model of career development system for the civil service (see Figure 1). Three dimensions are identified at these levels: career development assumptions, processes and outcomes.

In the assumptions' dimension of the model, it is stressed that career development is started at the phase of entrance, when the civil service, as a system, taking into consideration its strategic purposes, predicts the demand of human resources, their attraction and retaining strategies. Career development possibilities are considered to be one of such contemporary and integrated HRM strategies providing competitive advantages for the system. Thus, through the selection mechanisms, the civil service evaluates and foresees not only the momentary value of future civil servants, only allocating certain posts for them, but also their long term potential and value, which would be created if these people chose to make career in the system. It is obviously very important to pay attention not only to the competencies of the candidates, but also to their personal values and motivation. The experience evidently demonstrates that there are many capable individuals in each society; however, not all of them are suitable for civil service because of their motivational and values' structure. The elected best ones can be suggested a united and integrated career space of the civil service, with indicated work roles, relations among them, competencies and other requirements.

In the same dimension of assumptions, it is clearly recognized that not the only civil service as a system evaluates the potential candidate, but also the potential candidate evaluates the system in order to establish the personal usefulness of having employment relations and making career in the system. For the individual it is important to predict how much the suggested career could forward the development of his/her competencies portfolio and employability, how much he/she could fulfil the main values, needs and interests.

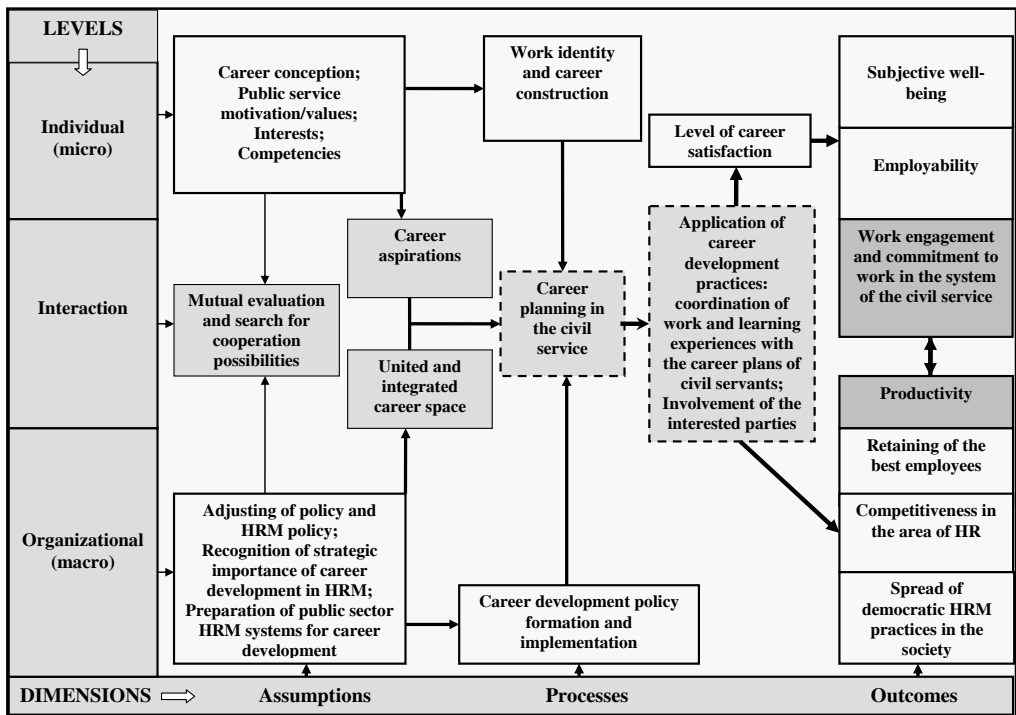
If an agreement is reached at the level of assumptions, career development processes start. The individual's construction of personal career in the context of his/her life seeking for meaningful work-related experiences is very important here. While creating the working identity, an individual plans his/her career in the wide career space of the civil service, using various accessible support mechanisms. Thus, the career initiative undoubtedly belongs to the civil servant, but not to the civil service system, the purpose of which is to support or encourage this initiative. This can only be achieved though help in career planning and coordination (harmonization) of work and learning experiences in the service with the career plans of civil servants, providing real possibilities of development not only in the areas, which at a certain moment are relevant for the civil service system, but also in the areas, which are important in an individual's career plan. This can be achieved through the application of generic HRM and special career development practices and tools.

In the dimension of career development outcomes, at the individual level the most important is the satisfaction with a career, depending on a person's career success criteria. Employability is no less important as it can potentially assure long-term satisfaction with career. For the system of the civil service, at this level the most important outcomes are considered to be work engagement and commitment, enabling the individual to demonstrate better and long-term performance and results.

At the organizational level, increase in productivity, better possibilities to compete for human resources and the use for the society in spreading democratic HRM

practices are considered to be the most relevant outcomes. If positive results are achieved at the levels of an individual and an organization, new assumptions for further cooperation towards the direction useful and meaningful for both parties are created.

Thus, having analyzed, evaluated and integrated the contemporary career development conceptions and the best practices, the model of career development system for the civil service was introduced. The model can be used by legislators and all the parties involved in the formation of the new conception of the Lithuanian civil service, improvement of the legal basis of HRM and career development in the civil service; by the professionals of civil service departments, top managers and professionals of the HRM departments of separate institutions seeking to optimize career development in their organizations; and by the scholars carrying out research into the area of career development and career development systems in public, private and non-profit organizations.



**Figure 1.** Model of the civil service career development system: levels, dimensions and interaction

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## **KARJEROS VYSTYMAS LIETUVOS VALSTYBĖS TARNYBOJE: SISTEMINIS POŽIŪRIS**

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Santrauka

*Darbuotojų karjeros vystymas yra sudėtinė valstybės tarnybos žmogiškųjų išteklių valdymo sistemos dalis. Lietuvos valstybės tarnybos pertvarkymo koncepcija ir strategija nebus visapusiška, jei žmogiškųjų išteklių vadybinių aspektų plėtrai bus skiriama nepakankamai dėmesio. Šiuo metu jau yra sukaupta pakankamai daug empirinės medžiagos bei išleista metodinių rekomendacijų dėl atskirų karjeros vystymo sistemos organizavimo komponentų – nuo požiūrio į individualios karjeros vystymą iki organizacijos lygmens, kai sprendžiami bendri žmogiškųjų išteklių vystymo klausimai. Tačiau reikia pripažinti, kad iki šiol pastebimas gana didelis teorinis atotrūkis tarp šių sričių, jos dažnai yra laikomos atskiromis ir negeneruojančiomis abi jas vienijančių tyrimo ir teorinių idėjų.*

*Autoriai aptaria pagrindinius efektyvios karjeros vystymo sistemos funkcionavimo principus ir tuo pagrindu konstruoja karjeros vystymo sistemos individo ir organizacijos lygmenis integruojantį modelį. Modeliuojant karjeros vystymo sistemą buvo taikoma sisteminė teorinių koncepcijų, lyginamosios bei geriausių pasaulinių karjeros vystymo praktikų privataus ir viešojo sektoriaus organizacijose analizės metodologija.*