



Central Bank, for example, that is under the control of Parliament. Imagine: the actual decisions of money supply - the money emission - are voted upon in Parliament.

You also have one of the big consequences of a kind of management style, a bureaucratic culture. The biggest shock for me was to discover the hard way that Canadians are collectivists, Frenchmen are collectivists, people in Britain are collectivists, Ukrainians are not collectivists at all. And again, that's a result of the totalitarian system where the society was atomized, where people did not have a practice of communicating and collaborating with each other in interest groups, in community organizations. It was always the individual versus the state. Cooperation was positively

of that part of the world, called a Public Service.

That has a tremendous ramification. You are hired by the head of your department or by your Minister. There is no coordinated personnel policy from one Ministry to another. The only rule that governs your employment is the Labour Law, the Labour Codex, which can be avoided very, very easily. So there is absolutely no security of employment, and when the Minister changes you tend to see a pretty good broom sweeping across top positions. Needless to say, this does not promote independent thinking and initiative. The pay of the Civil Service is abysmal. **The average Ukrainian Civil Servant makes as much as \$8 a month, and so it is not surprising that 1/3 of all positions in the State are vacant, as**

factory should be built in the first place.

This briefly is the situation. Let me just say a word or two about what is happening to address it. As a new independent state, and certainly the President was very well aware of the fact, that unless one starts to train a new generation of public servants, it will be very difficult. And so our Institute was established. The model for us is the École National d'Administration, the French model. The relationship between the Institute and the government is very similar to a French model De Gaulle set up to deal with the crisis in French society, the need to de-Vichy-cize the public service. The goals are very similar in Ukraine. We do many things, one of which is a Masters in Public Administration Program, which is a very intensive 12-month program. For this year we have 114 people that come from various structures of the state. They have to sit competitive entrance exams. They get admitted. They get a salary, and interestingly some people's salary at our Institute is higher than their salary at work. And they have to work 3 years for the state. We have graduated our first class. It does make a difference; it's nice to see our students in the corridors of power. It's very difficult to organize this course, because basically we have to do two things, not only do the sort of stuff that you do in a normal public administration program, but we actually have to give people the equivalent of a BA in one year.



*Armchair Discussion with Bohdan Krawchenko at CCMD.*

discouraged. That's what the KGB was all about: to prevent this from happening. It means that there is no history of cooperation, collaboration, and coordination, and you can't run a modern government unless you have these qualities. The whole idea of an inter-ministerial committee where you sit around a table and talk things out and then go further is a difficult concept. It has produced a management style which is characterized by behaviour which has two poles: one is extreme aggression on the one hand, and great servility on the other hand.

There is no Civil Service as such, there is no institution in Ukraine, or in fact in any

indeed are 1/3 of all positions at universities. This at a time when you need the most talented people you possibly can get to work for government to strengthen the policy-making capacity.

The previous system has left a legacy of the wrong skills for the present day needs. What you will find is a disproportionate number of people with very good technical skills, people who have the equivalent of PHD's in physics and mathematics, but a tremendous shortage of lawyers, economists, and people with any expertise in the managerial sciences. Again, under the old system, the important thing was to be able to read a blueprint to make sure that the factory was built, and not to interpret laws or to assess whether the

There is no point in teaching managerial skills to people who are going to be in the Ministry of Finance if they don't know finance and if they don't know economics. So unlike any other institution similar to us in the world, we actually concentrate heavily on teaching the basic discipline. And so we have three specializations: economics and finance, law, and social policy.

The other problem is that there are no books, and you can't teach without books. It's that simple. Western technical assistance would do well to remember this. It costs \$3,000 to publish a book in 10,000 copies, and books have lasting impact. They are