

**Between continuity and change : the analysis of Estonian civil-service training system**

**Randma-Liiv, Tiina; Metsma, Merilin; Sarapuu, Külli** The past, present and the future of public administration in Central and Eastern Europe 2013 / p. 195-218

**Estonia**

**Sarapuu, Külli; Metsma, Merilin; Randma-Liiv, Tiina; Uudelepp, Annika** Leadership and culture : comparative models of top civil servant training 2015 / p. 73-88

**Network-based coordination of civil-service training: lessons from the case of Estonia**

**Metsma, Merilin** NISPAcee journal of public administration and policy 2017 / p. 81-98 <https://doi.org/10.1515/nispa-2017-0004> [Journal metrics at Scopus](#) [Article at Scopus](#)

**The impact of cutback management on civil-service training : the case of Estonia**

**Metsma, Merilin** Administrative culture = Halduskultuur = Административная культура = Verwaltungskultur = Hallintokulttuuri. Vol. 15, no. 1 2014 / p.58-79 [https://artiklid.elnet.ee/record=b2673748\\*est](https://artiklid.elnet.ee/record=b2673748*est) <https://halduskultuur.eu/journal/index.php/HKAC/article/view/113> [Journal metrics at Scopus](#) [Article at Scopus](#)

**The role, design and challenges of training in a decentralized civil-service system : the case of Estonia = Koolituse roll, disain ja väljakutsed detsentraliseeritud avaliku teenistuse süsteemis : Eesti juhtum analüüs**

**Metsma, Merilin** 2018 <https://digi.lib.tu.ee/i/?9462> [https://www.ester.ee/record=b4768435\\*est](https://www.ester.ee/record=b4768435*est)