Top Public Managers in Europe

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EIPA – IVAP seminar

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- Mobility
- Performance evaluation

Lessons learned & Future
- Tendencies
- Challenges for the future
- Key factors for own development

Introduction: main questions

- Which development is needed for future of PA?
- What role is needed of top managers on several levels?
- Role and influence of politicians?
- What to keep and what to change? And why?

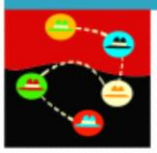
Needed for future?

Stability or change and in which areas?

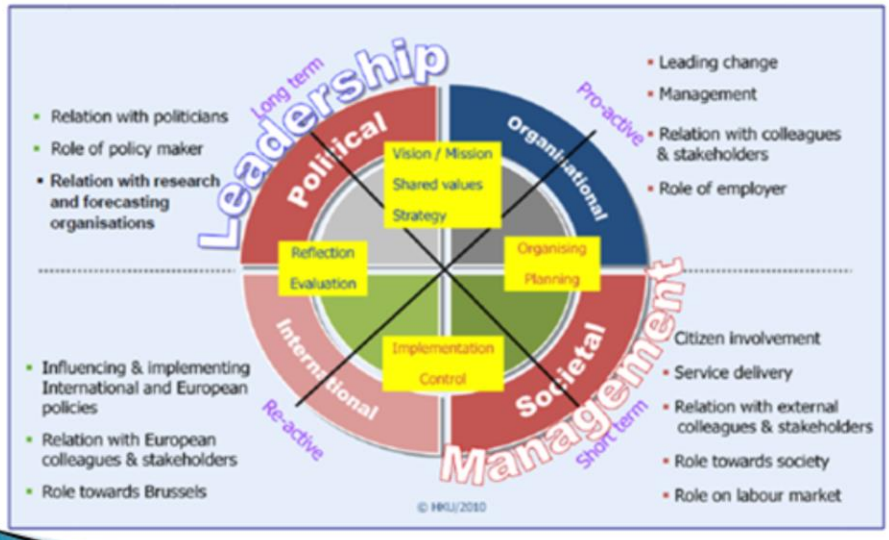
- Efficiency
- Effectiveness
- Digitisation of processes
- Stakeholders & client orientation
- Social media, communication
- Citizens involvement
- Political change
- Disappearing and new areas of politics
- EU/Internationalisation
- Interactivity
- Cooperation
- Integrity

Management	Leadership

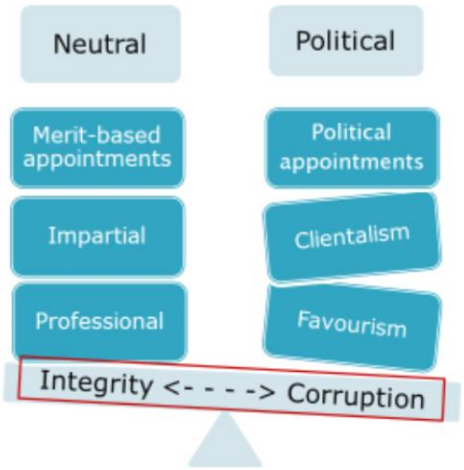




What role on which level needed:
Management and/or Leadership?



Role/influence of politicians in public administrations (PA)



→ **What to keep and what to change? And why?**

Top public managers (TPM) in Europe

Why focus on TPM now?

- Fast changing world
- TPM need to adapt quickly
- (Re)act in complex environments
- Able to collaborate with variety of stakeholders

This has led to:

- Different selection process for TPM
- Improvement in merit-based appointments
- Fixed-term appointments
- Competency profiles and focus more on 'leadership'
- More TPM mobility and need for lifelong learning

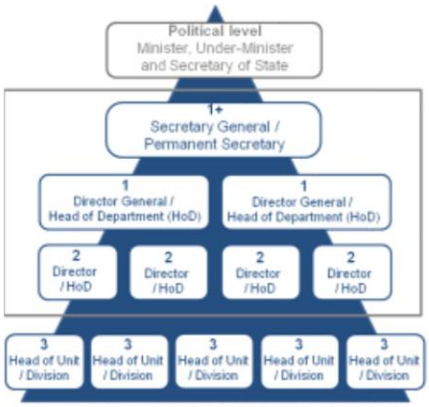
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Introduction: Characteristics

- Definition: TPM functional levels
- Differences between position, hybrid and career based models + their impact on neutrality, stability and change of PA
- Influence on recruitment, selection & appointment in general and of top managers
- Influence on evaluation, promotion and development

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Definition: TPM functional levels



Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

							In total 2015	*In total 2008*
Level 1+	9 MS	8 MS	5 MS	1 MS			23	20
Level 1					1 MS	4 MS	27	25
Level 2							22	22
Level 3							10	11
2015	8 MS	8 MS	5 MS	1 MS	1 MS	4 MS	**28 MS**	
2008	7 MS	10 MS	3 MS	1 MS	4 MS	1 MS	26 MS	

Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

→ More converge in EU by including level 1 and 1+

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Employment systems

Number of Member States	Mainly career-based (Nr.1)	Career-based + position elements (Nr.2)	Real Hybrid (Nr.3)	Position-based + career elements (Nr.4)	Mainly position-based (Nr.5)
Civil servants in general					
2008	13		8		7
2015	8 ★	5	2	7	7
Top Public Managers					
2008	**11**		**10**		**7**
2015	**1**	**4**	**3** ★	**7**	**14**

Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

In general:
- Faster change than expected in 2008
- More differentiation
- More (mainly) position based

→ **TPM: majority of MS has now a (mainly) position-based system**

→ **Is totally the opposite of 2008!**

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Overviews and grouping

(main results of the study)

- TPM typology
- Employment & Appointment
- Recruitment & Selection
- Competences
- Training & Development
- Mobility
- Performance evaluation

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Trends in TPM typology

Defining TPM as specific group to increase shared PA values

	Formal TPM status	No formal TPM status
Special Conditions	No.1 : 3 MS No.2: 11 MS	No.4: 13 MS ★ EE, IE,, EL, LU, FI CZ LT, HU
No Special Conditions	No.3: 1 MS	No.5: 1 MS

Source: H. Kuperus, A. Rode, Top Public Managers in Europe, 2016

→ **Most of MS: special conditions for TPM**

→ **More than in 2008: formal TPM status**

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TPM employment and appointment

Type of contract	Public (Civil Service) Law	Labour Law
Permanent contract 100%	BE, BG, DE, EL, FR, HRV, CY, LV, LU, HU, MT, NL, PL, RO, SI, SE*	IT, SE*
Permanent contract 80 - 90%	CZ, IE, ES, FR, LT, AT***, PT******, SK****, EC**	UK
Temporary contract 10 - 20%	CZ, IE, ES, FR, LT, PT, SK, EC	UK
Permanent contract 10 - 20%	DK	AT
Temporary contract 80 -100%	EE, FI	DK*****

Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

→ **Mostly a permanent employment contract as Civil Servant**

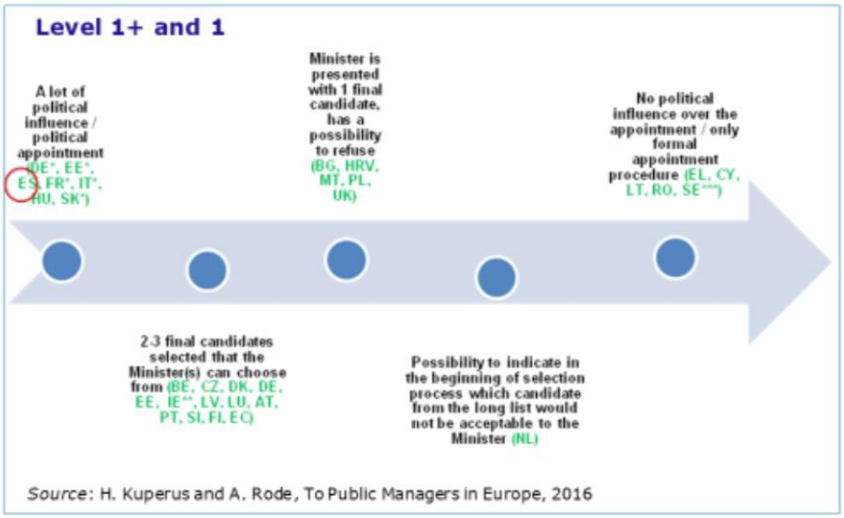
→ **But fixed term appointment in a specific TPM position:**
- on level 1+ in 18 Member States & in 4 Member States linked to political confidence ★
- on level 1 and 2 TPM in 14 Member States

→ **Duration varies: 3-7 years**

→ **Appointment can be renewed: unlimited (4 MS), once (6 MS) or not (8 MS)**

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Political influence by appointment of TPM



Source: H. Kuperus and A. Rode, To Public Managers in Europe, 2016

→ **Balancing between political commitment and merit-based recruitment**

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TPM Selection procedures

Pre-selection committee	Centralised selection committee	Selection process is decentralised to ministries	No selection committee
DK (level 1+) IE CY (level 2) NL (levels 1+&1) EC **= 5 MS**	BE, CZ, EE, IE, ES (level 2), FR (level 2), HRV, CY, MT, PL (level 1+), PT, RO, EC **= 13 MS**	BG, DK (level 1&2), DE, EL, LV, LU, HU (level 2), AT, PL (level 1&2), SK, FI, SE **= 12 MS**	ES (level 1+&1) FR (level 1) HU (level 1+&1) **= 3 MS**
	Mixed model IT, NL, LT, SI, UK **= 5 MS**		

Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

- Centralised selection committees are often independent
- Mixed models: independent body coordinate/monitors decentralised process

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TPM Selection methods

Selection method	In total
CV (and qualification) screening	22 MS
Interview(s)	29 MS
Written test	17 MS
Assessment	15 MS

Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

Selection criteria for TPM positions	In total
a) Years of professional experience	19 MS
b) Qualifications and competencies required for a specific position	10 MS
c) Core qualifications/ competencies for TPM (such as leadership skills)	9 MS
d) Education level, career progression (rank) & performance assessments	8 MS
e) Basic mandatory requirements for all CS (incl. citizenship, education level, no criminal record)	10 MS

Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

- Several selection instruments and criteria used parallelly
- Some differences between levels of TPM

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Competence profile and training

2015	Career	Career hybrid	Hybrid	Position hybrid	Position
(Central) Competency Profile + management training*		EL, RO, EC	FR	BE BG, LT, MT, SI*****	DK**, LV, AT**** EE, IE, CY, NL, PT, UK
No (central) Competency Profile, but comprehensive management training*	DE	LU	ES, HU	HRV, IT	DK***, PL, SK CZ, FI, SE

Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

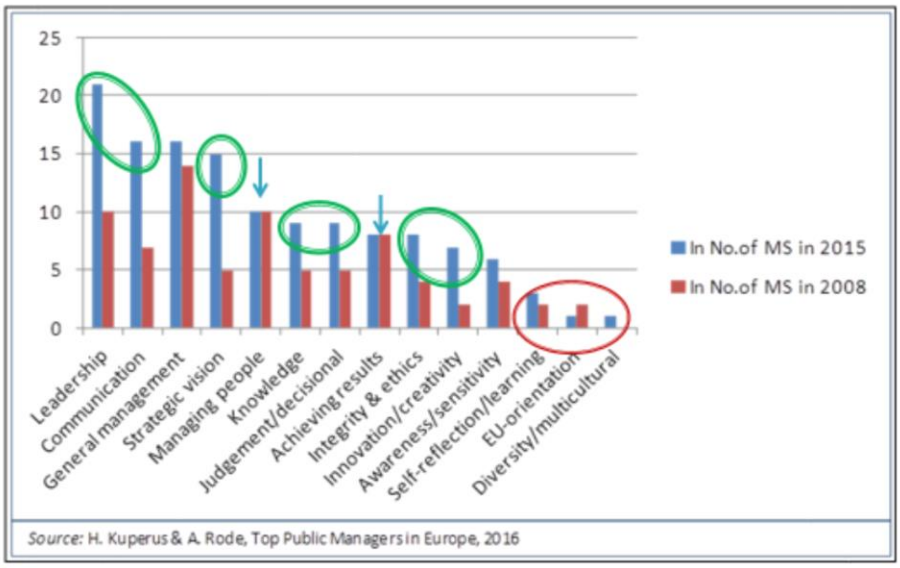
Note: The country acronyms in **red** colour indicate that the Member State is new in this category in comparison to 2008; the country acronyms in **green** or **black** colour indicate that the Member State has remained in the same category

→ More MS have a (central) competence profile

→ More MS have linked competency profile to training & development

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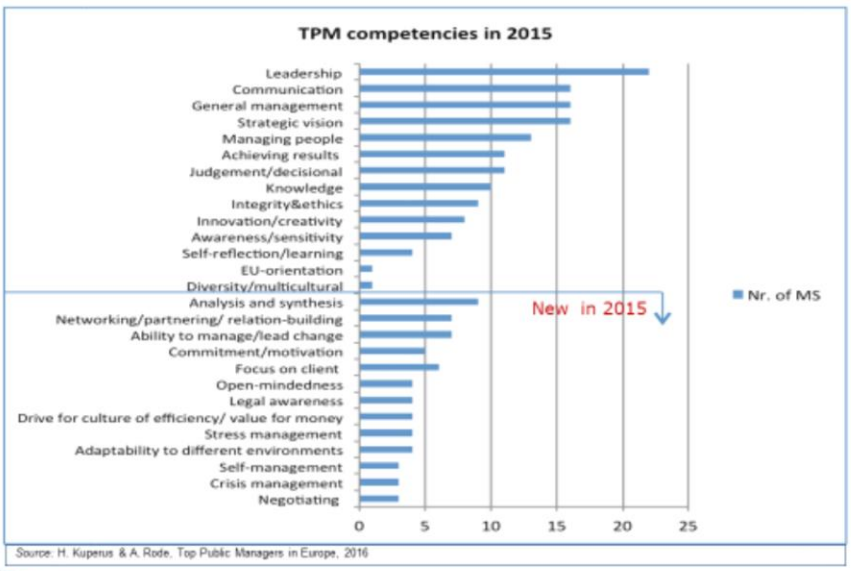
Changes in Competences needed for TPM



Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

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Main competencies needed for TPM



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Literature: Competencies needed for TPM

	'Traditional' but still necessary	*'New' and increasingly necessary*
Trainable skills and competencies Can be acquired through training and development	Political astuteness Counselling Diplomacy Bargaining Domain expertise	Networking Teamwork Stakeholder engagement Collaborating Customer-orientation IT-savviness (particularly social media literacy and big-data analytical skills) Design thinking Storytelling (branding, framing) Navigating
Innate values Can be selected on and nurtured	Judgement Prudence Selflessness Humaneness Neutrality	Innovativeness Responsiveness Agility Ingenuity Courage Entrepreneurialism

Source: "The 21th Century Publicmanager", Zeger van der Wal, London, 2017)

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TPM training 1

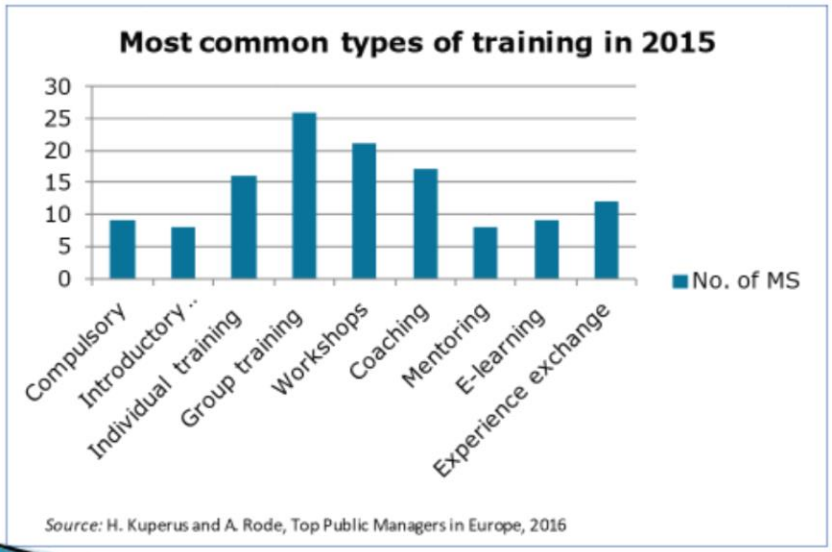


→ Position-based MS (DK, NL, FI, SE, UK) focus more on leadershi than on management training for top public managers.

→ 8 Member States (DK, EE, FR, LV, HU, NL, FI, UK) have a defined specific talent group for future top public managers

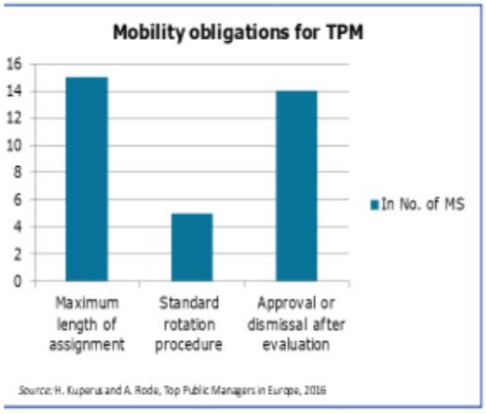
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TPM training 2



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Mobility of TPM



Type of mobility (schemes) for TPM	Total nr.
a) Within a ministry	16 MS
b) Between ministries/agencies	18 MS
c) Internationally/ within Europe	8 MS
d) With other public sectors	7 MS
e) With the private sector	1 MS
f) No specific mobility schemes for TPM	11 MS

Source: H. Kuperus & A. Rode, Top Public Managers in Europe, 2016

→14 MS use instruments to increase mobility

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Performance evaluation of TPM

- All member states, except 4 (CZ, LU, ES, SK), have a regular, mostly annual, performance assessment for TPM.
- In countries with a central TPM office (NL, UK) and in countries where management agreements are used (BE, FI, PT), focus on performance assessment is greater.

How are they regularly assessed?
- By immediate superior: **15**
- By three-party committee: **1**
- By special elected commission: **1**
- Self-assessment: **6**
- 360 degree feedback/ evaluation: **6**

Assessment results are used for:
- Career advancement: **8**
- Pay increase and/or bonuses: **6**
- Training needs & individual development: **5**
- Contract renewal: **5**

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Lessons learned & Future



- Tendencies
- Challenges for the future
- Key factors for own development

Tendencies in last years

- Main tendencies TPM in central PA in Europe are in line with literature
- MS developed own recruitment and selection, training & development systems
- Traditional career-based systems have introduced several elements of or even moved to the position-based system for the top
- Fixed-term appointments & mobility increased for broader scope and collaboration with different stakeholders, and to lead diverse groups.
- Influence of politicians on (selection of) candidate for a specific position is reduced
- Position based systems: top managers can invest in dept in personal development, self-reflection and permanent learning of new skills
- Communication & design thinking are high on the agenda but may be different interpreted

Challenges for the future

- Agility, responsiveness, stakeholders engagement, customer-orientation, cooperation and cross-sector collaboration more needed
- IT, networking, responsiveness and ingenuity also
- Self-awareness and self-reflection is needed for permanent learning
- Diversity, inclusion & EU/international orientation needs more attention
- To increase assessment of performance and areas for improvement
- How to anticipate on known and unknown unknowns in the future?
- Their impact on roles and competencies of future top public managers?
- How to make that happen in (central) public administrations in Europe?

→ **Leadership will be more and more important!**

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Key factors for own development

- ✓ Analyse regularly gap between current situation and future direction, including the influence of politicians on PA (*Strategic HR*)
- ✓ Increase neutrality of PA in order to raise integrity & inclusion; Invest in shared values of all TPM
- ✓ Define specific roles and competences (*competence profiles*) for different levels of top managers needed for the future
- ✓ Assess how far current TPM have these competencies or can develop them, especially regarding leadership
- ✓ Improve recruitment, selection and training strategy to recruit new or develop current TPM and potentials
- ✓ Adjust appointment, selection, training and evaluation methods to the new strategy (e.g. fixed term, use of assessments, interviews, self-reflection, individual coaching)
- ✓ Learn from good and less good experiences of other (public) organisations!

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To **C**ope with **C**hallenges of a **C**omplex society ahead TPM need to balance **C**hange and **C**ontinuity.

Therefore they need to have enough **C**uriosity, **C**reativity and **C**ourage to innovate, and at the same time they have to remain aware of the basic values of public work to guarantee the best public service for the **C**itizens.

This requires permanent investment in their **C**ompetences.

These 10 **C**'s can guide us into the future!

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Thank you for your attention!

Questions?

Link to "Top Public Managers in Europe" (2016):
http://www.eupan.eu/files/repository/20170206084104_TopPublicManagersinEuropemainreport.pdf

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