

Country Reforms Matrix - Israel

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy description</u>
Lab 1 - Voice	Engaging citizens	National Plan for Integrating Israelis of Ethiopian Origin	An extensive public engagement process was held this past year to create a National Plan for Integrating Israelis of Ethiopian Origin . The engagement process was held through a variety of platforms and involved different ministries, social organizations, experts and citizens. All resulting documents were uploaded to the Internet for public comment. 22,000 people have visited the site, leaving 1,500 comments. This is one of the largest public engagements in Israel's history and will help shape the National Plan. This includes integrating social services, increasing the representation of Israelis of Ethiopian origin in the public administration, and more accurate planning of policies related to the Ethiopian population.
	Establishing partnerships		
	Integrating groups		
	Using ICTs		
	Involving citizens		
Lab 2 - Design	Utilizing a mix of policy instruments	Multi-Sector Roundtable	The use of outsourcing has increased in the past decade. However, concerns about the over use of outsourcing and its effects on delivery have prompted a review. To examine alternatives, a cross-government team from relevant ministries recommended creating a Multi-Sector Roundtable , which is led by the Prime Minister's Office and composed of representatives from government, the private sector and civil society. This roundtable has had a significant role in affecting policy over the last three years, especially concerning youth at risk and social business. In addition, the roundtable has been consulted seven times regarding the provision of better social service. Recommendations will be presented at the end of 2015.
	Using joined-up government		
	Fostering a whole-of-government approach		
	Engaging with innovative practices		

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Lab 3 - Delivery	Strengthening the civil service	Civil Service Renewal Plan	A 2013 civil service reform sought to improve the human capital and improve the management of employees. Two main pillars were:
		Performance-Based Differential Employee Evaluation	Implementing a performance-based differential employees evaluation in order to increase motivation and performance. Before the reform, 44 per cent of employees were not evaluated annually and those that were evaluated were given an average of 9.62/11. The employee's manager sets one-third of the annual performance objectives in reference to operational objectives so that work furthers the organization's goals. Further, a new rule states that only 15 per cent of employees will get an excellent grade, 70 per cent will get an average grade and 15 per cent will get a low grade. This way, evaluations represent a normal distribution. Evaluation shows that, after 1 year, grades have decreased to 8.82 on average.
		Rotating Senior Staff	Rotating senior staff in the civil service promotes higher mobility, better performance and excellence in management. All new senior staff must be in their position for a minimum of 4 years but not longer than 8 years. This rotation applies only to senior staff members who are now entering their positions and the first rotation will take place in 4 years. Additionally, they will serve at least 3 different senior appointments before retirement. The Commission of the Civil Service is responsible for finding the next appointment for senior staff.
	Building a diverse & inclusive civil service		
	Building trust in government		
	Reaffirming the core values in the public service		
	Establishing gender balance in the civil service		
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system		
	Strengthening performance management		
	Identifying what works		

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	Utilising policy and programme experimentation/piloting		