Building competitiveness through flexibility and trust

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REPUBLIC OF ESTONIA
INFORMATION SYSTEM AUTHORITY

- Approximately 20-30% lower salaries compared to similar positions in private sector

- Fierce competition for IT talent

- 60% of public competitions fail at first attempt – no suitable candidates

- Public sector related bureaucracy (public procurement procedures etc)

YET

- 70+ new technical hires in 2022

- Approximately 40% of hires from large private sector companies

- 30% of hires based on in-house recommendations

- Headhunting and social media campaigns bring results

- High employee satisfaction and engagement rate resulting in low voluntary turnover (below 3% in 2023)

State's HR policy

- Decentralized HRM model - to interfere in the HRM activities of state authorities as little possible, as much as necessary

- Open recruitment – mobility between public and private sector

- Transparent and clean remuneration system (based on job classification and benchmarking against other public and private sector organizations)

- State Shared Service Center – consolidated support services (incl. personnel and payroll accounting)

- Joint self-service portal for public sector employees and digital solutions for managing recruitment

The aim of the state's HR policy is to build and support innovative, reliable and people-centered governance.

"Estonia 2035"
Development Strategy

ICT job families in job catalogue

ICT - Cyber Defence / Cybersecurity

ICT – Information Security

ICT – Computer Graphics

ICT – Management

ICT – Consultants

ICT – Project Management

ICT – System Administration

ICT – System Analysis

ICT – System Architecture

ICT – Software Programming

ICT – Service Support

ICT – Testing

Level IV – Chief information security officer, senior information systems security auditor, head of information security analysis (value points: 492)

- Manages and coordinates investigation and solving of security incidents (extensive and business-critical cases)

- Organises information system security audits

- Manages development and maintenance of documents regulating the information security

- Manages and coordinates the implementation of the security tools for information systems

- Secures the alignment of the business goals and security requirements

- Co-operates with supervisory organisations in the field on an internal level and internationally

- Leads a team or a structural unit of information systems security specialists

- Second level higher education and at least ten years of work experience in the field are required

Information Security Level V

Chief information security officer (CISO)

Job value in points 492

Year: 2022   Tallinn

	NoJ/NoO	Average	10%	25%	Median	75%	90%
Hourly Wage	N/A	-	-	-	-	-	-
Monthly Base Salary (public)	21/15	**3 431**	2 880	3 063	3 400	3 522	**4 100**
Monthly Base Salary (private)	23/17	**5 830**	4 192	4 668	5 200	6 206	**8 284**
Guaranteed Allowances	N/A	-	-	-	-	-	-
Annual Base Salary (public)	21/15	41 183	34 560	36 750	40 800	42 325	49 200
Annual Base Salary (private)	23/17	69 955	50 304	56 021	62 400	74 472	99 408
Short-Term Incentives (public)	13/9	**2 692**	480	1 600	2 616	3 185	**4 340**
Short-Term Incentives (private)	9/8	**4 260**	995	2 180	3 691	6 224	**8 370**
Annual Total Salary (public)	21/15	42 707	34 560	38 194	42 196	45 475	52 520
Annual Total Salary (private)	23/17	72 197	52 051	57 692	65 635	79 520	99 408
Variable Salary % (public)	21/15	**3%**	0%	0%	1%	5%	**6%**
Variable Salary % (private)	23/17	**4%**	0%	0%	0%	6%	**11%**
Monthly Salary Change (public)	10/8	**11%**	7%	7%	8%	13%	**18%**
Monthly Salary Change (private)	15/11	**11%**	6%	7%	9%	11%	**18%**
Annual Total Change (public)	10/8	14%	5%	9%	15%	18%	22%
Annual Total Change (public)	15/11	11%	7%	9%	9%	11%	17%

RIA's approach to building attractiveness

- Clear value proposal:
  building and defending one of the world's most advanced digital societies

- Close eye on job satisfaction and engagement through regular surveys

- Targeted ~~communication~~ marketing in media and social media – importance and value to the society that is created by RIA

- Work-life balance

- Regular benchmarking of wages against other public sector IT-houses and private sector

- Personal career paths and training programmes, leadership pipeline

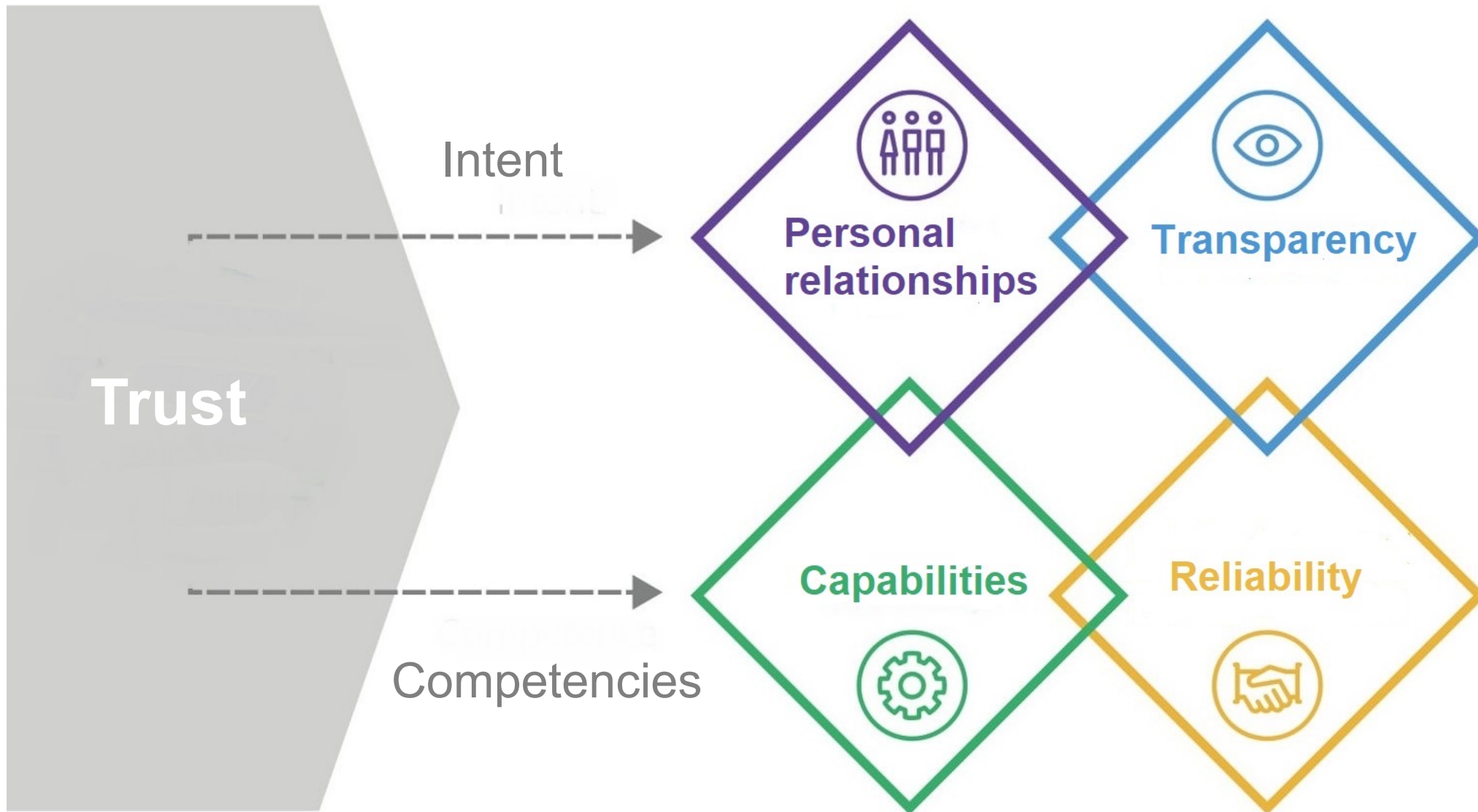- Providing as much flexibility to employees as possible

FLEXIBILITY

to choose WHEN, WHERE and HOW you work

↓

MUTUAL TRUST

Personal relationships

- Team lead is available, when necessary and "present" in moment
- Team lead trusts the team (no constant controlling or micromanaging)
- Managing as much as necessary, as little as possible
- Regular 1:1 meetings
- Emotional support in difficult situations (either work related or personal)
- Joint events for teambuilding and celebrating

Transparency

- Active communication through different channels (all-hands meetings, team meetings, 1:1, top management minutes)
- Chat plays crucial role
- Salary/benefits policy well communicated
- Team members know what others are doing
- Outlook calendars are up-to-date and public
- All information available in intranet

Capabilities

- Clear vision and set goals from the top-management
- Focus on work results instead of working hours
- Clear planning (year, month, week, day)
- Using reporting and performance metrics (OKRs, KPIs)
- Regular feedback, team retros and recognition
- Quick decisions
- Personalized approach to professional and personal development

Reliability

- Common values
- Clear rules of the game that apply to everyone
- Sticking to jointly made agreements
- The right and power to make independent decisions
- Each team member takes responsibility
- Professional support

Thank you!

Questions or comments?

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