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Innovations in Public Managers' Selection Systems in EU Member States

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THEMATIC PAPER

Innovations in Public Managers' Selection Systems in EU Member States

INTRODUCTION

According to the provisions of the Medium Term Plan, the present thematic paper focuses on the second pillar theme, "The Role of the HR function in shaping public administration (professional)", and its sub themes, "Actions to drive efficiency through professional human resources" and "Selection/ recruitment of staff". Based on the aforementioned subthemes, the Hellenic Presidency wished to build upon the important work and results achieved during the Lithuanian and Irish Presidencies and further enrich the discussion by addressing issues arising from the challenges ahead of us.

In this regard, the Hellenic Presidency has focused on the innovations that have been introduced in the selection systems for Public Managers across member states, in order to strengthen the management structure and capacity of civil services, as well as on techniques used to assess competencies in order to identify the best candidate for each vacancy.

In this framework, the Hellenic presidency has requested from EUPAN members their input on the subject of "Innovations in Public Managers' Selection Systems for EU Member States". The thematic paper is updated with the information and the comments provided by EUPAN members, along with the outcome of the presentations during the meeting on 7th-8th April 2014, and it is also supported by the annex comprising the answers received by the EUPAN members.

Theme Presentation

Innovations in Public Managers' Selection Systems in EU Member States

Public Administration is called to operate and bring tangible results within a continuously evolving environment, which is characterized by continuous changes, in terms of both the needs and demands of the citizens as well as the available resources. Within this framework and in light of the current fiscal conditions, it is obvious that the public administration is called to utilize, in the most effective and efficient manner, all resources available. This task constitutes an important role, which shall without a doubt be carried out by human resources of the public administration and mainly the higher ranking executives, the Public Managers.

In this context, during the last years, Public Management has introduced new managerial tools in the selection systems for Public Managers through relevant reforms and innovations, tools that seem to be appropriate both in public and in private domains and can be introduced in order to maximize efficiency and effectiveness. During the Hellenic Presidency, we wished to explore these innovations that come along with the enhancement of the role of Public Managers, as stimulated by the crisis and the challenges that come with it.

The selection systems for Public Managers, which are currently implemented across the Member States, vary, depending on whether each state has adopted a career, a position-based or a mixed system. The purpose of the thematic paper is to discover the innovations in the selection systems for Public Managers, which have been introduced recently, taking into account the system implemented in the public administration of each Member State, as well as the level of management concerned. Specifically:

- **A career-based system** is characterized by competitive selection in the early stages of the public servants' career. The higher-level posts are open to public servants only. Career-based systems may cultivate a dedicated and experienced group of civil servants since they ensure employment and encourage professionalism. Career-based systems are usually linked with formal rules and procedures as well as centralized management.
- **In a position-based system**, candidates apply directly for a specific post and most posts are open to both internal and external applicants. This system introduces higher levels of competition, since selections may be based on position-specific competence assessments, adapted to each vacant post. Position-based systems encourage decentralized decisions and contribute to the achievement of strong performance-oriented culture.

- The **mixed systems** combine features from both aforementioned systems, depending on the specific position to be filled and on whether it is preferred to choose expertise over career paths.

In the context of this thematic paper, according to the relevant questionnaire, the term **higher levels of management** refers to the levels of Directors-General and Directors, while the term **lower levels of management** refers to Heads of Departments or Offices.

However, although the selection systems for Public Managers may vary, the principles that need to rule the selection process, such as transparency and meritocracy, are quite common among member states. What differs is the selected method to ensure that these principles are followed throughout the process and this is something we wish to further explore through the exchange of best practices and experiences.

Moreover, apart from exploring the innovations introduced, we would also wish to gather experiences on the conditions which prompted the reforms on that field, the bodies involved in the process of selecting Public Managers, the competencies assessed and the tools and methods to assess them, as well as the time length that was necessary in order to assess whether the introduced innovations were actually successful or not.

In conclusion, during the Hellenic Presidency we wish to have an input on the next stage in the career of Public Managers, after the termination of their tenure, depending on the level of management concerned.

Key Questions

The present thematic paper is based on experiences and practices from all Member States, regarding innovations in the selection systems for Public Managers, as a way to improve efficiency through professional HR. Member States were requested to respond to the following ten questions:

- Please indicate the system implemented in your Public Administration (PA) (*career/ position-based, mixed*). If you select the mixed system kindly give further information.
- Have there been any reforms in the selection systems for Public Managers in your PA during the last years? Which were their main innovative elements?
- Which were the conditions that prompted the reforms that took place in the selection system for Public Managers in your PA?

- How long did it take for the reform that took place in your PA in the selection systems for Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?
- Does the selection system implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.
- Who is responsible for selecting Public Managers at all levels? Are the higher levels of management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?
- What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?
- What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?
- In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?
- In your PA, is there a different system implemented for selecting Managers in local administration (municipalities)?

The main part of the thematic paper presents the answers from each member, separately and in combination, where common practices are noted, enriched with bibliography and statistics. The epilogue of the thematic paper consists of the conclusions that the Hellenic Presidency has reached through the elaboration of the questionnaires on this important and crucial subject for the public administration.

We wish that this survey will be an important tool for further research on top managers' selection methods.

Question 1:

Please indicate the system implemented in your Public Administration (PA) (career/ position-based, mixed). If you select the mixed system kindly give further information.

- Apart from specific processes and other particularities, **Belgium, Cyprus, Hungary, Luxemburg, Portugal and Spain** have adopted a career-based system for the *lower levels of management* (up to middle level). For *higher levels of management* (top/senior managers), they have developed a system with position-based elements, to a lesser or greater extend (qualifications, openness to external candidates).
- **Bulgaria** is also transitioning from a career-based model towards a position-based model.
- **Malta** is in some cases more oriented towards a career-based system, whilst in others towards a position-based system.
- **Poland and the Netherlands** have mainly developed position-based systems. However, in both member states, there are obvious features of the career-based system.
- **Slovenia** encourages filling positions through internal promotion and transfer depending on professional qualifications, professional qualities and work results, as civil servants are expected to remain in the civil service throughout their career. However, when it is not possible to fill vacancies through promotion or transfer, there is the possibility for external filling of the specific positions.
- In **Estonia and Latvia**, the positions are open to internal and external candidates. **Sweden** has evolved its system of selection of public managers, as the term “work tasks” or “jobs” is used instead of the term “position” and the selection system for public managers is mainly a question of competence and optimum use of resources.
- Finally, three (3) Member States (**Germany, Greece and France**) implement the Career-Based system in the selection of public managers.

Question 2:

Have there been any reforms in the Selection Systems for Public Managers in your PA during the last years? Which were their main innovative elements?

- In the early 2000's, the **Commission** redesigned its approach of selecting managers by professionalizing it: assessment centers (for senior managers), use of evaluation grid, panel with external members, etc. Currently, focus is placed on the following aspects: managing increased organizational flexibility; ensuring solid career management tools for managers; making sure that the right mix of skills is in the right place and at the right moment.
- **Belgium's** main reform was the so called Copernicus Reform (in 2000). The main innovative element was the creation of a mandate system for the three (3) highest levels of management, with a limited term of (six) 6 years, enabling also candidates from the private sector. The selection is organized on the basis of a very precise function description. New selection methods were introduced (assessments). Successful candidates were ranged in several categories and the hierarchical superior (minister for the top function) chooses among candidates classified in the highest category.
- There have been no major changes in the selection/recruitment system of **Cyprus** since 2008. However, it should be noted that, within the framework of measures adopted towards fiscal consolidation, there has been a freeze in recruitment for all posts since 2011. As a result, senior managerial posts (Heads of Departments/Services or posts which have statutory powers) are temporarily filled with acting appointments.
- **Denmark** developed a new process for recruitment of permanent secretaries, which was implemented in 2011 and has since been adjusted. The recruitment process is based on a detailed script and the process involves the following:
 - The Agency for Modernization of Public Administration for coordinating the different players in the process.
 - An external recruitment company, together with the Pre-recruitment Committee, for facilitating all aspects of the recruitment process.
 - A Pre-recruitment Committee comprising the Permanent Secretaries from the Prime Minister's Office and from the Ministry of Finance.
 - This government recruitment committee, comprising Ministers from the Government, recommends two candidates for interview with the relevant minister.
- In April 2013, **Estonia** adopted a new Civil Service Act. Generally, and compared to the former system, the selection process of civil servants became

more transparent and flexible. Some features of this innovation are: the launching of the central public service competition website, a more flexible and organization-based selection process, the specification of the competition procedure of top-level managers, and the appointment of top managers for a specified period of time etc.

The New Civil Service Act differentiates between the “core functions” of civil service and the “support functions” (IT, personnel etc). The rules of public competition apply only to officials (core civil service).

- In 2011, **Finland** has drawn up a list of selection criteria and methods for filling senior management positions. The requirements for these posts are more explicit now and all candidates are assessed by the use of uniformed selection principles. Greater emphasis is placed on leadership and executive managerial skills (such as experience).
- In **France**, the reform on the recruitment system is aimed at promoting the diversity and equal representation of both sexes and the modernization of the system through the establishment of a talent pool.
- In **Greece**, the last reform in the selection system for Public Managers took place in 2010, when there was a major legislative reform concerning HR policy. Its main innovative elements are the introduction of new collective bodies, responsible for the selection of managers, which are different depending on the level of management concerned (DGs, Ds and Heads of Departments).

Another innovative element is the introduction of a written test as a criterion for the selection of managers. The test, conducted by an Independent Administrative Authority (ASEP, the Council responsible for the recruitment of public personnel), is valid for six (6) years after the publication of the test results and takes place at least once in every three (3) years, independently of the vacancy notices for the selection of managers.

The entire selection process involves three stages:

- The first stage of the selection is a totally objective assessment of typical/static criteria (i.e. degrees, years of service, years as a manager, evaluation, publications, training etc) according to a strict point system.
- The second stage is the written test, which is conducted by ASEP.
- The third stage includes the interview.

This system has not yet been implemented, primarily due to budgetary constraints, as far as the written test is concerned. Moreover, the interview, which was provided, for Directors-General and Directors has also not been implemented. Therefore, the currently transitional selection system includes only the first stage, i.e. counting points for typical criteria (degrees, years of service, years as a manager, evaluations, publications and training).

For the time being, there is an ongoing process of reforming the selection system for Public Managers. The main elements of this reform are the following:

1. Announcement of a position vacancy based on the job description for all levels of management.
 2. Establishment of a special council (EISEP – Special Council for the Selection of Managers) in each Ministry, for all management levels that will have the overall supervision of the selection process.
 3. The selection will be conducted in three stages: (1) Verification of compliance with the static criteria of the vacancy notice (such as degrees, relevant experience, Master degrees, PhDs, foreign languages); (2) Written examination by ASEP (Independent Authority); and (3) interviews.
 4. The final marking is determined by 100% from the interview in the case of the selection of Directors-General, by 30% from the written examination and 70% from the interview for Directors and in the case of Heads of Department the respective percentages are 50%-50%.
- **Italy** has introduced a regulation to reorganize the training and recruitment system of civil servants and public training schools intending to contribute to recruiting and training managers, capable of coping with future challenges. In this context, the cornerstone of this reform is the establishment of a “Unified System” which incorporates and reorganizes the various Training Schools. A committee for the coordination of training and recruitment activities, undertaken by individual schools, shall ensure efficiency and uniformity.

The School of Public Administration (SSPA), now renamed as National School for Administration (SNA), becomes the basis of this reform and the headquarter of the Committee, pursue two objectives:

- a. Planning more rational and efficient training;
- b. Gradual centralization of recruitment, carried out through single, unified public competitions.

This reform mainly intends to improve the quality of the selection system through the identification of minimum entry requirements, enhancing the experience acquired within the administration. Managers’ recruitment is progressively centralized in the SNA, raising the minimum percentage of managers to be recruited through the annual course (from 30% to 50%).

For the remaining 50%, as of 1st January 2014, the recruitment of managers and of other staff, which is common to all central administrations, takes place by means of single public competitions, organized by the Department for Public Administration at the Prime Minister’s Office.

Public Services can only hire staff from the list of candidates who successfully passed a public competition. Finally, Services and Agencies can be authorized to organize their own public competition, if they are looking for specific professional profiles. Regions and local authorities can use the above recruitment process and, in case of need, they are obliged to hire people from the list of successful candidates. In order to ensure maximum transparency, the Department for Public Administration publishes all information on the status of the recruitment process on its official website.

- Since 2012, **Latvia** has introduced a new performance management system in the public administration. The system provides competency modules for different groups of employees (policy planners, managers etc.) Thereby, the competency approach in the selection process is more common, like different tests, behavioral interviews etc. Within the HR reform effort (strategy adopted in February, 2013), special attention is paid to higher level civil service, including the selection process, and new reforms are currently under public discussion.
- **Lithuania**, as of June 2013, has introduced a new selection system. The change is the movement from a decentralized selection system towards a partially centralized selection system, consisting of two parts (written test and interview).
- In **Luxembourg**, there has not been any reform in the selection system of public managers over the last years. The only reform that took place was held in 2005 where the nomination to a higher level management position is limited to a mandate of 7 years that is renewable. The Directors can use a tool which is a behavioral analysis based on the “Universal Competency Framework” in the process of defining heads of offices. The mandate of a head of office is not limited in time.
- In 2012, **Malta** introduced a reform regarding the recruitment and selection process in the Public Service. As a result, the Head of Department, and not the Public Service Commission (PSC), is now empowered to issue the call for applications and to appoint Selection Boards for all grades/positions, including Assistant Directors and Senior Managers, from amongst serving public officers and/or from persons (non-public officers) pooled in the Ministerial Standing Selection Panel. Prior to this reform, approval to issue a call for applications was required from the Public Service Commission (PSC), following due verification of the contents of the call for applications by the Public Administration HR Office (PAHRO).

The main innovative elements of this reform are the utilization of valuable experience of former public officers whilst relieving serving public officers, otherwise involved in day-to-day matters, from serving on Selection Boards.

Thus, the process has been rendered more expeditious, simplified and rationalized. Also, during 2012, the selection criteria for the position of Assistant Director were reviewed, rendering them more focused on the core competencies required for the position rather than on personal attributes. In the case of the Public Sector, changes towards greater delegation were introduced by means of the recently announced Directive, issued under the Public Administration Act on January 23, 2014. The issue of “*internal calls*” for applications by public sector entities no longer requires the approval of the Public Administration HR Office. “*External calls*” for applications were, similarly, delegated in the case of positions established by a Collective Agreement or endorsed by the Public Administration Collective Bargaining Unit (PACBU). Instead, entities are only required to seek the approval of their Ministry’s Permanent Secretary. This has made the recruitment process more simplified and expeditious and, consequently, with less delay in commencing the selection process.

- In **Netherlands**, the selection system of public managers has not faced major reforms during the last years. For the top managers, since 2006, the specific employment conditions for the TMG (SG’s and DG’s) apply: employed by the ministry of the Interior, max. 7 years appointment. For the directors, also the ABD facilitates the process of recruitment and selection. The whole process is based on competency and merit.

The last change is the additional requirement for access to the ABD, formulated as the need to fulfill two (2) out of four (4) (directors) or three (3) out of four (4) (TMG: DG’s and SG’s) of the following criteria: experience in other ministry, in different kind of work (policy making, policy execution, inspection, operational management), external experience in other public or private sector and international/European experience. The innovative feature of this reform is the precondition that candidates must have worked elsewhere.

For managers below the level of director, general recruitment and selection procedures apply similarly to those of other employees. There have been no significant reforms for this group, except that the facilitation of the process is merged in the HRM-SSC’s to raise efficiency and quality as well as the image of one national PA employer. In all cases, the selection process is based on the competency and merit criteria.

The last reform was the implementation of the new job profile system, which reduced the number of jobs and introduced job families, with competencies required and an indication of possible learning and career development path ways.

- **Poland** introduced a preferential procedure aimed at encouraging people with disabilities to seek jobs within the Civil Service. It assumes that, when

a disabled person is selected as one of 2 best candidates, s/he has priority to be employed, regardless of the result achieved by the other candidate.

Standards of Human Resources Management in the Civil Service were established, including standards for the selection and recruitment processes. The main goal was to shape the recruitment process in a manner that guarantees its openness, competitiveness and effective selection of the best candidates, as well as improvement of quality and promotion of good practices in the selection and recruitment process. To this end, the document included mandatory standards, which oblige institutions to implement those issues into internal regulations, regarding selection and recruitment, as well as guidelines and recommendations. The Standards were to be implemented into internal regulations by December 2012.

- In **Portugal**, the last substantial reform in the selection system for public managers took place in 2011, when major changes were introduced to the selection process for higher management levels. The main innovation elements were the recruitment and selection of top managers by an independent body, the CReSAP (Recruitment and Selection Commission for Public Administration). This body may not request nor receive instructions from the Government or from any other public or private entities, to ensure their independence and autonomy. The Government (Minister of Finance) appoints the members of the Commission, but the Parliament has a say in the process. CReSAP uses an IT platform for Dissemination and Information Exchange between its members and the pool of experts. In any selection process, 12 criteria have to be assessed and taken into account, namely, the competencies of leadership, collaboration, motivation, strategic orientation, result orientation, citizen and public service orientation, change management and innovation, social awareness as well as professional experience, academic education, professional training, and fitness to the post. Top managers may be recruited from within public administration or from private sector and must have completed a university degree prior to the recruitment process for at least 12 years or 8 years (first or second level of top managers respectively). Top managers are appointed for 5 years tenure, renewable for an equal period, with no need for a new open competition procedure. The duration of the limited executive tenure and any renewals must not exceed, in total, 10 consecutive years, and the manager cannot be appointed for the same position in the same institution before 5 years have elapsed.
- In **Romania**, the amendment in 2006 of Law 188/1999, regarding the Statute of Civil Servants, introduced a number of important changes: restructuring the category of senior civil servants; organizing competitions for recruitment of civil servants; continuing the decentralization process; and

changing the way of civil servants promotion to the superior professional ranking.

In 2008, with the entry into force of the GD no. 611/2008, regarding the approval of the organization and development of civil servants' career, the recruitment and selection system changed. A new rule was introduced, according to which, by the written exam, both theoretical knowledge and practical skills necessary for the specific position are tested. In the same way, during the interview there are tested skills, abilities and motivation of candidates.

The assessment criteria for management positions are also defined (communication skills; capacity for analysis and synthesis; competences required by the civil service position; the motivation of the candidate; crisis management; the ability to make decisions and evaluate their impact; and management capacity).

In addition, the principles underlying the organization and development of civil servants' career (competence, competition, gender equality, professionalism, motivation, transparency) were defined. Legislative measures were further supported by various initiatives to facilitate implementation – training, development of guidelines and handbooks etc.

A novelty was recently introduced, in order to ensure transparency and impartiality, in terms of establishing the items of the written test proposed by NACS. The items for the written test, proposed by members of NACS in the Commissions for Contests held within NACS, will be drawn randomly through software, from a database of 250 subject proposals made by the aforementioned persons, constantly updated. Also, another new element introduced additional tests either on computer skills or language skills.

- **Slovakia** introduced a reform in 2009. The main innovative element was the decentralization of the HR system. Nowadays, managers can be chosen in internal or external selection process. The Service Office is responsible to decide whether the selection process will be internal or external.
- In **Slovenia**, the new standards for professional qualifications, according to the categories of officials, came into force in 2011. The standards define more thoroughly how a candidate should demonstrate work experience, leadership experience (work flexibility, development of an organizational climate), management skills (planning, resource management, organizational skills and monitoring the effects of work). The candidate has to submit in writing his/her vision of the priorities and future development for the body for a term of office of five (5) years, including the methods of resource management.
- In **Sweden**, since 2007, the selection of the Directors General (corresponding functions) followed the principle of recruitment from the open market

with job advertisement. The focus now is how to use employer policy and skills supply as a strategic means to support business development and efficiency. The selection and role of managers is very crucial in this respect, and to this regard, a seminar on Employer role – power, courage and knowledge has been held.

For Sweden, a challenge for the future is a stronger competition in the labor market for skilled managers. The strategy “An inclusive approach”, determined in 2008, has inspired many agencies to use systematic methods to focus on competence as a means to avoid discrimination and get the most competent person to the job (deepening the process) and to search for competence via different channels (broadening the process).

Question 3:

Which were the conditions that prompted the reforms that took place in the Selection Systems for Public Managers in your PA?

- The reform in the **Commission** was a result of the revised Staff Regulations of 2004 that reconstructed the whole career and recruitment system at the Commission. Some modifications are under discussion since the entry into force of the new Staff Regulations on 1/1/14, but they are not yet adopted.
- The reform in **Belgium** was a result of a global reform of all aspects of the public administration, justified by a will to rebuild the trust in the government and its administration, by allowing this administration become more efficient, more transparent and more modern.
- In **Denmark**, the economic crisis has underpinned the need to recruit top executives with the necessary skills. The new recruitment process is designed to assure that the right candidate is selected for the very important position as permanent secretary.
- In **Estonia**, in the first place, most changes in the selection system took place due to the general need to modernize the Civil Service Law of 1995. Several components of the previous law were not suitable for a decentralized public service system. Secondly, the need to develop mid-level managers has been more and more relevant in Estonian civil service. There is a need to guarantee more unified managerial and other skills of mid-level managers. Thirdly, there has been a need to facilitate the procedure of recruitment process technologically.
- In **Finland**, the government should be a competitive employer, which provides attractive manager positions, good possibilities for development and their employment contracts should have attractive terms. The government's strengths in competition of the managers are the socially significant duties, the strong basic values of the operations and the communality.
- In **France**, the state PTM management, including the Selection System, is being modernized and professionalized since 2010. As part of a policy promoting gender equality, the government set good example by taking measures encouraging equality between women and men in the selection process of high-ranking civil servants - from "*sous-directeur*" level (the so-called "balanced appointments"). The "*primo-appointments*" (meaning the first appointment of a civil servant as top manager) in top management of the state civil service, the local civil service and the civil

service of public hospitals, must include at least 20% of women and 20% of men. Financial penalty shall be enforced for each appointment which fails to respect this rule. By law and decree the rule will intensify between 2013 and 2018.

According to the objectives of the reform on competitive entrance examination for the National School of Administration (ENA) set by the government, recruitment in the civil service should diversify and be consistent with the needs of the administration and with the modernization of public administration (MAP). Entrance examination reform should include specific principles (Test and content of exams comply with specific skills, student diversity and maintenance of high students' entrance requirements).

- The conditions that prompted the reform which took place in **Greece** in 2010 had to do mainly with the need to introduce a system which would help to ensure, even more, the principles of meritocracy and transparency in the process of selecting Public Managers and enhance trust in the Greek public administration. The financial crisis and the ensuing budgetary constraints did not give the chance to the aforementioned reform to prove its efficiency, since it was not fully implemented. However, it gave time to reconsider its advantages and disadvantages and come up with a new reform proposal, currently introduced.

The ongoing reform in the selection system for Public Managers is, also, combined with the ongoing structural reform in the Greek public administration, which will eventually lead to fewer positions for public managers but with more responsibilities and an enhanced role. The aforementioned conditions, as well as the key-role that public managers are called to play in the era of crisis and the fact that the existing 1st stage of the process did not deliver the expected results, led to the acceptance of the need for a new system that will evaluate candidates with adequate criteria and in consistence with each job-profile.

- In **Italy**, the criteria that the reform followed were:
 1. Elimination of overlapping and duplication of existing training institutions.
 2. Identification and regulation of their mission and tasks;
 3. Concentration in a central school of recruitment and training for managers, civil servants and officials working in non-economic public organizations;
 4. Concentration in one structure, already existing in each Ministry, of specialized and permanent training for civil servants and officials working in non-economic public organizations;

5. Lifelong training for civil servants with the possibility to decentralize the activities and collaborate with Italian and foreign universities;
 6. Revision of the regulations to select trainers aimed at ensuring the stability of the teaching workforce and the maintenance of the excellence of public training schools;
 7. Planning of training activities and the management of financial resources has to take into account homogeneous areas and has to take place in a coordinated manner, in accordance with established guidelines, in order to avoid duplications and rationalize available human and financial resources;
 8. Framework agreements to be signed between the central school and local authorities to recruit managers and train staff in the same authorities.
- In **Latvia**, the reform was prompted by:
 - (a) The necessity to deliver “better with less” as well as current tendencies in other EU civil services;
 - (b) The reform planned within human resources (Concept Paper for Public Administration Human Resource Development, February 2013), based on the vision of HR policy, focusing on (1) compact and results-oriented public administration, (2) public administration acts as single employer with goal – professional, motivated and fair employees;
 - (c) The new performance management system, which has been introduced since 2012 and the subsequent need for certain competencies, like strategic thinking, leadership, change management;
 - (d) Draft Law on State Service where with it is planned to introduce shared services in selection.
 - The reform in **Lithuania** was a result of the need to make the selection process more transparent and more efficient by:
 - Introducing the competency-based selection model (meritocracy);
 - Digitalization of the selection process (screening, testing and admission of the paper documents to the competition).
 - The reforms taken place in **Malta** were mainly prompted by the Public Administration’s trend, in accordance with the spirit of the Public Administration Act (PAA), towards the decentralization of procedures, aimed at increasing efficiency, promoting transparency and including the input of non-public officers in Government procedures.
 - The reforms in the **Netherlands** are prompted by an increasing need to act and be seen as one central public administration employer. Furthermore, the need for efficiency, cost reduction and quality improvement in the facilitation of the recruitment and selection process improve transparency and objectivity.

- In **Poland**, the percentage of people with disabilities remaining unemployed is significantly higher than that in the general population. Government policy addresses this social problem by introducing various legal solutions. Introduction of Standards for Human Resources Management is a part of series of actions aimed at improving the quality of civil service and streamlining of the new regulations into everyday practice.
- In **Portugal**, the appointment by open competition applied to middle managers since 2004, aimed at rendering the appointment process more transparent, impartial and merit-based, and, at the same time, reducing the partisanship in public administration. As a result, top managers' appointment is no more linked to electoral cycles; this also avoids partisan politics in the process.
- In **Romania**, the conditions prompted the reforms that took place in the Selection Systems for Public Managers were:
 - Continuing the process of decentralization of the administrative system by increasing local autonomy, a process carried out in stages.
 - Transferring the authority of recruiting lower-level managers to the local administration, while increasing the monitoring and controlling authority of the National Agency of Civil Servants on these processes.
- The reform in **Slovakia** was prompted by the abolishment of Civil Service Office (the centralized body for civil service).
- In 2009, in **Slovenia**, the Officials Council appointed a special working group with an intention to comprehensively renovate standards of professional qualifications from 2003, in accordance with the previous practice, and align them with the actual needs.
- In **Sweden**, one of the Government promises in the election 2006 was to increase transparency in the selection process for top managers in the Central Government sector, Director Generals, Rectors and corresponding assignments. By the Budget Bill, the Government every year sets objectives for the employers' policy at the agency level. Besides the main objective to maintain fitting competences, there are goals that focus, for example, on equality, diversity, work environment and public administration ethics. In the system with framed appropriations, there are built-in requirements to increase productivity according to the development for white collar workers in the manufacturing sector. This also underlines the importance of having a well-functioning and flexible supply of skills and competences in the agency.

Question 4:

How long did it take for the reform that took place in your PA in the Selection Systems for Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?)

- In **Belgium**, it took about 3 years to implement the reform and there have been no fundamental changes in it since then.
- In **Denmark**, the system was implemented in the autumn of 2011, and has been in effect ever since. There has been a minor modification with the involvement of the Pre-recruitment Committee, comprising the Permanent Secretary from the Prime Minister's Office and from the Ministry of Finance.
- The regulations of new Civil Service Act of 2013 are already being implemented across civil service agencies of **Estonia**. There have been several attempts to adopt a new law before 2000, and throughout the years there have been several smaller, but still principal amendments of the secondary laws of the Civil Service Act (e.g. the selection procedure of mid-level managers was initially more centralized and the Centre of Excellence of Top Managers by the Government Office was involved in the process). The reforms regarding the development of mid-level managers and electronic recruitment portal are still ongoing. The aim of those developments is to provide central tools to administrative agencies which could facilitate the procedures and practices of HR, however, without centralizing the exercise of HRM in civil service.
- Implementing of the reform is still going on in **Finland** with no modifications undertaken.
- In **France**, implementation of the new policy management of high-ranking civil servants has taken several steps since 2010. A specific unit in charge of coordinating this important reform has been created within the Secrétariat Général du Gouvernement (SGG). This unit is now considered as a "mission", led by a representative for "the reform of the State top-level management". Besides, an information system dedicated to high-ranking civil servants has been founded in 2010. Specific training programs have been developed as well.
 - Legal measures on "*balanced appointments*", taken and voted in 2012 (law of 12/03/2012, decree of 30/04/12), are being implemented since 1/01/13. A first assessment report will be drafted by the end of the year (2014);

- Reform on competitive entrance examination for ENA is still being drawn up.

- As mentioned before, the reform that took place in 2010 in **Greece** has not yet been fully implemented, but since its initial introduction there have been some minor legislative modifications in order to facilitate its implementation, especially as far as the written test is concerned. However, the written test, which was the most innovative element of this reform, as well as the interview have not yet been implemented. Therefore, since 2007, when the selection system was based on the measurement of static criteria (such as degrees, relevant experience, Master degrees, PhDs, foreign languages), besides some minor amendments, the system has actually remained the same.
- In **Italy**, the reform is being implemented.
- In **Latvia**, implementation of selection systems depends on the institutions, e.g. how effective different tools are used to test the competencies. The reform of top managers' selection will depend on the parliament's decision and implementation of shared services in the selection process – on approval of State Service Law in the parliament.
- The reform lasted three years from 2010 when the Civil Service Department of **Lithuania** started the special project "*Improvement of the civil servants selection system*", financed by the European Social Fund until 2013, when the amendments to special law entered into force.
- In the case of the Public Service in **Malta**, the reform was announced through a Legal Notice in August 2012 and became effective in September 2012 and there are no significant modifications since then. In the case of the Public Sector, the reform was introduced through a Directive under the Public Administration Act in January 2014.
- In the **Netherlands**, generally, the reform in processes or policies needs to be implemented carefully, which might take time. Depending on the impact of the reform, this can vary to less than one year. For example, the new criteria for access to the ABD) and several years (for example the implementation of the new job profile system; (re)new(ed) digital systems or SSC development.

Modifications made in the past had to do, primarily, with the scope (only for a part of the managers) or the sequence of involving ministries/organizations (not all at the same time, but group after group) or the implementation period (taking more time). For example, the policy for spotting DG potentials started with discussions based on first thoughts

and led to a policy proposal for a new procedure. Sometimes, implementation is formally done but takes more time to be implemented in practice.

- In **Poland**, a preferential procedure for disabled people has been introduced, along with the amendment of the Act and came into force in November 2011. Its implementation in Polish Civil Service is still in progress. The functioning of the mechanism is subject to every-year monitoring, which indicates slim but noticeable increase of employment of disabled people. Nonetheless, it's still hard to accurately evaluate long-term effects on employment of people with disabilities or estimate how much of that growth can be attributed to the new regulation. There was a 6-month period given to adjust to the requirements derived from Standards of Human Resources Management in the Civil Service. After that time, the implementation monitoring has been conducted. The majority of central offices have implemented the most important standards. Monitoring the internal regulations in selected offices, from the qualitative point of view, is also planned (do the internal regulations really guarantee the compliance with the Standards?).
- In **Portugal**, there have been no subsequent modifications to the initial implementation of the abovementioned change of the managers' statute. However, the implementation process took more time (about 9 months) than it was expected, due to the process of appointment and setting up of the independent Commission, which actually started its full operation in mid-2012. Internal regulations and procedural rules were approved in June 2012. Until the end of 2012, thirty-three (33) selection processes were opened and only half of those were completed in that same period. Until July 2013, 30% of all top management positions in central public administration has been selected through the new system. This delay is due to the ongoing executive tenures of managers, appointed before the Managers' Statute implementation. According to the Commission, 90% of top managers selected previously filled the position they applied for and only 20% of candidates to the selection process were from outside the public administration.
- In **Romania**, the reform is still ongoing. It emphasizes the need for decentralization of administration and for the increase of local autonomy in administrative capacity, as well as in the field of recruiting managers. However, this presupposes the enhancement of administrative capacity and expertise at local level in order to ensure this process.
- In **Slovakia**, a new selection system for public managers was stipulated by the new Civil Service Act, enacted in November 2009.

- In **Slovenia**, in addition to the members of the Officials Council, the external experts were appointed in the special working group. Thus, in 2010, the Officials Council adopted the new Standards of Professional Qualifications, Selection Criteria and Methods of Qualification Testing for Position Officials in Public Administration, valid from 1 January 2011, whereby they will be used upon all special public open competitions, published according to the provisions of the Civil Servants Act thereafter.
- In **Sweden**, reform is a constantly developing process.

Question 5:

Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

❖ In **European Commission** the procedures for selection and nomination of officials to **Senior Management** posts follow a centralised method (coordinated by DG HR), which entails the following steps:

- Agreeing (the recruiting DG and DG HR) a relevant Vacancy Notice and publishing it (internally, inter-institutionally, or externally).
- Valid applications are assessed first by a pre-selection panel (set up by the recruiting DG), followed by a reasoned opinion of the Consultative Committee on Appointments (CCA), comprised of high-level Commission officials. A rapporteur is associated to the entire selection procedure.
- The candidates having reached the CCA level are, prior to the CCA interview, invited to attend a one-day assessment center (an individual report is provided by external consultants).
- Further to the CCA interviews, all shortlisted candidates are further interviewed by the relevant Commissioners. Nomination is then made by the Commission (acting in its collegiate nature).
- Candidates shortlisted are interviewed by one or more Commissioners, depending on the level of the vacancy:
 - *For Director-General posts: the President, Vice-President for Personnel and the Portfolio Commissioner;
 - *For Deputy Director-General posts: the Vice-President for Personnel and the Portfolio Commissioner;
 - *For Director or equivalent posts: the Portfolio Commissioner.

On the other hand, the **Middle Management** selection procedures are mainly the responsibility of the Directorates-General in which posts are to be filled, according to a set of rules and corresponding operational guidelines established for that purpose.

They usually involve a two stage process with a pre-selection phase and final selection interviews which is handled by local HR units. DG HR ensures the consistency and regularity of the procedures throughout the Commission by providing advice and by undertaking various checks at the various stages of selection process.

❖ In **Austria**, the federal ministries have 4 levels (from top-down):

- division (director general; “Sektionsleiterin/Sektionsleiter”)
- group (area; “Gruppenleiterin/Gruppenleiter”)
- department (“Abteilungsleiterin/Abteilungsleiter”)
- section (“Referatsleiterin/Referatsleiter”)

Depending on the kind of the vacant post, various recruitment processes apply: on the one hand, there are provisions governing appointments to management-level and high-level jobs and, on the other hand, provisions governing the filling of all other posts, with the exception of the posts subject to other advertising or recruitment procedures, as laid down in other federal laws (e.g. the Service Code for the Judiciary [Richterdienstgesetz], the Service Code for Civil Servants [Beamtendienstrechtsgesetz] in respect of federal teachers employed by the state).

Recruitment is done decentralized by the different Federal Ministries, where a Board of Review submits an expert opinion on the suitability of candidates to the Federal Minister in each case. Candidates for high-level management posts (e.g. Director Generals) in the Federal Ministries are appointed for a limited term of five years.

- ❖ In **Belgium**, the 3 highest levels of management are based on the mandate system. However, in the lower levels of management, there are no mandates but a career system with strong efficiency and functional characteristics.
- ❖ In **Bulgaria**, the different categories of managers in the Public Administration include: Chief Secretary, Municipal Secretary, Director General, Director and Head of Inspectorate. There is a uniform selection system for all Public Managers.
- ❖ In **Croatia**, all managerial civil servants are selected on the basis of a tendering procedure. For the positions of the head of subsections, sections, departments, services and sectors the selection procedure is performed by the Commission responsible for the competition, whereas specifically for the posts of General Secretary of the Ministry and State Office, Deputy Head of State Office, Deputy Director of a state administrative organisation, Head of a government office, Head of the Deputy Prime Minister Office, Head of offices, agencies, directorates and other professional services that the Government establishes by regulation and Head of State Administration Office in regional self-government units, the whole venture is conducted by the Head of the state body or a person he/she authorises.
- ❖ In **Cyprus**, and according to the typical structure of posts in Ministries, the managerial levels could be divided informally as following:

(a)	<ul style="list-style-type: none"> • Permanent Secretaries of Ministries • Directors/Heads of Departments/ Services (Scale range A15-A16, Fixed Salary) 	(upper managers)
(b)	<ul style="list-style-type: none"> • Heads of Directorates within Ministries (Scale A15) • Heads of Divisions within the Departments/Services (Chief Officers, Scale A14). 	(lower managers)

The procedure for the filling of posts of “**upper managers**” differs from that of the other managerial posts in that, the procedure is exempted from the provisions of the Public Service Laws concerning the establishment of Advisory Boards and the candidates are, therefore, assessed directly by the Public Service Commission, which is the constitutional authority for all appointments/ promotions in the public service.

On the other hand, “**lower managers**” are assessed first by an Advisory Board and, afterwards, as a final step, by the Public Service Commission, which in all cases, is responsible for the final decision for appointment/promotion of all public servants.

Advisory Boards are established within the line Ministry where the post belongs with the purpose of assisting the Public Service Commission with regards to the filling of the post and consist of employees of a higher rank or grade than the vacancy to be filled.

❖ In **Denmark**, the management consists of the following levels (starting from the bottom):

- Senior Advisors (will in many cases function as Deputy Heads of Department)
- Heads of Department
- Deputy Permanent Secretaries / Heads of Divisions / Heads of Agencies
- Permanent Secretaries

As the selection of managers for most levels of management is conducted by the ministries themselves, the selection system differs, but as a general rule, the system is more elaborated for higher level managers.

❖ In **Estonia**, the selection procedure varies according to the level: for top civil servants, that is, secretary generals and deputy secretary generals of the ministries, directors of agencies and inspectorates, directors of Government Office, the competition procedure is performed by the Committee on Selection of Top Managers by the Government Office.

On the other hand, for Mid-level managers of ministries, Government Office, agencies and inspectorates, county governments, the selection process is decentralized and performed by the relevant administrative agency in accordance to the general principles included in law, Government Decree and internal rules on selection and recruitment of the candidates.

Finally, the selection procedure of the Managers of constitutional institutions and local government administrative agencies, in general, have to follow the general rules included in Civil Service Act.

- ❖ In **Finland**, the selection procedures differentiate according to the managerial level, however, the approximately 130 employees in top management and leading government positions are appointed by the Government or the President of the Republic.
- ❖ In **France**, there are three main managerial levels within the senior civil service, corresponding to three types of selection or appointment:
 - early career positions: deputy head of unit, head of unit, deputy “sous directeur”,
 - “chargé de mission” to a “sous-directeur”;
 - functional positions: “sous-directeur”, departmental head or equivalent. This type of selection follows a formalized procedure (call for application, competitive recruitment, validation by the PM and the Minister in charge). Each employer is responsible for the selection process (type and nature of interview, assessment grid etc.). Appointment are set up with a defined duration (renewable once);
 - discretionary appointments: directors of central administration, prefects, and ambassadors are listed in a government decree and appointed by government.

Appointments are open to non-career civil servants and revocable at any time and without cause.

- ❖ In **Germany**, the levels of management are as follows:
 - Minister/President
 - State Secretary/Vice President
 - Head of Directorate
 - Head of Division

There are a small number of public managers that are politically appointed, since they hold positions of fundamental role for the political aims of the government. In the federal administration, this category includes the state secretaries and directors general in the ministries as well as the high-ranking civil servants in the Foreign Service and in the intelligence services.

- ❖ In **Greece**, the different levels of Public Managers in the public administration are:

- Directors General
- Directors
- Heads of Departments

According to the existing selection system, which is not fully implemented, the selection of Public Managers is conducted by different collective bodies for each level of management. Another difference among the three levels of public management is that for the selection of Heads of Departments, which is the lower level of management among the three, the interview tool is not applied due to the large number of Departments (since the assessment of structures had not yet taken place) and the fact that it would delay the selection process.

Moreover, the positions of Director Generals and Directors are open to all public servants, while for the positions of Heads of Departments only the employees of the public service concerned have the right to apply.

According to the new reform proposal, although there is only one collective body in each Ministry for all levels of management, the interview panels are not the same for DGs /Directors and Heads of Departments. The difference is that the immediate supervisor of the Head of Department to be selected is a member of the interview panel, while for the higher levels of management the immediate supervisor is not necessarily a member of the interview panel. Moreover, the written tests for each position will be different depending on the level of management and the responsibilities of the position. Also the written test and the interview will have a different weight for the final classification of the candidates depending on the level of management concerned.

- ❖ In **Hungary**, the selection of the lower level public managers can take place either by *invitation procedure* or by *tender procedure*. As far as the high levels of Public Management, such as administrative secretary of state and deputy state secretary, are concerned, other rules are applicable related to their selection which comes as a clear decision of the involved Minister in cooperation with the Minister of Public Administration and Justice who may express opinion.

The deputy state secretary is appointed by the Prime Minister according to the proposal of the Minister concerned.

- ❖ In **Italy**, access to level II managerial positions takes place, partially, by attending the National School for Administration (SNA) and partially by participating in single competitions organized by the Department for Public Administration at the Prime Minister's Office. In the case of I level managerial positions in state administrations -including non-economic bodies- the selection takes place through public competitions organized by individual administrations based on the general criteria established in the relevant legislation.
- ❖ In **Latvia**, there are three levels of public managers:

- top or higher level civil service (heads and deputy heads of ministries/institutions),
- middle level managers (heads of departments),
- supervisory or lower level managers (heads of units).

The overall process of managers' selection rests on similar basis, however, there are differentiations in the selection of the heads of institutions as far as the selection commission, the selection criteria or the appointment to a specific position is concerned.

- ❖ In **Lithuania**, the selection system does not differ depending on the level of public managers, however, there will be amendments setting special conditions on admission, tenure/mobility and performance procedures for higher level of management (Chancellors of ministries, Directors General and Directors).
- ❖ As far as **Malta** is concerned, Permanent Secretaries are appointed through direct nomination by the President of the Republic on the advice of the Prime Minister, after having sought the advice of the constitutionally provisioned Public Service Commission.

Moreover, in the case of headship positions, that is, at the level of Director General and Director, appointments are made through a nomination process made by the Senior Appointments Advisory committee (SAAC) to the Prime Minister, who appoints public officers to the positions, after having sought the advice of the Public Service Commission.

The selection system for the filling of positions of Assistant Director and other Senior Managers in the Public Service consists of an interview by a Selection Board at Ministry level. Each Selection Board is established as vacancies arise and assesses candidates in accordance with a set of centrally-established main selection criteria, sub-criteria and weightings, applying to all Assistant Directorship and Senior Manager positions.

- ❖ In **Luxembourg**, due to the fact that it has a mixed career system, having as a prerequisite an obligatory publication in the newspaper and/or on the internet, the posts for higher levels of management (Directors-General and Directors) can be filled by an external applicant -although they generally get filled by internal applicants- whereas the lower levels of management (heads of offices) are always internally selected based on their career achievements and merit.
- ❖ In the **Netherlands**, the selection systems differ according to the level of management. More specifically:
 - SG's and DG's belong to the Top management group (TMG). They are employed by the Minister of Interior and temporarily appointed (max. 7 years) on a specific position in a Ministry or Agency by the Minister of Interior in agreement with the Minister involved.
 - Directors are employed by a specific Ministry and appointed by the involved

Minister in agreement with the Minister of Interior.

- Heads of department or unit, below the level of director. This group of managers is recruited and selected locally in the ministries or agencies by the directors themselves, facilitated by their local HR adviser and the HR experts from the SSC HRM. They have to act within the framework of policy on recruitment and selection, as developed for the central public administration by the Ministry of Interior.

❖ In **Poland**, the recruitment process for the highest positions, that is the Director General of Office (DG), is centralized and organized by the Head of Civil Service, asking -exclusively in the case of managerial positions- for advanced requirements in terms of the minimum period of professional experience.

On the other hand, for the rest of the senior positions, the procedure is decentralized and organized by the Director General. Especially for the positions of Deputy Directors of Department, DG has the alternative to internally (without an open procedure) promote any civil servant who meets the prerequisites.

❖ In **Portugal**, there are two basic levels of management:

- the higher level (top managers), composed by two sub-levels:
 - grade 1 – director-general, secretary-general, inspector-general, president (public institute) and
 - grade 2 – deputy director-general, deputy secretary-general, deputy inspector, general, vice-president, etc.
- the lower level of management (middle managers), composed (in most central administration institutions) by two sub-levels:
 - grade 1 – head of department and
 - grade 2 – head of division.

There is a different selection system in the Portuguese public administration according to the respective management level on the basis of increased requirements and complexity for the higher one.

❖ In **Romania**, the selection system distinguishes between **Upper level** management, that is, the senior civil servants recruited by an independent standing committee whose members are appointed by the Prime Minister, and **Lower level** management, thus management civil servants selected by the National Agency of Civil Servants.

It should be noted that the committees involved in the competition process consist of representatives of both the employers and the NACS. In the case of vacant management positions in local public administration, the selection procedure is performed as follows:

- by the National Agency of Civil Servants of the public positions in the fields of child protection, computerized persons' records, internal audit, financial accounting, city planning and architecture, human resources, European integration, for secretaries of administrative units;
- by public authorities and institutions for other vacancies than the ones mentioned in point a).

❖ In **Slovakia**, according to Civil Service Act, the Public Administration levels of managers could be categorized as follows:

- head of service office in central administration body, National Council of the Slovak Republic, Office of the President, Office of the Constitutional Court of the Slovak Republic,
- head of service office in the ministry or other state body, managers in political functions, deputy of the above mentioned head of service office and deputy of head of service office in the ministry,
- director who manages more units or director who manages more units and can be deputy director of the above mentioned manager,
- director who manages at least 1 civil servant or non-defined number of civil servants and public servants and who can be deputy director of the above mentioned manager.

In general, the management levels could be divided into two main categories:

- the ones who pass the selection procedure (from head of units to General Director) and
- the ones who are appointed by the President, government, chair of National Council, chair of the Constitutional Court of the Slovak Republic or elected by National Council and ambassadors (political functions).

Although the selection procedure presents no differences among the above mentioned categories, each agency can have its own internal act about the steps to be followed, therefore there is a strong possibility that managers of the same level are asked to prove different abilities/skills/competencies.

❖ In **Slovenia**, an open competition must be carried out for civil servants whereas for senior civil servants (directors-general, secretaries-general, directors of government offices, directors of bodies affiliated to the ministries and heads of administrative units), appointed for a mandate of 5 years, there is a provision for a special, open, public competition. The officials who are appointed by minister and whose tenure is tied to that of the minister are recruited without open competition. Middle management (heads of service, heads of division) are selected through open, public competition and appointed for an indefinite term.

- ❖ In **Spain**, the main public management levels are as follows:
- Secretaries-General: appointed by the Government on the recommendation of the Minister, they can be individuals with qualifications and experience in public or private management.
 - Under-Secretaries: appointed by the Government on the recommendation of the Minister, from Group A1 public servants.
 - Technical Secretaries-General: appointed by the Government on the recommendation of the Minister, from Group A1 public servants.
 - Directors-General: appointed by the Government on the recommendation of the Minister, from Group A1 public servants, although this requisite may sometimes be exempted according to the specific characteristics of responsibilities of the post.
 - Deputy Directors-General. Appointed from among Group A1 public servants, and dismissed by the Secretary of State.
 - The majority of Public Managers are internally promoted from the “pool” of civil servants of the highest level (subgroup A1), however, some of them can be individuals recruited based on qualification and experience in public or private management criteria.
- ❖ Finally, in **Sweden** there is a distinction between the top managers, who are recruited and appointed by the Government, and almost all other managers who, on the contrary, are recruited and employed by each agency.

The selection process used differs according to the competence needed and both the Government and the agency can choose the most fitted method. In general terms, the organization scheme and levels of managers in the agencies varies a lot depending on assignment and size.

Question 6

Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

- ❖ In **European Commission**, the final choice of a **middle manager** is under the responsibility of the Director General of the DG concerned. For posts at AD13/14 level, the decision is taken in agreement with the President, the Member of the Commission responsible for Personnel and the Member of the Commission responsible for the DG.

A pre-selection panel is appointed and is composed of at least three members of grade and management function equal or superior to that of the post to be filled, including one from another DG.

For **senior managers**, the College of Commissioners takes the final decision on whom to appoint on whom to appoint on a recommendation from the Vice-President for Personnel in agreement with the President and the Portfolio Commissioners. Before that step, a preselection panel is in charge of determining a list of candidates that are eligible and best qualified for the post. This panel is composed:

- for DG or equivalent functions: a serving or retired Director General, other than the recruiting DG, to act as chair and another two serving or retired Directors-General.
- for Directors or equivalent function: the recruiting Director-General to act as chairs, a Deputy Director-General or Director from the DG concerned and another Deputy Director-General or Director from outside the DG.

The Resource Director or the Head of the HR Unit of the recruiting DG normally acts as secretary to the panel. This function is ensured by DG HR in the case of an appointment procedure for a Director General.

- ❖ In the case of **Austria**, the recruitment of Public Managers is decentralized, therefore, taking place by the different Federal Ministries in accordance to the Act of Advertisement. The higher levels are not involved as part of Board of Review in the selection process of the lower ones.
- ❖ In **Belgium**, all federal public managers, as well as all other federal civil servants, are mandatorily selected by the central selection office of the administration, SELOR. A higher manager is involved in the selection of the lower level managers.

In the 3 highest levels (mandates) the hierarchical superior can make a motivated choice among the best classified candidates. However, outside the mandate system, the superior takes part in the selection process of the best

candidate for a job within the board of directors.

- ❖ In **Bulgaria**, the selection process is carried out by a Commission, including between 3 and 7 members, all of them with proven professional qualifications and experience. The respective direct manager of the position, for which candidates are being recruited, forms part of the selection commission responsible for the recruitment process.

- ❖ The Public Service Commission in **Cyprus** is responsible for the final selection of all public employees, including managers at all levels.

The “upper managers” are assessed and selected directly by the Public Service Commission, whereas the “lower managers” are also appointed by the Public Service Commission but the procedure involves the establishment of Advisory Boards within the line Ministry where the post belongs.

In the case of filling a “lower manager’s” post in a Department/Service, “upper managers” are indeed involved in the selection process, since the Head of the specific Department/Director is usually the chair of the Advisory Board that is established (unless there are legal restrictions, e.g. he/she has ties with a candidate) and furthermore, he/she is also present to assist the Public Service Commission during the final interview and give his/her fully reasoned recommendation for the most suitable candidate.

- ❖ In **Denmark**, the selection of public managers is conducted by the ministries themselves, and therefore, the respective methodologies present differences. In most cases, the top management level is involved in the selection of managers from Heads of Departments and up.

- ❖ In **Estonia**, the top level managers, in general terms, excluding constitutional institutions and local government administrative agencies, are selected following a competition, announced by the state secretary, on the proposal of the relevant minister.

The competition is conducted by the Top Civil Service Selection Committee at the Government Office. The Chairman of the committee is the State Secretary and its members are approved by the Government of the Republic. The Committee submits its proposal on suitable candidates (1 to 3) to the person who has the appointing authority.

The directors of the agencies and inspectorates are appointed by the minister on the proposal of Secretary General of the relevant ministry. In most of the cases the direct superior as well as a person from the personnel department is involved in the selection of the Mid-level managers of ministries, agencies and inspectorates.

Each administrative agency has to regulate internally the procedure of selection and recruitment of its officials.

- ❖ **Finland** has a decentralized recruitment process, so every ministry is responsible for selecting managers at all levels based on personnel planning.

Top management and leading government employees (approx. 130 persons) are however appointed by the Government or the President of the Republic.

- ❖ Public Managers in **France**, at least at their early career positions, are most of the time appointed right after their training in a Grande Ecole (mostly ENA and Ecole Polytechnique), according to their rank; “Sous-directeurs” and departmental heads are appointed by order of the Public Managers and the Minister(s) in charge; Directors of central administration, prefects or ambassadors are appointed by government through a presidential decree.
- ❖ In **Germany**, in general, it is the Minister or President to decide on new appointments. In most cases in the federal authorities this decision is taken after a structured interview by a committee that is composed of representatives of the personnel-division, the directorate concerned and a neutral directorate.
- ❖ In **Greece**, according to the existing provisions,

- The Directors General are selected by the Special Board for the Selection of DGs (EISEP), which is common for all public services of the central administration and consists of 4 members of ASEP (Independent Agency for the Recruitment of Personnel) and one Assistant to the Ombudsman.
- The Directors are selected by another collective body, the Board for the Selection of Directors (SEP), which is established in every Ministry and Decentralised Administration and consists of 2 DGs of the relevant Ministry or Decentralised Administration, 1 DG of another Ministry and 2 representatives of the employees.
- The Heads of Departments are selected by the Service Board, which is established in every public service and consists of 3 Directors of the concerned service and 2 representatives of the employees.

The aforementioned collective bodies are also competent to conduct the interviews for the selection of Directors- General and Directors. ASEP is responsible to conduct the written test.

According to the new reform proposal, there is only one collective body in each Ministry for all levels of management, called Special Board for the Selection of Managers (EISEP). This Board consists of 2 members of ASEP, the Director General responsible for Human Resources in the concerned Ministry, the Director General of another Ministry and one expert from the Private Sector.

The higher levels of management are involved in the procedure of selecting managers for the lower levels mainly during the interview (as members of the interview panels) and the allocation (as members of a Council responsible for the allocation of Heads of Departments).

- ❖ In **Hungary**, the employer is responsible for selecting the lower levels of management, thus the higher levels are involved in the process of selecting the lower ones. The appointment is performed by the administrative secretary of

state concerned following the –either positive or negative- opinion of the administrative secretary of state of the Ministry of Public Administration and Justice.

As far as the higher levels of Public Management such as administrative secretary of state and deputy state secretary, are concerned, it is a decision made by the Prime Minister on the basis of an initial proposal of the competent Minister in consultation with the Minister of Public Administration and Justice. It is important to note, that both the administrative secretary of state and the deputy state secretary are appointed for an indefinite period.

- ❖ In **Italy**, following the latest reform, the responsibility for selecting managers in central administrations falls within the Department for Public Administration, namely, the National Administration School, without prejudice to the real needs of individual administrations and the related availability of posts and financial resources.

Individual administrations are directly responsible for the selection procedure only if they were previously authorized to organize public competitions for specific professional profiles. That is the case for local administrations as well.

Once the managers are selected and hired, the administrations choose their position on the basis of various professional, operational and functional criteria.

- ❖ In **Latvia**, the selection of the public managers is the responsibility of each institution. Top managers can be and sometimes are involved in the selection of the lower managers, depending on the institution. Heads of the institutions are selected by a commission (established by the minister and including higher levels of management) and approved by the government or the competent minister.
- ❖ In **Lithuania**, the appointing authority of an institution looking for a public manager is responsible for the selection process. The higher levels participate in the aforesaid procedure either if the person entitled to appoint a public manager, decides to include them to the selection commission or if the involved public manager will be an immediate superior (an immediate superior is always included to the selection commission).
- ❖ In the case of **Luxembourg**, the responsible person for selecting the public managers at all levels is the Minister, who is advised by his close collaborators (higher levels of management). The nomination to a higher level of management position is ultimately granted by the Head of State. The selection of heads of offices is generally overtaken by the Directors-General and Directors for their department or administration.
- ❖ In **Malta**, while Permanent Secretaries are appointed by direct nomination by the President of the Republic on the advice of the Prime Minister, the Directors

General and Directors are nominated by the Senior Appointments Advisory Committee (SAAC) to the Prime Minister, who appoints public officers after seeking advice from the Public Service Commission.

The nomination process for the filling of the position of Director General and Director consists of a psychometric test and an interview carried out by the Senior Appointments Advisory Committee (SAAC).

As regards Assistant Directors, upon completion of the selection process, the successful candidate is appointed Assistant Director or in another Senior Management position by the Prime Minister, following a recommendation by the Public Service Commission.

The PSC Regulations stipulate that each selection board should include at least one serving public officer. Hence, a typical selection board for an Assistant Director position would include an officer within the higher levels of management, such as a Director, a Director General or a Permanent Secretary.

- ❖ In the case of **Netherlands**, next higher level of management is involved and mostly responsible for the selection of the public manager. Therefore:
 - For the TMG the Minister of Interior is responsible for the selection.
 - For the directors, the respective Director General is responsible for the selection.
 - For the heads of department or unit, the respective director is responsible.
- ❖ In **Poland**, for the highest senior positions in the civil service, that is, the Directors General, the recruitment process involves -in the final phase- the head of the interested agency (minister, head of central agency or voivod), who is entitled to decide whether a qualified by the selection panel candidate will be employed or not. However, for the rest of the senior positions the Director General is in power to make a final choice without -typically- previous consultation or any other cooperation.
- ❖ In **Portugal**, in the case of higher level management, the Recruitment and Selection Commission for Public Administration is responsible for screening and proposing the three best candidates to the relevant minister who takes the final decision whereas, regarding the lower level management, each public service carries out its own selection procedure and the whole process falls upon the responsibility of the top manager of the service. The middle manager Selection Board is appointed by the top manager of the service. It is composed of the top manager of grade 1 of the recruiting service (director-general, secretary-general, inspector-general and president) and two members: one manager of level and grade, equal or higher than the position to be filled and of different service or organization and one person of recognized competency, in the functional area of the position to be filled.
- ❖ In **Romania**, the recruitment of upper level managers is performed by a single

committee at national level, which functions as an independent collegial body. For the lower level management, the recruitment depends on the level of public administration (central or local) and the corresponding work field of the civil service position concerned. For areas like human resources, child protection, city planning recruitment is performed by NACS and for other areas directly by the public authorities and institutions. Managers in the upper level are most often part of the competition commissions competent for selecting the lower-level managers.

In addition, the Romanian civil service system may have special recruitment provisions –although the general rule remains the competition- regarding civil servants with special statute (such as, for example, policemen, customs officers, civil servants of the specialized structures of the Romanian Parliament and the Presidential Administration, staff of diplomatic and consular services etc.).

- ❖ In **Slovakia**, each public agency has a different internal act about the selection procedure for public managers, however the common element is that the higher level managers are members of the selection commissions that choose lower level managers.
- ❖ In **Slovenia**, the senior civil servants (directors-general, secretaries-general, directors of government offices, directors of bodies affiliated to the ministries and heads of administrative units) are selected through a special open competition monitored and coordinated by an independent body – the Council of Officials composed of 12 members who are elected or appointed for a term of six years.

The Council of Officials determines the requirements to be fulfilled by candidates and nominates the special, for each case, competition commission, which is competent to select the candidates suitable for a specific post with the final decision made by the minister initiating the whole recruiting procedure.

The selected candidate is appointed for a five year term and can be reappointed to the same position without internal or open competition. **Middle management** (heads of services, heads of divisions) are appointed for an indefinite term and selected through open, public competition conducted by either a competition commission, appointed by the principal or civil servants authorised by the principal.

The selection procedure has two phases; the first phase determines which candidates, on the basis of the evidence submitted, satisfy the competition conditions, and afterwards which candidates prove to be the most professionally qualified for the official work post for which the open competition was published. Within the selection procedure it is possible to use different selection methods, such as:

- testing the professional qualifications on the basis of the documentation

submitted;

- written tests of qualifications;
- oral discussions.

- ❖ In **Spain**, most of the Public Managers are appointed by the Government on the recommendation of the competent Minister, according to professional and experience criteria, however, the Deputy Directors-General are appointed by the Secretary of State.
- ❖ In **Sweden**, the top managers of all agencies are recruited and appointed by the Government. Almost all other managers are recruited and employed independently by each agency.

Question 7

What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

- ❖ The tools used by **European Commission** are the following:
 - Publication of the vacant post in the IT system dedicated to open vacancies.
 - Interviews with a panel composed of at least three managers of grade and management function equal or superior to that of the post to be filled, including one from another DG, in presence of a member of the HR unit.
 - Appointment of a rapport chosen from a list of officials in grade AD14 or 15 occupying a function of senior manager.
 - Assessment center.
 - Evaluation grid with a maximum of points related to each question (same questions to all candidates).
- ❖ In **Austria**, the tools that are used within 1989 Act on the Advertisement of Vacancies are:
 - Detailed advertisement (profile) which has to wage the different competencies the manager has to have; the competencies may also be clustered in groups with clear deadline;
 - Publication on the Federal Job Exchange and Official Journal
 - Position based thus open for internal as well as external candidates
 - Permanent or individual selection board
 - Hearing in front of the board
 - Report of the board which will identify candidates who are qualified as well as those that are not qualified for the relevant profile. Candidates who are qualified will be split into three groups: extremely high qualified for the relevant function / highly qualified / less qualified
 - Number of the qualified candidates; the names of the members of the board have to be published on the Website of the Ministry in charge of Recruitment of the best qualified candidate and publication of her/his name on the Website.
- ❖ In **Belgium**, the meritocracy and transparency is being ensured by the existence of a central and independent selection office as well as of:
 - Detailed description of function
 - Transparent procedures
 - Jury made of professionals

- Assessments
 - and the ability of the candidates to appeal procedure before the administrative court.
- ❖ In **Bulgaria**, the emphasis is given on the selection commissions which always include the direct manager of the position, a person with proven legal expertise and a representative of the HR Unit. The commission may also include also representatives of the Unions, as well as experts from outside the administration with expertise in the given sphere. No discrimination is allowed during the selection process.
- There are 4 different ways of carrying out the selection process – through a test, through a written paper on a given topic, through the elaboration and argumentation of a Concept for strategic management of the given administrative structure, through a practical exam or through a mixture of the all the above.
- ❖ In **Croatia**, the selection procedure for managerial civil servants relies on the role of a Commission, at the first phase of the recruitment, followed by an appointment by the government after the proposal of the head of state. Against the Governmental decision a candidate can initiate an administrative dispute.
- ❖ The tools used in **Cyprus** are based on a specific legal framework that the Public Service Commission and the Advisory Boards is obliged to follow throughout the selection process so that to ensure the proper/fair assessment of the candidates. The final decisions of the Public Service Commission must be duly justified and reflected in the relevant minutes. It is also noted that the decisions of the Public Service Commission are subject to the reviewing authority of the Supreme Court in case of an appeal, which then constitutes binding jurisprudence that must be taken into consideration by the appointing authorities.
- ❖ In **Denmark**, all positions in the Danish public administration are subject to an open application process during which the applicants in most cases are being assessed by both managers and HR-departments. This process – in combination with a strong focus on formal qualifications regarding the recruitment process – assures that the selection of managers is based upon competencies and qualifications.
- ❖ In **Estonia**, the transparency and meritocracy tools and methods consist of:
- All competitions are publicly available at the central public service website.
 - All competitions have to include certain information about the position (including the tasks, requirements for the candidate) and selection and recruitment procedure have to be based on the conditions publicly announced.
 - All candidates have to receive feedback about the results of the public

competition in written within 14 days after making the decision.

- A ranking may be compiled for several candidates from among the persons who participated in the competition, but were not made a proposal for the post.
- The law prescribes a maximum number of 120 days -since the announcement of the public competition- within which the selection should have been made otherwise the competition would be considered as failed.

Especially for the recruitment and selection of the top level managers the procedure is more centralized compared to the lower level ones and performed by the Civil Service Committee for Selection of Top Managers. Their competences is by law obligatory to be assessed based on Central Competence Model for Top-Level Managers. The final decision of the Civil Service Committee for Selection of Top Managers regarding the suitability of the candidate shall be published at the website of the Government Office.

- ❖ In **Finland**, the Government is free to seek to appoint the most deserving persons to vacant positions. Discrimination is forbidden in the recruitment procedures.
- ❖ In **France**, the process of selecting public managers is based on:
 - Publication of vacancy announcement
 - Talent pool approach: talent pool of PTM, managed by the SGG with an inter-ministerial logic, has been created as a tool to ensure a transparent and efficient recruitment. Employers can use it to identify and select the right candidates for discretionary appointments.
 - An appropriate training policy –with emphasis on managerial skills- for top managers.
- ❖ In **Germany**, the principle of merit as defined by constitutional law means:
 - In order to become a civil servant, the applicant must possess the necessary qualification for the desired career path.
 - In order to become a public employee, the applicant must possess the qualification required for the specific function.

Recruitment to the public service is generally conditional on a vacancy announcement so that the right of equal access to public offices is guaranteed. Suitable candidates for the announced vacancy are chosen by means of a selection process. Each authority is responsible for conducting its own recruitment and hiring.

- ❖ In **Greece**, the tools and methods used to ensure the principles of meritocracy and transparency during the process of selecting Public Managers, according to the existing provisions are:

- The first stage of selection is a totally objective assessment of typical/static criteria (i.e. degrees, years of service, years as a manager, assessment, publications and training) according to a strict point-system that leaves no margin for any kind of intervention
- The written test is conducted by an Independent Agency (ASEP)
- The EISEP which selects Directors- General consists of 4 members of ASEP (Independent Agency for the Recruitment of Personnel) and one Assistant to the Ombudsman, members who ensure the transparency of the procedure. Furthermore, the Directors- General who are selected by EISEP staff the Boards responsible for the selection of Directors (SEP) and the Directors selected by the SEP staff the Service Councils that select the Heads of Departments.
- The questions for the interviews are selected by a specific pool of questions and the interview may also be attended by the co-candidates.

According to the current reform proposal the respective tools and methods are:

- The fact that there is only one body per Ministry (EISEP) that has the overall supervision of the procedure for selecting Managers for all levels of management and consists of 2 members of ASEP, 2 Directors General and one expert from the Private Sector.
 - The job profiles play a crucial role in order to ensure that -depending on the position vacancy- the appropriate candidate is selected.
 - An Independent Agency (ASEP) is responsible for the first stage of the procedure, during which the on/off criteria of the job announcement are checked.
 - The whole procedure of the written tests, which may be different depending on the level of management and the specific vacant position, is conducted and supervised by ASEP.
 - The interviews are structured and the marking is noted on specific templates. The members of the interview panels go through special training in the National Center for Public Administration and are certified as interviewers.
- ❖ In **Hungary**, if the selection is made by tender procedure the Office of Public Administration and Justice plays a vital role by using different kind of methods such as interview, assessment center and job aptitude test for the selection. These methods also guarantee that at the end of the tender procedure the principle of meritocracy is ensured during the selection procedure. The process of the Office is strictly regulated in a Government Decree, so the principle of transparency is also fulfilled. Additionally, publishing the tenders on a specific website operated by the Office of Public Administration and Justice also ensures the transparency of the selection process.

- ❖ In **Italy**, the relevant provision derives from art.97 of the Constitution, defining that civil service posts can only be accessed through a public competitive examination, with the exception of specific derogations established by law.
- ❖ In **Latvia**, all competitions are open in the civil service and the selection is competency-based with the use of behavioral interviews and additional selection methods.
- ❖ **Lithuania** ensures meritocracy and transparency by allowing any person to participate in a competition organized by the institution looking for a Public Manager only if (s)he passes a test so that to check management competencies in relation to the involved institution - Civil Service Department.
- ❖ In **Malta**, prior to the appointments of Permanent Secretaries, Directors General and Directors, the advice of the Public Service Commission is necessary. Recommendations for the appointment of Assistant Directors and other Senior Managers in the Public Service are also made by the Public Service Commission which is considered competent for the safeguarding of merit, as reflected in the Public Service Commission Regulations.

In fact, typical assessment criteria approved by the PSC to be used by Selection Boards in the assessment of candidates are based on knowledge, competency and qualifications. In particular, the criteria used in the assessment of candidates for the position of Assistant Director are based on a number of common core competencies required for the position. In the Public Sector, although entities are autonomous, they are guided to follow the same methods and adopt the same criteria used in the Public Service.

- ❖ In **Netherlands**, the internal or external publication of the vacancy, a competency based job profile (based on our job family/profile system for central PA) and a selection related to the competences and experiences required for the position along with the use of structured interview technique (done by more than one person and more than one interview) and/or tests or assessments are used.

Especially for the level 1 and 2 managers, specific procedures with involvement of the ABD bureau and top managers of other (parts of the) Ministries in the selection committee and a support committee (including a member of the works council) are used. Furthermore, for the TMG (level 1) the selection committee is chaired by a SG and the (deputy) dg ABD as well as a TMG member of another Ministry is always members. Before the real selection procedure, a pre-selection committee reduces the long lists of candidates to a short list. This pre-selection committee is chaired by an independent external chair: (former) top manager from public or private sector.

There are also procedures for complains on the selection process and, specifically on discrimination, a national ombudsman and a national commission for equal treatment.

- ❖ In **Poland**, although due to the highly decentralized system of recruitment as well as the varying requirements for different posts, it is impossible to list specific methods of assessment, there are some legal obligations for DGs as regards transparency of the selection process:

First of all, information about the recruitment for a senior position in the Civil Service must be announced by ensuring publication of announcements of the recruitment in a publicly available place in the office premises, in the public information bulletin of the office and in the public information bulletin of the Chancellery of the Prime Minister (publicly available website).

The announcement of the recruitment includes: name and address of the office; the title of a senior position in the Civil Service for which the recruitment is carried out; requirements following the position, stipulated in the law; requirements following the position, according to the respective job description, with an indication, which of those are obligatory and which are optional; scope of tasks performed in the given position; list of required documents; place and date for submitting documents; the description of recruitment methods and techniques.

The Law on Civil Service determines also strict rules regarding minuting of the whole process and publishing information about the outcomes of the recruitment.

- ❖ In **Portugal**, in the case of higher level management, the involvement of the Recruitment and Selection Commission for Public Administration, an independent body, ensures the transparency of the selection process. Within this Commission, an independent open competition Selection Board is appointed to undertake the selection procedure, which involves a curricular assessment of all candidates and the selection of the best 6, who are subsequently interviewed. The best 3 are then selected and presented to the member of government in charge of final selection and appointment.
- ❖ In the case of **Commission**, 12 evaluation criteria have been defined, that have to be taken into consideration when assessing each application: leadership, collaboration, motivation, strategic orientation, result orientation, citizen and public service orientation, change management and innovation, social awareness, professional experience, academic education, professional training, and fitness to the post.

Other element of transparency to be taken into account is the fact that the opening of any competition must set out: the formal requirements; the composition of the Commission; the selection methods; the nationwide press organ in which the employment offer will be publicized.

In the case of middle managers, the selection method is based on a competencies' assessment. Furthermore, the applicants must have access to the minutes of the Commission of the open competition, receive in written the

justification of their selection or not and the all conducted interviews should be public.

- ❖ In **Romania**, the transparency is ensured by extensive advertising (newspaper of general circulation, Official Gazette of Romania, websites of NACS and of the public institutions and authorities concerned).
- ❖ In **Slovakia**, the selection procedure of managers can be internal or external. Taking into consideration that civil servants can apply for a managerial position in internal selection procedure, meritocracy model is supported. Furthermore, applicants have to pass written tests of knowledge and other skills when necessary. Transparency is ensured by the selection commission.
- ❖ In **Slovenia**, with regard to the selection procedures, attention should be drawn to the selection of officials for the highest posts that are conducted in compliance with the rules laid down by the Council of Officials. Special competition commissions, after being appointed by the Council of Officials for each case and on the basis of standards of professional qualification, select the candidates suitable for a specific post, and then the final selection by the officer proposing the competitions is made. The structure of the Council guarantees the political and professional objectiveness in a selection procedure.

The Council never directly faces the candidates, for that purpose special commissions are appointed by the Council, composed of the members of the council, officials employed in public administration bodies and external experts from individual departments.

- ❖ In **Spain**, the appointment of management bodies follows principles of meritocracy, ability and competence criteria, and is carried out by procedures that guarantee principles of publicity and competition. When a civil servant is appointed as Public Manager, the principles of meritocracy and transparency are guaranteed by the selection process that (s)he has to overcome.

Selection processes are open and ensure free competition. Hiring procedures pay special attention to the connection between the type of tests to be passed and their suitability for the performance of the tasks of the jobs to be filled in, including, if appropriate, the necessary practical tests.

- ❖ Finally, in **Sweden**, only objective grounds are allowed such as merit and skills. In order for that to be reached, a clear requirement profile is made, specifying the demands needed for the job. After that, the profile is legally binding and it could be used for the evaluation in appeal cases.

Several procedures in the [Employment Ordinance](#) guarantee transparency. Both the recruitment and selection processes are open. All information regarding an appointment should be given in a suitable way.

There is a statutory possibility to appeal and a special agency, the National Board of Appeal, to handle such cases.

Question 8(a)

What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills)?

In most member states, the assessed competencies are mainly the managerial skills.

- ❖ In the **European Commission**, management competencies increased organizational flexibility and ensured solid career management tools for managers.
- ❖ The competencies in **Austria** may be clustered in groups, depending on profile of managers and in order to support the decentralized selection process in cooperation with other ministries. In this framework, a competency catalogue has been created which may voluntarily be used by the ministry selecting the manager.
- ❖ In addition to the managerial competences, in **Belgium**, technical skills are also assessed.
- ❖ In **Bulgaria**, competences assessed are strategic, leadership and management competency, competency for leading negotiations and convincing others, goal-orientation teamwork and focus on the client (internal and external).
- ❖ In **Croatia** attention is paid to professional knowledge and abilities.
- ❖ In **Cyprus**, there are job descriptions that specify the duties, the required qualifications and responsibilities of each post. In general, for public managers, apart from the specific academic qualifications, knowledge and at least 10 years experience/expertise which are required, there is a requirement for leadership and managerial and administrative competency as well as ethical competence (integrity), good/fair judgment and responsibility.
- ❖ Particularly, in **Denmark** an exception to the process for the selection of managers in the Danish public sector between ministries, is the recruitment of Permanent Secretaries, who are being assessed in their ability to manage large state organizations, formulate strategy and ensure execution, demonstrate personal leadership, utilize new tendencies in public governance, guard the legitimacy of the public sector.
- ❖ In **Estonia**, all officials must have at least secondary education (managers' higher education), Estonian citizenship, legal capacity and proficiency in Estonian. In the framework of selection and assessment procedure, the Competence Model of Top Managers consists of four core competencies (trustworthiness, commitment, citizen-orientation and leadership) and the following 10 competencies: legal knowledge, self-management, policy-making, communication, strategic management, process management, creation of communication network, cooperation, people management, resources management.

The **mid level managers** must have managerial experience and work experience in the area of a certain position and the concrete requirements of the positions of mid-level managers are confirmed by the head of an administrative agency and they may vary according to each post. The Ministry of Finance which is responsible for developing civil service, has elaborated the Competence Model for Mid-Level Managers in 2013, which focuses on the following 5 basic horizontal managerial competencies which are leader-

ship, process management, development of policy area, personal development and communication/cooperation, consisting of 16 Sub-Competencies. The model is recommendatory and each organization may adapt the model according to its needs.

- ❖ In **Finland**, all management positions in the central government require, apart from leadership skills that have been proved in practice, a higher university degree, a diverse and practical experience, knowledge, behavior and reasoning ability.
- ❖ In **France**, a large number of competencies may be assessed like ability to decide, resilience, commitment, leadership, ability to lead change, ability to lead people, to develop others and to delegate, communication, partnering, sensitivity to the “general interest”, strategic thinking, vision, open-mindedness, creativity and innovation etc. It should be noted that in **France** a joint management skills profile has been defined, which is used, - as an inter-ministerial frame of reference, in the process of assessing management skills of all top managers within the French State civil service.
- ❖ In **Germany**, like in most member states, the assessed competencies are mainly the managerial skills
- ❖ **Greece**’s existing system differs from that of all other member states because it is a more knowledge-oriented system rather than a system that would make it possible to identify managerial skills:

The first stage of selection is a totally objective assessment of typical/static criteria (i.e. degrees, years of service, years as a manager, assessment, publications and training) according to a strict point-system predicted in the relevant legislation.

The second stage, that of the written test, is also designed in a way to identify technical skills and knowledge in matters of the competence of one’s service and one’s ability to think in a synthetic and analytic manner since the test consists of multiple choice questions. The third stage, that is the interview, aims to form an opinion on the candidate’s personality and his/her ability and appropriateness to exercise the duties of the vacant post. On the other hand, the skills and capabilities of the new reform proposal that will be assessed are:

- Quality of presentation of the candidate’s profile.
- Technical skills relevant to the position.
- Relevant experience (technical and managerial).
- Language and computer skills.
- Capacity for management such as leadership, capacity to assign tasks, ability to advise and guide, capacity to develop a strategic vision and forward-looking approach.
- Communication skills such as listening skills, ability to convince, decision-making in complex situations, change management skills.
- Motivation such as personal involvement and commitment.
- Adaptability such as ability to adapt to given environments, capacity to develop skills, stress management.
- Creativity such as capacity to be creative and open to innovation, open-mindedness and capacity to question and challenge ideas/situations.
- Evaluation.

The concept of the new reform proposal is to identify first the necessary skills and competences for each level of management and then use the appropriate tools to assess them according to European practices.

- ❖ In **Hungary**, the assessed competencies always depend on the specific job vacancy, therefore public service employment may be established by persons who have no previous criminal records, a disposing capacity and a minimum educational level of completed secondary education or in some cases a higher education degree, an officially recognised foreign language certificate, as well as medical and mental eligibility or specific skills.
- ❖ In **Italy**, the competencies assessed are:
 - the skills of candidates,
 - their organizational and managerial abilities,
 - their aptitude to have proper interpersonal and institutional relations,
 - communicate and negotiate,
 - the advanced knowledge a foreign language,
 - especially knowledge of computers and the use of IT tools,
 - organization and management of resources,
 - the improvement of the efficiency of offices and services.In addition, they need to assess:
 - the ability of candidates to find the right solution, in terms of legitimacy, suitability, organizational efficiency and cost-effectiveness,
 - questions connected to the institutional activity of the administration that announced the competition,
 - the qualification and expertise of candidates and
 - the ability to perform managerial functions.
- ❖ Apart from managerial skills, in **Latvia** focus on professional skills as well.
- ❖ In **Lithuania**, the main management competencies as leadership, HR management, strategic thinking, financial management, communication and analysis (with practical tasks, which could be met at work) and also General abilities and technical skills as counting, understanding e.t.c. can be assessed depending on the specific job required.
- ❖ In **Luxembourg** public administration currently does not have any competency assessment during the process of selection, but it should be noted though that the Government is about to implement reforms in the civil service that are proposing amongst others the introduction of an appraisal system for Directors-General and Directors based on four criteria, such as personal and interpersonal skills, strategic and innovative thinking, supervisory skills and operative capacities.
- ❖ In **Malta**, apart from managerial and leadership skills referred above, the core competences that are taken into consideration during the selection process are also analytical skills, intellectual ability, experience specific to the job and any other position-related

requirements, as well as integrity and commitment in achieving results. The main innovative elements of the reform are the utilization of valuable knowledge and acquired experience of former public officers.

- ❖ In **the Netherlands**, there is a competency profile with key competences specified for each position of SG, DG and Directors separately.

The key competencies are:

- general idea of governmental strategy,
- balanced (moderated) policy making or execution of policy,
- to give direction,
- to develop vision and strategy,
- to inspire leadership,
- open-minded,

The specific competencies are:

- organizational sensitivity,
- client oriented, government sensitivity,
- innovative activity,
- environmental awareness,
- networking ability etc.

There are competencies as part of the "job family system" for heads of department or unit, often with added local accents.

- ❖ In **Poland**, knowledge (usually knowledge of specific legal acts) and vocational experience is considered of great importance.

- ❖ In **Portugal**, the most common competencies are:

- leadership,
- collaboration,
- strategic guidance,
- organization and resource optimization,
- decision-making,
- outcome orientation,
- communication,
- citizen and public service orientation,
- change management and innovation and
- social sensitivity

In addition to the above competencies, it has also be identified the relative quality of applicants, shown through the combination of management and behavioral competencies, and their personality and character (emotional balance; pleasantness; sociability; adaptation to change; humility). This aims at obtaining information concerning professional behaviors directly related to the management and behavioral competencies deemed essential to the performance of the position. Furthermore, each Selection Board of an open competition can specify which competencies will be assessed during the selection process.

- ❖ In **Romania**, the main competences that may be assessed are communication skills, capacity for analysis and synthesis, competences required by the civil service position, the motivation of the candidate, crisis management, the ability to make decisions and evaluate their impact, ensuring decision-making, management capacity.
- ❖ In **Slovakia** focus both on managerial and some more other skills like knowledge, communication, behavior, ability to work under stress.
- ❖ In **Slovenia**, a large number of competencies can be assessed while the basic ones are experience, managerial skills (work experience, leadership experience) and professional knowledge. Especially, the assessed competencies are work flexibility (communication, implementation and optimization of procedures, creativity etc), development of an organizational climate, knowledge of problems in the field of work, human resource planning and use of other resources and the main leadership skills required are strategic planning, conceptual thinking and the creation of systems solutions, managing human, financial & other resources, organizational skills and monitoring the effects of work.
- ❖ In **Spain**, competences assessed are knowledge and analytical ability of candidates
- ❖ In **Sweden**, all sorts of competencies can be requested, like knowledge relevant for the actual job, behaviours, communication, experiences and mainly social skills but the mix of competencies can vary depending on the perspectives needed in the job.

**Index I: The competencies assessed in Member states during the process
of selecting Public Managers**

	Managerial skills	Knowledge	Leadership skills	Communication	Experience	Behavior	Professional skills	Technical skills
Austria	✓	✓	✓				✓	✓
Belgium	✓							✓
Bulgaria	✓		✓					
Croatia	✓						✓	
Cyprus	✓	✓	✓		✓	✓	✓	✓
Denmark	✓		✓					
Estonia	✓	✓		✓	✓	✓	✓	
European Commission	✓	✓		✓	✓	✓	✓	✓
Finland	✓	✓	✓		✓	✓		
France	✓		✓	✓				
Germany	✓							
Greece		✓						
Hungary		✓						
Italy	✓	✓	✓	✓				
Latvia	✓						✓	
Lithuania	✓		✓	✓				✓

Malta	✓	✓	✓		✓			
Netherlands	✓	✓	✓	✓	✓			
Poland	✓	✓						
Portugal	✓		✓	✓		✓		
Romania	✓		✓	✓		✓	✓	
Slovakia	✓	✓		✓		✓		
Slovenia	✓	✓	✓	✓	✓		✓	
Spain		✓						
Sweden	✓	✓	✓	✓	✓	✓	✓	

Question 8(b)

What are the methods used to assess them (written test, interview, other)?

- ❖ In **the European Commission**, for senior and middle managers, the method used is a mix of interviews respectively after a first screening of the applications based on the CV. Additionally, for the senior managers, there is a full-day in assessment center for selected candidates (usually max. three) to the second round of interviews with the Commissioner responsible for the service having this vacant post.
- ❖ In **Austria**, there is a careful screening of the applications by the board and hearing in front of the board. The application of further state of the art selection methods is possible (Assessment Center).
- ❖ In **Belgium**, tests are more specialized in IT tests (analytical skills, problem solving) and in basket tests. They can also use the methods of self-evaluation questionnaires, case studies or assessments.
- ❖ In **Bulgaria**, the ways of carrying out the process are through a test, through a written paper on a given topic, through the elaboration and argumentation of a Concept for strategic management of the given administrative structure or through a practical exam. However, a mixture of the different types of selection tools may also be used.
- ❖ **Cyprus** is also taking into account the results of the oral examination of the candidates, the qualifications of the candidates in relation to the duties of the office, the content of the personal files and of the annual Appraisal Reports of the candidates.
- ❖ In **Denmark**, apart from the written test, the assessment is also based on the prior experiences and formal qualifications of the candidates.
- ❖ In **Estonia**, the methods of assessment involve usually an essay (including the CV and other relevant documentation), interviews (with relevant organization, competencies assessment interview with an experts and panel interview with Committee of the Selection of Top Officials) and in certain cases written tests (on financial management and juridical knowledge and/or personality tests and mental ability tests) will be carried through.
- ❖ In **France**, a special program beside the annual performance interview is being implemented, called the 360 Degree Feedback and it has been used for some years in several ministerial departments exclusively for PTM. This is a method to assist in identifying managers likely to become members of the talent pool and has been implemented since January 2011. Since then, a “career review” is organized annually in each Ministry. It has been defined a joint management skills profile for State PTM and this is used, as an inter-ministerial frame of reference, in the process of assessing management skills of all top managers within the French State civil service.
- ❖ Moreover, in **Hungary** the test should be a job aptitude test and apart from the final decision of the selection, the Office of Public Administration and Justice conducts the whole tender procedure.

- ❖ In **Italy**, the content of tests (written or oral) depends on specific positions. E.g. if a specific expertise and experience is required, administrations can include a single theoretical-practical test. In case of technical managerial positions, the ability of candidates to perform specific functions should be assessed.
- ❖ In **Latvia**, except from the test, written exams, case studies and references can be used as well, but the best practice is a combination of those methods.
- ❖ In **Lithuania**, apart from the written test, interviews are held by psychologists or by the selection commission, so that the ability of a person to perform the functions specified in the job description may appear.
- ❖ In **Malta**, the competencies are assessed from the candidates' application, motivational statement, track-record and during the interview in some cases by a Selection Board.
- ❖ In **Poland**, apart from written test and structuralized interviews, documents checking as well as language tests and practical tasks (case study or giving presentation) can be used. There is a trend of increased use of computer-assisted and internet based tests, but they still have only marginal prevalence. Moreover, there is a strategic plan in Poland (to 2015) to organize Assessment Centre sessions to assess managerial competencies for senior positions. So far for that purpose dedicated tests conducted by certified psychologists are used.
- ❖ In **Portugal**, the competencies are assessed on the basis of both a curricular evaluation and an interview (of the curricular self-assessment and an assessment interview). It is made up of competency assessment integrated by a set of tests enabling to identify the profile of competencies of the applicant and by a personal interview with the Selection Board members. Through tests, candidate shows his experience, competencies and professional abilities, referring always to his/her curriculum and he/she is still requested to make a self-classification exercise based on his/her evaluation perception in relation to the profile of the position for which he/she applies.
- ❖ In **Slovenia**, the competencies are assessed from the examination of documents and certificates, interview, written tests, review of optional references, general checks of practical cases and assessments by a professional institution.
- ❖ In **Spain**, the tests (in written or oral form) are performing exercises which demonstrate the possession of abilities and skills and of verifying the mastery of foreign languages, if appropriate. In order to ensure the objectivity and rationality of selection processes, tests may be supplemented by special courses, periods of work experience, presentation of candidates' curriculum vitae, psycho-technical tests or interviews.
- ❖ Finally, apart from these two methods, **Sweden** uses references as well.

Index II: The methods used to assess the competencies in Member states during the process of selecting Public Managers

	Interview	Tests	Selection Board	Assessment Center	CV	Case Studies	References	Documents/ Certifications
Austria	✓		✓	✓	✓			
Belgium	✓	✓		✓		✓		
Bulgaria		✓						
Croatia	✓							
Cyprus	✓	✓						
Denmark	✓	✓						
Estonia	✓	✓	✓		✓			✓
European Commission	✓	✓	✓	✓	✓			✓
Finland	✓	✓						
France	✓			✓				
Germany	✓							
Greece	✓	✓			✓			
Hungary	✓	✓		✓				
Italy	✓	✓						
Latvia		✓				✓	✓	
Lithuania	✓	✓	✓					
Malta	✓	✓	✓					

Netherlands	✓	✓						
Poland	✓	✓		✓				
Portugal	✓	✓	✓		✓			
Romania	✓	✓						
Slovakia	✓	✓						
Slovenia	✓	✓		✓		✓	✓	✓
Spain	✓	✓			✓			
Sweden	✓	✓	✓	✓	✓	✓	✓	✓

Question 9

In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

- ❖ In **Austria**, only candidates for high-level management posts in the Federal Ministries are appointed for a limited term of five years and may be reappointed. If they are private employees, they may go back to the private sector or apply for another function within the PA and if they are public employees they may return to a job (but not necessarily to their old jobs) within the PA or apply for another function in the PA.
- ❖ In the **European Commission**, rules on "sensitive posts" foresee mandatory mobility after 5 years or exceptionally up to 7 years in the same position. As the Commission has a mixed-system, this rule implies that after this period, managers have to be appointed to another managerial position at the same or higher level if they are selected. Decisions on middle management also describe the rules to re-assign a Head of Unit to a non-management function.
- ❖ In **Belgium**, after the termination of the tenure, Public Managers, who have contract on fixed term, return to their former position in the civil service or the private sector if not reappointed.
- ❖ In **Bulgaria** Public Managers don't have contracts with fixed length. On the contrary, since they are civil servants, they have permanent contracts.
- ❖ In **Croatia**, Public Managers are appointed by the Government for a four-year term, but after this period they may be assigned to relevant provisions concerning placement on standby for the Government (notice period) and upon the expiry of this period service shall be terminated by force of law. For the duration of availability period (notice period) a civil servant is obliged to perform tasks ordered by the head of the body concerned or a person he/she authorizes, in line with his/her education level.
- ❖ In **Cyprus**, Public Managers may hold their post until retirement unless they chose to apply for a different post or resign from the public service, or are dismissed as a result of serious disciplinary reasons.
- ❖ In **Denmark**, the career path of public managers after the termination of their tenure differs but usually managers are hired under the fixed-term employment scheme, where the contracts range from 3 to 6 years with the possibility of a 3 year contract extension and they receive a benefit depending on the length of the contract and whether or not they are guaranteed employment after the expiration of the fixed-term stated in the contract.
- ❖ In **Estonia**, former managers may be moved to private or NGO sector or continue their career in the same or other public sector institution, or move to international institutions.
- ❖ In **Finland**, managers have a leave of absence from their former position.

- ❖ In **Germany**, the fact that Public Managers are appointed for life, ensures that civil servants fulfill their constitutional task and guarantees the neutrality of public administration and the legal and economic independence of civil servants.
- ❖ In **Greece**, according to the existing legislation, there is no specific provision for the Public Managers who are not reselected regardless of the level of management concerned, but they have the right to re-apply for a position.

According to the newly proposed provisions, Public Managers of all levels will have the right to re-apply for a position after the termination of their tenure. Moreover, the Directors-General and Directors who are not reselected will be appointed to the existing Inspectorate Bodies while maintaining the right to reapply for a position of Manager. The Heads of Departments, if not reselected, will maintain no management post and will become regular employees.

- ❖ In **Hungary**, Public Managers are civil servants therefore they have permanent contracts. Moreover, it should be taken into consideration that the Hungarian Public Administration Development Program plans to introduce a career management system related to the Public Managers.
- ❖ In **Italy**, though they obtain permanent job contracts, it is up to individual administrations to give them fixed-term assignments. If they do not receive a further assignment when the previous one has been completed, managers remain part of the administration yet without a specific role assigned to them. Administrations can also assign fixed-term managerial assignments to people who did not pass a competitive examination for managers and by the time their assignment is completed, their contract is terminated.
- ❖ In **Latvia**, there are appointed to a position for a term of five years but a decision to extend the term can be taken several times, while It is planned to limit the term in one position and to provide additional methods to favour mobility and retain the best managers in the PA.
- ❖ In **Lithuania**, they may be transferred to another equivalent position after termination of the tenure or if there is not such – to another position of civil servant.
- ❖ In **Luxemburg**, if a Director is not reselected after a mandate, he will be placed back into his former career and will continue to be paid a salary similar to the one earned in the post as Director. The lower levels of management lose their title, but there is no impact on their career evolution.
- ❖ In **Malta**, Top Managers (GS, DG and Directors) revert to their substantive grade when the term of their performance agreement lapses and are not reselected to the position. When a senior manager completes six years of service in a headship position which is higher than his or her substantive grade, the Officer shall be entitled to an appointment to a substantive grade in the same salary scale as the position or as the lowest of those positions. The six years need not necessarily be continuous but in aggregate. In the case of other Senior Managers engaged from outside the Public Service on a definite contract or engaged in the Public Sector, their contract of employment is turned indefinite after four years in terms of the Contracts of Service for a Fixed Term Regulations.

- ❖ In the **Netherlands**, SG and DG have to change position after maximum 7 years and very often they apply already before the end of their appointment for other positions within the central PA, but also external but they can't be reappointed in their old position. In case they have not yet a new position after the 7 years tenure, they become part of an interim pool and can be temporary appointed for a certain project and in case no new position has been found after this temporary work, they can be dismissed. On the other hand, the Directors are not appointed for a fixed period but stimulated to change positions regularly after 5-7 years. For Heads of Department or units, there is no fixed tenure, so the next career stage varies, but a minority of them will be recognised as a talent for vertical career steps.
- ❖ In **Poland**, senior civil servant can be transferred to another position in civil service according to his/her qualifications and education profile, when it is justified by civil service interest or office's needs. There is no restriction for being re-employed on senior positions of Director of Department or DG once he/she won the open recruitment procedure.
- ❖ In **Portugal**, both top and middle managers, as the recruitment is carried out, as a general rule within public employees, the manager returns to his/her category of origin in public service. The main difference for top managers is that the service of origin may be public or private.
- ❖ In **Slovakia**, if the contract of managers is on an indefinite period, after the termination of tenure, managers come back to previous position except if the position was cancelled and in that case, employer is obliged to offer vacant positions.
- ❖ In **Slovenia**, officials who have already been employed as officials in the same or other state body or local community administration before they start to perform a position as an official shall be transferred to another work post which is appropriate to their title and for which they satisfy the conditions. If no such work post exists, the employment relationship shall be terminated, whereas officials shall have the right to severance pay due to the lack of requirements for their work, in conformity with regulations governing employment relationships. The principal may, until the expiry of the period of official's appointment, provide the official who was dismissed or whose position was terminated with a work post within the same or other body, but if not, the official's employment relationship shall be terminated with the termination of the position. However, the official will have the right to severance pay in the amount of one average gross monthly salary they received prior to dismissal, for each full year remaining until the expiry of the period of appointment. For such an official, the employment relationship will be terminated with the termination of the position. This provision will apply where the official's position is terminated. Dismissal is possible irrespective of the date on which the office holder came to office; however, it is also possible within one year after the appointment of the official to a position. The provisions referred above do not apply to middle management, since middle managers are selected in an open competition like other civil servants.

- ❖ In **Spain**, Public Managers who are civil servants are assigned temporary to a post within Administration whose minimum requirements are regulated, until they can access to another post voluntarily, while if he/she is not a civil servant, he/she can return to private sector avoiding conflicts of interest according to law (during two years after his cessation, cannot provide services in private entities which have been concerned, direct or indirectly, by decisions in which they have taken part).
- ❖ In **Sweden**, top managers normally have temporary appointments for six years with relatively favorable terms for income security if they have to leave in advance and after twelve years there are special terms of pension. The top managers in agency level can have about the same conditions as the DG and generally managers on lower levels more as other employees.

Question 10

In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

- ❖ In **Belgium**, Managers are selected by the leading authority of the municipality, among the candidates, on the basis of their skills and experience.
- ❖ In **Bulgaria** applies the same system for selecting local administration managers as the one applied in central administration.
- ❖ Similarly, in **Croatia**, the administrative bodies of local or regional self-government units are managed by heads of offices, who are appointed by the head of municipality or mayor on the basis of public tenders.
- ❖ In **Cyprus**, the local administration falls outside the provisions of the Public Service Laws. Nevertheless, even though the legislation and appointing authorities are different, the procedure and general principles that apply for the recruitment of managers closely resemble.
- ❖ In **Denmark**, the procedures for the selection differ because they are determined by the individual municipality.
- ❖ The main difference in **Estonia** is that concrete procedure on selection and recruitment of officials which is regulated by Government Decree are recommendatory in terms of local government administrative agencies.
- ❖ In **Germany**, basic law applies to all levels of administration but only the selection procedure might differ between the different levels (federal state/state/municipalities).
- ❖ At the same time, in **Greece** local administration is not included in the application scope of the currently introduced provisions for the selection system due to their geographical and organizational particularities, as well as their different responsibilities.
- ❖ In **Hungary** applies the same system for selecting local administration managers as the one applied in central administration. It is important to note though, that notaries are always selected by tender procedure.
- ❖ In **Italy**, local authorities are allowed to recruit special professional figures such as Municipal Secretary and the Director General. People who are not part of public administration and they don't participate to a public competition for managers, can obtain a fixed-term manager's contract. Once the contract becomes expired, any labour relation with the administration is terminated.
- ❖ In **Latvia**, every municipality has its own human resource policy and rules for selection and municipalities share no general guidelines or policies.
- ❖ In **Lithuania** applies the same system for selecting local administration managers as the one applied in central administration.
- ❖ In **Luxemburg** the selection process of higher levels of management in the local administration is similar to the one at the national level except that their mandate is not limited in time.

- ❖ In **Malta**, the selection of Managers in local administration is made through the issue of an expression of interest from amongst public officers, public sector employees and Local Council employees. It should be taken into account that eligible officers in Malta are required to complete a specialized course conducted by the Department of Local Government with a view to be placed in a pool from which Executive Secretaries are appointed by the Minister following nomination by the Local Council.
- ❖ In the **Netherlands**, every municipality has its own human resource policy and rules for selection and municipalities share no general guidelines or policies. Especially, for the top level managers of the central PA in the Netherlands, career switches and exchange with mobility to the local and regional PA as well as to other public sectors or the private sector.
- ❖ In **Poland**, although being basically the same as the central administrations' one, there are differences in the way of conducting the selection process as well as the potential requirements for the posts in the local administration.
- ❖ The only substantial difference in **Portugal** is the non-existence of an independent body to take charge of the recruitment and selection process of top managers and moreover, managers who are not public employees require a preliminary approval by the municipality's mayor.
- ❖ In **Romania**, the only difference is that the recruitment competition for vacant management positions in local public administration is organized by the National Agency of Civil Servants for the public positions in the fields of child protection, computerized persons' records, internal audit, financial accounting, city planning and architecture, human resources, European integration, for secretaries of administrative units or by public authorities and institutions for the rest of the positions.
- ❖ In **Slovakia**, managers in local administration fall under the different Act and the procedure is a bit different and there is no obligation for all the managers to pass a selection procedure.
- ❖ In **Slovenia**, the Heads of administrative units are selected through special open, public competition and appointed for a mandate of 5 years. Employees of municipal administrations are civil servants like employees of public administration. A mayor shall select a director of municipal administration, who is tasked with managing the municipal administration and shall be appointed by the mayor for a term of 5 years through an open competition. It is remarkable that, if a person who has already been employed in the municipal administration in Slovenia for an indefinite period is appointed to the position, he/she shall retain his/her employment relationship for an indefinite period.
- ❖ In **Spain**, apart from the elected officers such as mayor and city councilors, who are elected by city councilors and residents or through universal suffrage, equal, free, direct and secret, other Public Managers are selected in the same way for General State Administration.
- ❖ In **Sweden**, some of the regulations differ and the Municipal and County Council sector is a collective agreement area of its own.

GENERAL CONCLUSIONS

Trying to map the current systems implemented in the field of the selection of Public Managers across the Member States, one could notice that there is a trend towards implementing mixed systems. Those systems combine elements from both career-based and position-based systems¹, to a lesser or greater extend. In this way, it is possible to adjust the selection system for public managers according to specific needs (Figure 1).

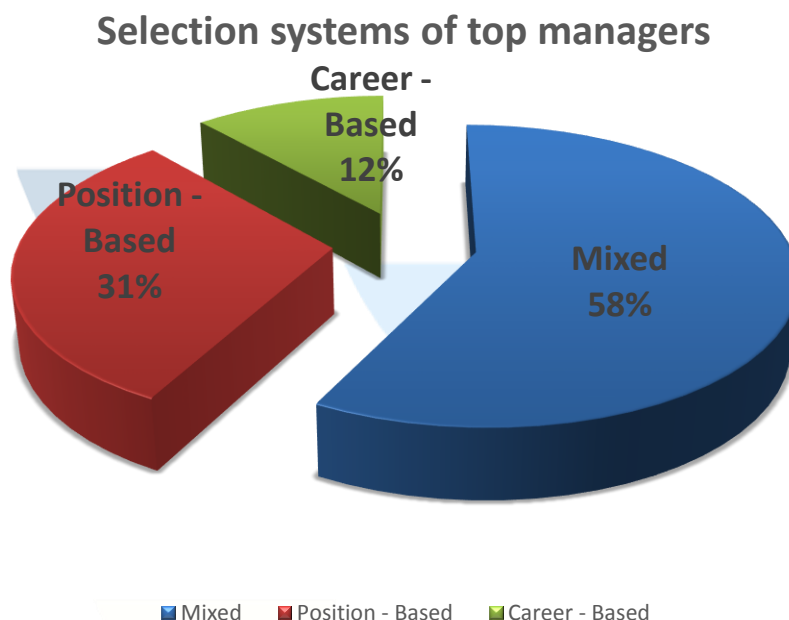


Figure 1

During the last years, significant reform initiatives² have been undertaken across the majority of the Member States. Reforms and innovations were adopted, covering all steps of the selection process for public managers, in a more similar or different way, depending on the particularities and priorities of each public administration. Selection methods and criteria as well as the organizational structure of the process have been placed in the center of those reforms (Figure 2). More analytically:

- The **Commission** and 17 Member States (**Belgium, Denmark, Estonia, Finland, France, Greece, Italy, Latvia, Lithuania, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia and Sweden**) have undertaken recent reforms in this field.
- Seven (8) Member States (**Austria, Bulgaria, Croatia, Cyprus, Germany, Hungary and Spain**) have not proceeded to any significant reform in their Selection System for Public Managers during the last years. **Luxembourg** has not introduced

¹ Σπηλιωτόπουλος, Επ. & Χρυσανθάκης, Χ., (2007), *Βασικοί Θεσμοί Δημοσιοϋπαλληλικού Δικαίου*, εκδ. έβδομη, εκδ. Αντ. Ν. Σάκκουλας, Αθήνα – Κομοτηνή, σελ. 35-39.

² Demmke Christoph (2010), *Civil Services in the EU of 27 – Reform outcomes and the future of the Civil Service*, EIPASCOPE 2010/2, pp. 5-11.

any reform in the selection system of public managers over the last years, with the exception of establishing a limited mandate for higher level management positions.

- In many cases (**Belgium, Commission, Finland, France, Latvia, Lithuania, Malta, the Netherlands, Poland, Portugal, Romania Slovenia**), innovations towards enhancing the transparency and professionalism in the Public Administration systems of the Member States tend to focus on the introduction of differentiated selection methods and criteria, compared to the past. These methods are based on assessment of qualifications and competences, new standards and explicitly stated principles related to many aspects of managerial skills, such as leadership skills³. In some cases, methods such as interviews and written exams have been also introduced through these reforms.
- **Belgium, Estonia, the Netherlands and Portugal** have introduced a limited tenure of top managers.
- **Denmark** has introduced a new recruitment process of permanent secretaries, oriented to the search for the necessary skills.
- Another area of reform is the overall selection process for public managers, as some initiatives have focused on enhancing the flexibility of the process and tackle rigidities. Such initiatives are the revision of bureaucratic processes and rules, the organizational structure governing the selection process (more centralized in some cases, such as **Lithuania**, and decentralized in others, such as **Malta, Romania and Slovakia**), the digitalization of the process (**Estonia**). In some cases (**Denmark, Portugal**), an independent body is in charge of the overall process.
- In 2010, **Greece** also introduced a major legislative reform concerning this HR policy with new collective bodies and the introduction of written test and interview as a criterion for the selection of managers. Mainly, due to budgetary constraints, this system has not yet been fully implemented, to the full extent of its innovative elements. However, there is an ongoing process of reforming the selection system for Public Managers.
- **France** has also initiated the setting up of a talent pool of future managers with a specific support (training etc.) granted to the members of this pool. In this way, training of managers is consistent with the needs of the administration and with the modernization of public administration.
- **Italy** also is re-assessing the organization of the training and recruitment system for civil servants and of the training schools, intending to contribute to recruiting and training managers, capable of coping with future challenges.
- In the case of **France** and **Poland**, specific reforms of the selection system for public managers was targeted in addressing specific social needs (in **France**, as a policy promoting gender equality, while in **Poland**, encouraging people with disabilities to seek jobs within civil service).

³ Montgomery Van Wart (July – August 2013), *Lessons from Leadership theory and the contemporary challenges of leaders*, Public Administration Review, Vol., 73, Iss. 4., p.p. 553-565.

- **Sweden**, through its inclusive approach, pursued systematic methods to focus competence as a means to avoid discrimination and get the most competent person to the job via addressing to potential candidates through different channels.

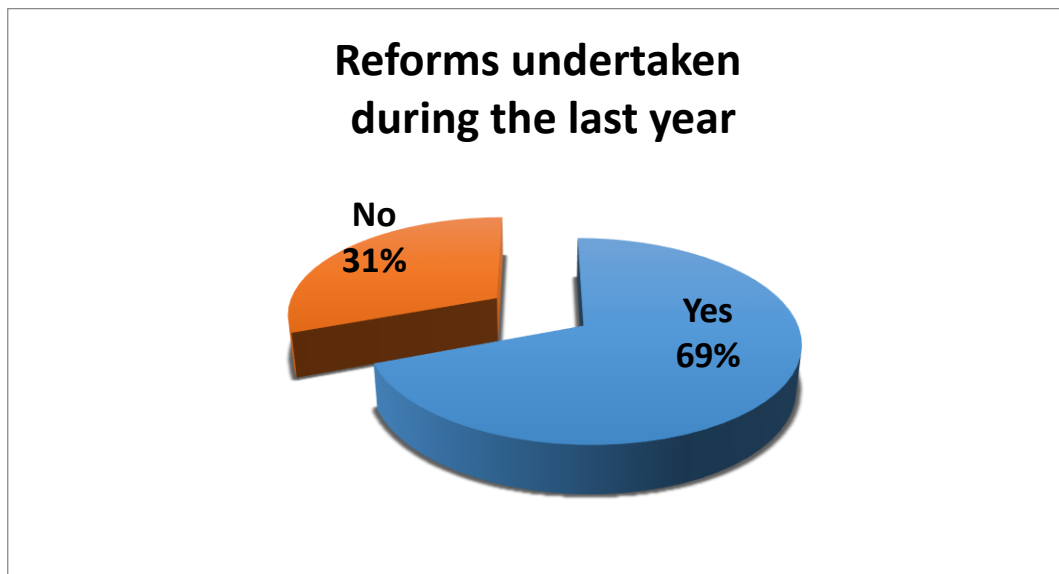


Figure 2

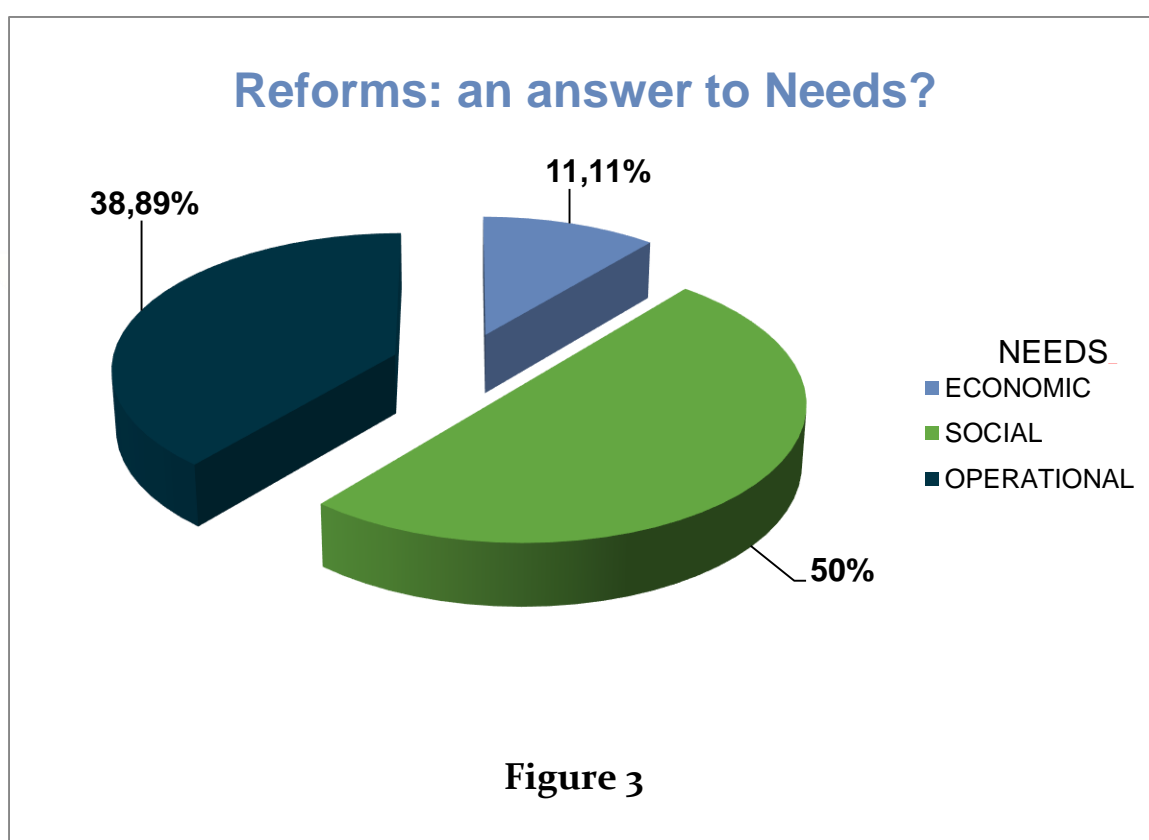
A variety of conditions prompting the initiation of the reforms are reported by each Member State. In many cases, reforms tend to be part of a continuous evolving HR strategy, aimed at modernizing and further professionalizing public administration, under the main principles of meritocracy, transparency and efficiency within an overall framework of an overarching Human Resources strategy, harmonized with EU trends.

The conditions that prompted innovation in the Selection Systems for Public Managers may be sought in the social, economic and political environment in which Public Administrations operate⁴ (Figure 3).

- Within this framework, efficiency, cost reduction and quality improvement were the main scopes of the reform in the **Netherlands**, whose public administration wants to act and be seen as single central public administration employer.
- In **Denmark**, the economic crisis has underpinned the need for top executives with the necessary skills.
- Among the factors that motivated **Estonia**, **France** and **Slovenia** to undertake the necessary reforms was the need to modernize the system.

⁴ Μιχαλόπουλος Ν. (2003), *Από τη δημόσια γραφειοκρατία στο δημόσιο Μάνατζμεντ*, εκδ. Παπαζήση, Αθήνα, σελ. 31-49, Pynes E. Joan (2004), *Human Resources Management for Public and Nonprofit Organizations*, eds. Jossey – Bass, San Francisco, pp. 5-22.

- The issue of re-building trust and enhancing efficiency and transparency was a significant factor in many cases to initiate the reform, such as in **Belgium**. Trust, efficiency and meritocracy have also motivated **Greece** to undertake reforms in this field. Moreover, enhancing meritocracy is presented as an important factor in the case of **Lithuania**. The aspiration of a more transparent, impartial and merit-based system motivated **Portugal**. From a technological point of view, there was also a need to modernize.
- In some cases, the digitalization and facilitation of the selection process with the use of ITC means was the main motive, as in **Estonia and Lithuania**.
- The reform of the selection system also derived from the need to further develop mid-level managers (**Estonia**) or as a natural result of prior amendments and evolutions in the field of Human Resources (**European Commission, Latvia, Malta, Poland, Romania, Slovakia**), due to the fact that it is a part of the political program of a particular Member State (**Sweden**) or as a response to current EU trends and practices (**Latvia, Malta**).
- **Finland** pursues to render its public administration a competitive employer, while **France** and **Italy** have initiated the re-organization of the recruitment and training system for managers and civil servants in order to cover the need to train managers at the entry-level.
- In the case of **Denmark, France and Poland**, the reform of the selection system for public managers was also inspired by the need to address social needs (in **France**, as a policy promoting gender equality, while in **Poland**, encouraging people with disabilities to seek jobs within the Civil Service system).



Overall, the reforms adopted by the Member States, have been initiated at a specific point of time, through its formal adoption and diffusion across the Public Administration and public officials⁵. In many cases, the implementation time is not considered sufficient in order to evaluate the results of the reforms, while the adoption of further amendments and modifications is still to be further discussed (Figure 4).

- **For six Members States out of those that have implemented reforms in the field of the selection of public managers (Estonia, Finland, Italy, Poland, Romania and Sweden)**, the reforms described are under ongoing implementation. In the case of **Romania**, the fulfillment of the reform depends on enhancing administrative capacity and expertise at local level.
- In **Belgium** and **Lithuania**, the implementation of the reform took about 3 years to be implemented. In **Slovakia** and **Slovenia**, the adoption of the reform was its starting point.
- For **France**, in some fields, the reform undertaken was a multi-step process, while in others the reform is still being drawn up.
- **Greece** has adopted the legislative framework to establish the reform but it has not yet been fully implemented, especially regarding its innovative elements (written exams, interview).
- In **Latvia**, both adoption as well as fulfillment period is affected by the institutions capacity as well as parliament's decision.
- In the **Netherlands**, a reform in procedures or policies needs to be implemented carefully, this needs time, depending on its impact and magnitude. This can vary between months and several years, as sometimes, implementation is formally done but takes more time to be applied in practice. In some cases, it is hard to accurately evaluate long-term effects of the reform, while in others (such as the adoption of standards) it is easier to monitor the results (**Poland**).
- In **Malta**, the reforms have been recently initiated.
- In **Portugal**, the implementation process took more time than it was expected.

⁵ Μακρυδημήτρης, Αντ. (2004), *Προσεγγίσεις στη Θεωρία των Οργανώσεων*, 4^η έκδοση, εκδ. Καστανιώτη, Αθήνα, σελ. 407-410. Ellinas, Ant. & Suleiman, Ez. (2008), *Reforming the Commission : between modernization and bureaucratization*, Journal of European Public Policy, 15:5, August 2008, p. 710.

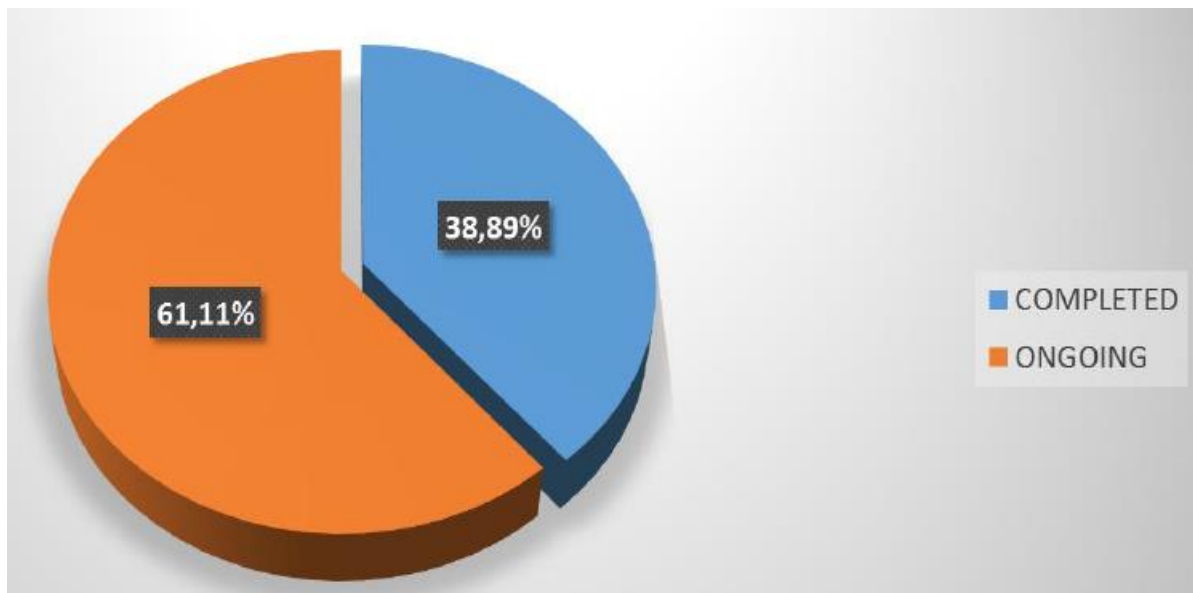


Figure 4

In most of the cases, the reforms were/are a continuous process proving that – depending on the depth and extensiveness of the interventions- both the cascading of the changes throughout the organization and the constant improvements/streamlining of the whole project, is closely related to the time needed for the expected results.

Moreover,

- **Four (4) Member States (Belgium, Malta, Finland, and Portugal)** have not proceeded recently to any significant modifications.
- **Estonia** has introduced several smaller, but still principal amendments of the secondary laws of its Civil Service Act. **Denmark** and **Greece** and have also adopted minor legislative modifications.
- **The Netherlands** have introduced modifications on the implementation of the reform (on specific aspects or the extension of the implementation period).

Furthermore, in order to deepen into the elements of the reforming initiatives, we should firstly recognize potential tendencies across Europe starting with the procedural variations in terms of the selection of the higher and the lower level public managers.

The European Commission and 18 Member States (Belgium, Croatia, Cyprus, Estonia, France, Germany, Hungary, Italy, Latvia, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain and Sweden) have adopted differentiated systems in the selection of public managers, according to the levels (**higher, middle and lower public managers/officials**) of public managers concerned. Consequently, they follow a centralized

method which guarantees transparency and enables Public Administration to select the candidates who are of the highest qualifications and merit in order to maintain the highest standard of ability, efficiency and integrity.

Higher managers are in most of the afore mentioned countries selected and appointed by the Head of Government or a Minister or even further by a collective body, such as an Advisory Board or a Selection Commission or a Consultative/Advisory Committee or a Standing Committee, which automatically raises the quality and professionalism of recruitment and selection for these positions. Moreover, higher officials once selected and appointed, participate in the selection process of middle and lower managers.

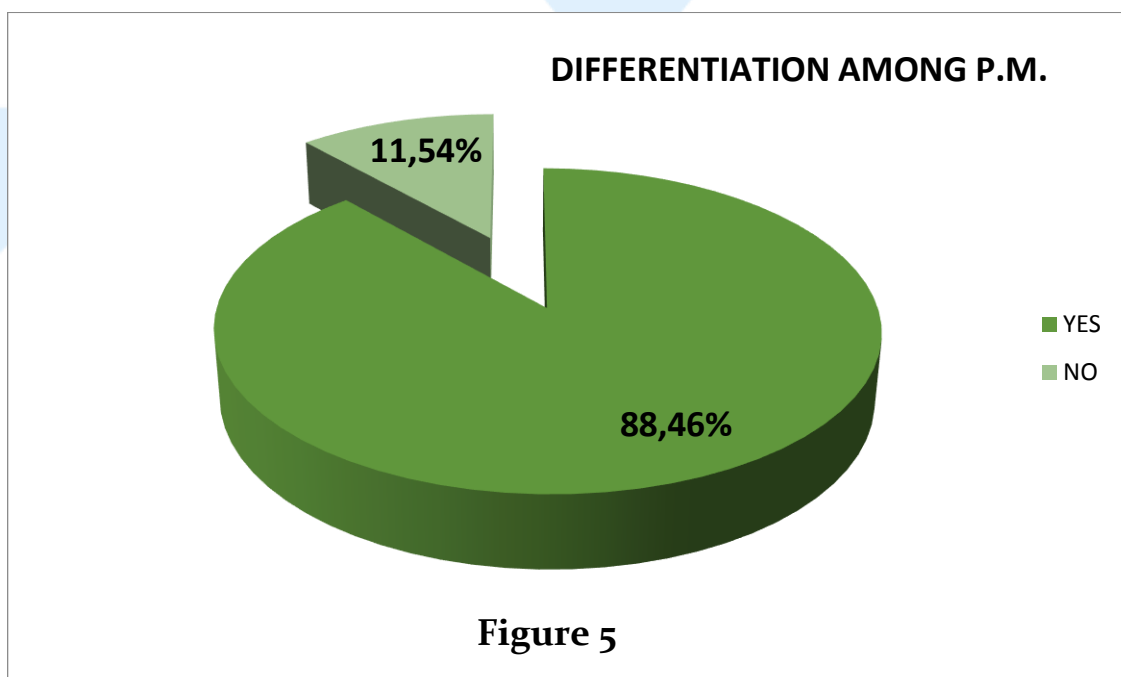
More particularly in **Belgium**, higher civil servants/ managers are mandatorily selected by the central selection office of the administration, SELOR, whereas in **Croatia** they have implemented a selection system run and monitored by the Head of State Administration Office. In **Cyprus**: Public Service Commission (Higher Managers) Advisory Board (assesses Lower Managers). In **Estonia** the Committee on Selection of Top Managers of the Government Office conducts the whole procedure and in **Hungary** higher managers are appointed by the Minister after consulting with the Minister of Public Administration.

The **European Commission**, after recent reform waves which have contributed to better management in particular by introducing clearer rules and better defining responsibilities established among others, a Pre-selection Panel, a Consultative Committee of Appointments as well as an Assessment Center. In **Italy** the responsibility lies within the Department for Public Administration while in **Malta** Permanent Secretaries are appointed through direct nomination by the President of the Republic on the advice of the Prime Minister, headship positions, that is, at the level of Director General and Director, appointments are made through a nomination process, run by the Senior Appointments Advisory committee (SAAC) to the Prime Minister. In **France**, functional positions are governed by a formalized procedure validated by the Minister in charge, whereas the discretionary appointments are validated by the French Government. In **Latvia** a Selection Commission is established by the relevant Minister. Nevertheless it is under reform which should be approved by the Parliament. In **Luxembourg** the nomination to a higher level of management position is granted by the Head of State whereas the selection of heads of offices is generally overtaken by the Directors-General and Directors for their department or administration. In **Poland** for the highest positions, the Head of Civil Service (which is a central organ of Government administration competent in civil service issues) takes charge of the selection procedure. In the **Spanish** Public Administration the hierarchically superior (for example Minister) appoints higher public servants in Higher Public Administration's vacant posts. The Spanish model encourages filling positions through internal promotion and transfer depending on professional qualifications, professional qualities and work results as civil servants are expected to remain in the civil service throughout their career.

Finally, in the **Netherlands**, Secretary Generals and Director Generals belong to the Top management group (TMG). They are employed by the Minister of Interior and temporarily appointed (max. 7 years) on a specific position in a Ministry or Agency by the Minister of Interior in agreement with the Minister involved, whereas directors are employed by a specific Ministry and appointed by the involved Minister in agreement with the Minister of Interior.

Three Member State Countries that is **Bulgaria, Finland and Lithuania** have a uniformed selection system however the Lithuanian public administration system will succumb to amendments concerning senior officials and the modalities of their selection.

As a general conclusion it is derived that there is a prevailing perception among EU countries that the greater the complexity and responsibility of the position to be filled is, the greater the requirements are, therefore, the differentiation in the selection system of public managers for higher posts, is undoubtedly justified.



This differentiation is roughly depicted in the authority –either collective or a single person- competent to take the decision for the nomination of a public manager. In the European Commission and all the Member States that have answered the specific question (Belgium, Bulgaria, Croatia, Cyprus, Estonia, Finland, France, Germany, Hungary, Italy, Latvia, Luxembourg, Lithuania, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain and Sweden) the responsibility of selecting public managers of higher rank lies within either a person (the Head of Government, or the relevant Minister) or a collective body.

However, as far as the appointees in middle or lower ranked positions are concerned they are mostly selected by committees, in which participate top managers who, due to their

expertise on human resources and their managerial skills screen the needs and can distinguish the best of the potential candidates (Figure 6).

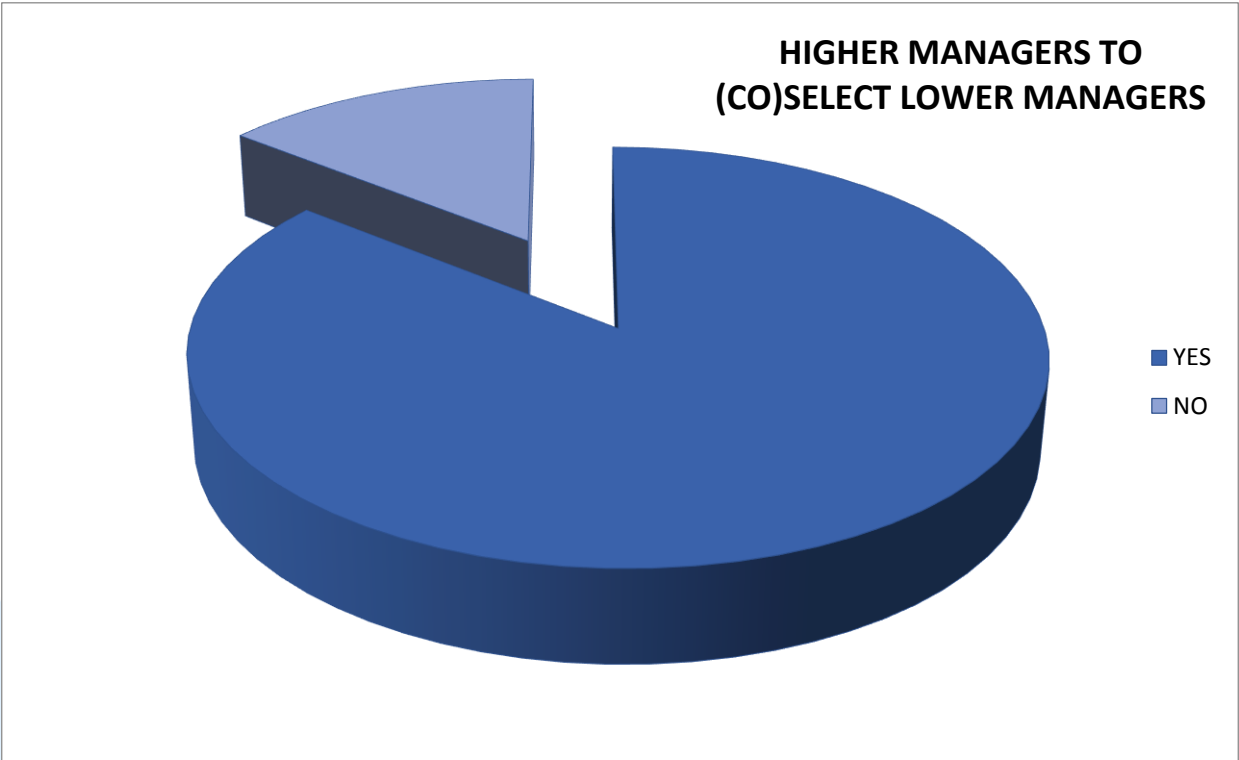


Figure 6

Overall, the great majority of the European institutions seem to adopt the approach that a decision made by a collective body, involving appropriate stakeholders with clearly defined roles, ensures transparency and accountability, thus, incorporating such methodologies in their selection procedures (as depicted in Figure 7).

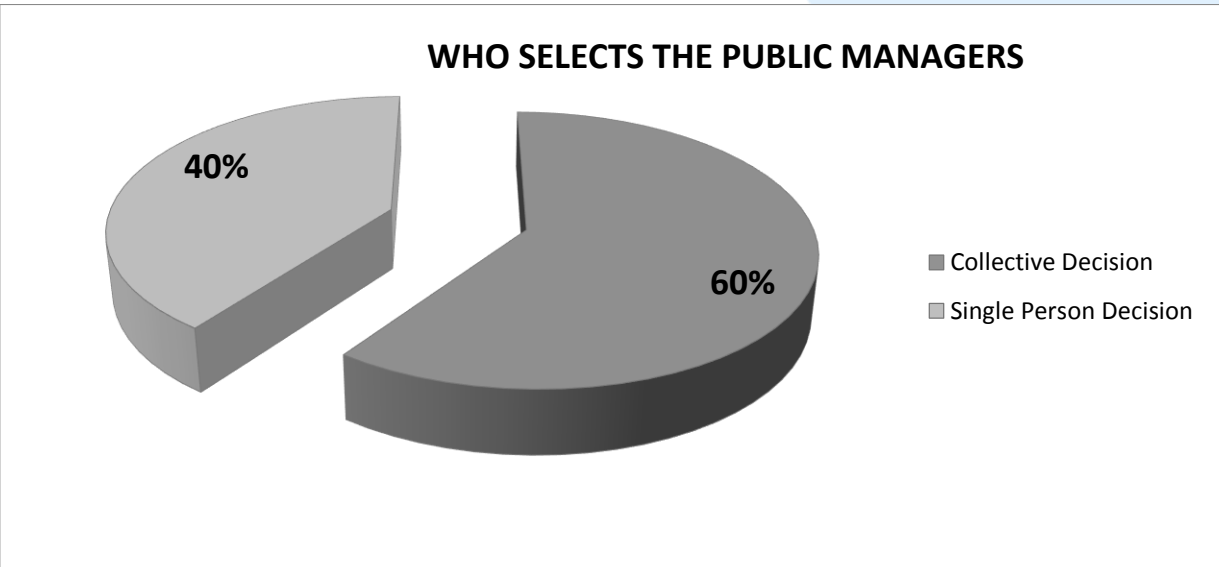


Figure 7

The principle of transparency and free competition⁶ is even more enhanced and strongly served by rendering public any exam/ written test or public competitive examination to be issued so that to ensure extensive advertising (newspaper of general circulation, Official Gazette, websites of public institutions and authorities concerned). At the same time, the framework within which the selection process will be conducted in a way that respects the outmost principle of meritocracy is created.

In most member states, the competencies assessed are managerial skills but in seven member states (**Belgium, Croatia, Finland, Germany, Latvia, Poland and Slovakia**) these competences are the main ones in addition to technical skills, professional skills, knowledge etc. On the other hand, in nine member states (**Bulgaria, Estonia, France, Italy, Malta, Portugal, Romania, Slovenia and Sweden**) a large number of competences may be assessed during the process of selecting Public Managers and almost all sorts of competencies can be requested depending on the specific job required.

In the **European Commission** and six member states (**Austria, Cyprus, Denmark, Hungary, Lithuania and the Netherlands**) the competencies are specified according to the duties, the required qualifications and responsibilities of each post. The only member states that the existing system is a more knowledge-oriented system of selecting public managers rather than a system that would make it possible to identify managerial skills is **Greece**⁷. That happens as well in **Spain** but in a lesser extent. That is why a new reform proposal will be assessed in Greece with a more managerial-oriented system of selecting public managers.

It should be noted that currently in **Luxembourg** public administration does not have any competency assessment during the process of selection, but the Government is about to introduce an appraisal system for Directors-General and Directors based on specific criteria. According to the above mentioned, there is a trend of a more managerial-oriented system of selecting public managers rather than a more knowledge-oriented system (Figure 8). The interview is the most common method to carry out the process of selecting Public Managers and it is used by all the member states except from **Bulgaria** and **Latvia**. In the **European Commission** and four member states (**Austria, Croatia, Germany and the Netherlands**) interview is the main or even the only method that they carry out.

Almost all the member states are using tests in addition to the interview. So, there are fourteen member states (**Cyprus, Denmark, Finland, Greece, Hungary, Italy, Latvia, Lithuania, Poland, Portugal, Romania, Spain, Slovakia, Sweden**) that are using mainly these two methods in addition to some others like written exams, case studies and references etc.

⁶ Μακρυδημήτρης, Αντ., (2010), *Δημόσια Διοίκηση Στοιχεία Διοικητικής Οργάνωσης*, 4^η έκδοση, εκδ. Σάκκουλα, Αθήνα – Θεσσαλονίκη, σελ. 426-427.

⁷ Spanou C. (2008), *State Reform in Greece: Responding to New and Old Challenges*, International Journal of Public Sector Management, Vol. 21, Num. 2, Emerald Group Publishing, Bingley, pp. 162-164

In four member states (**Belgium, Estonia, Malta, Slovenia**) they are using a large number of methods that can be applied such as the examination of documents and certificates, interview, written tests, review of optional references, motivational statement, track-record self-evaluation questionnaires, case studies e.t.c. It is significant, though, to notice that in France, apart from the interview, they are running a program that it has been used as an inter-ministerial frame of reference and has been defined as a joint management skills profile (Figure 9).

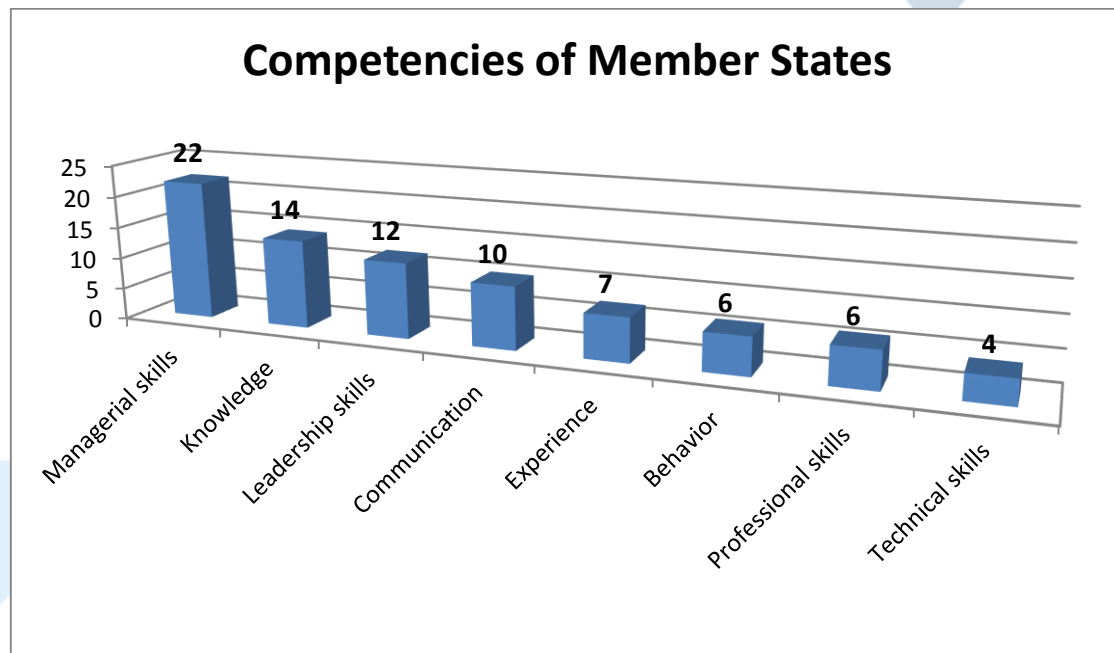


Figure 8

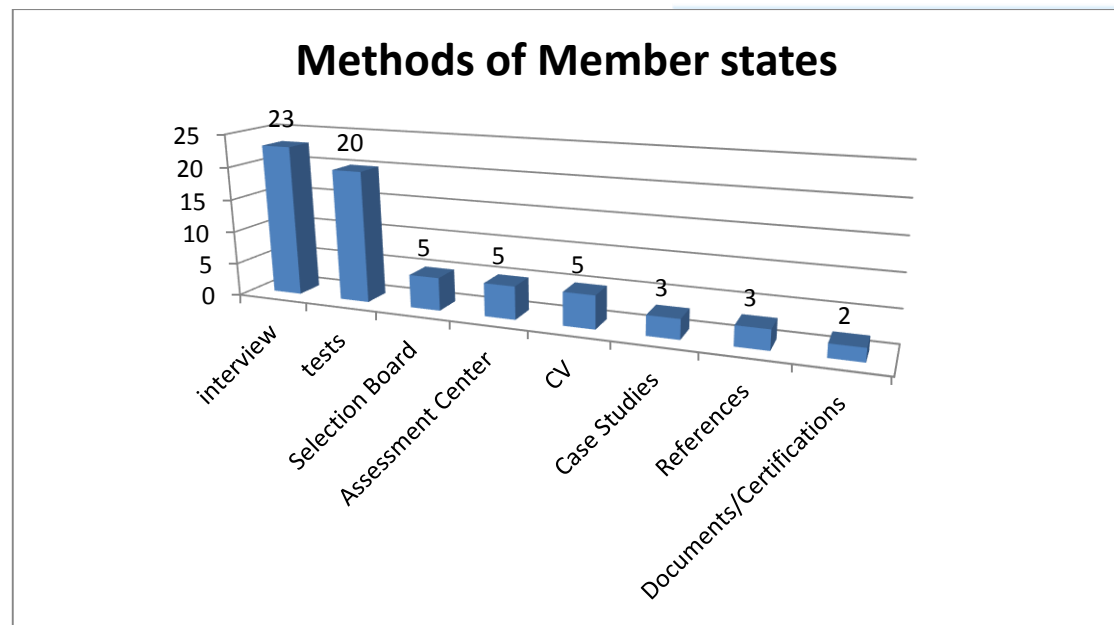


Figure 9

In six member states (**Belgium, Finland, Luxemburg, Portugal, Slovakia and Spain**), usually Public Managers have contract on fixed term and after the termination of the

tenure, they return to their former position in the civil service or the private sector if not reappointed.

In the **European Commission** and in six member states (**Austria, Croatia, Denmark, Malta, the Netherlands and Sweden**), Public Managers are appointed for a limited period of time but usually they can be reappointed.

In eight member states (**Bulgaria, Cyprus, Greece, Germany, Hungary, Italy, Poland and Romania**) Public Managers do not have contracts with fixed length and as civil servants have permanent contracts So, Public Managers may hold their post until retirement unless they chose to apply for a different post in civil service or resign from the public service but they also have the right to re-apply for a position.

In four member states (**Estonia, Latvia, Lithuania and Slovenia**), there are no strict limits for period being in one position and the career path may vary. So, Public Managers may be moved to private sector or continue their career to another equivalent position in the same or other public sector institution, but a decision to extend the term can be taken several times as well. If there are no such possibilities, the employment relationship shall be terminated (Figure 10).

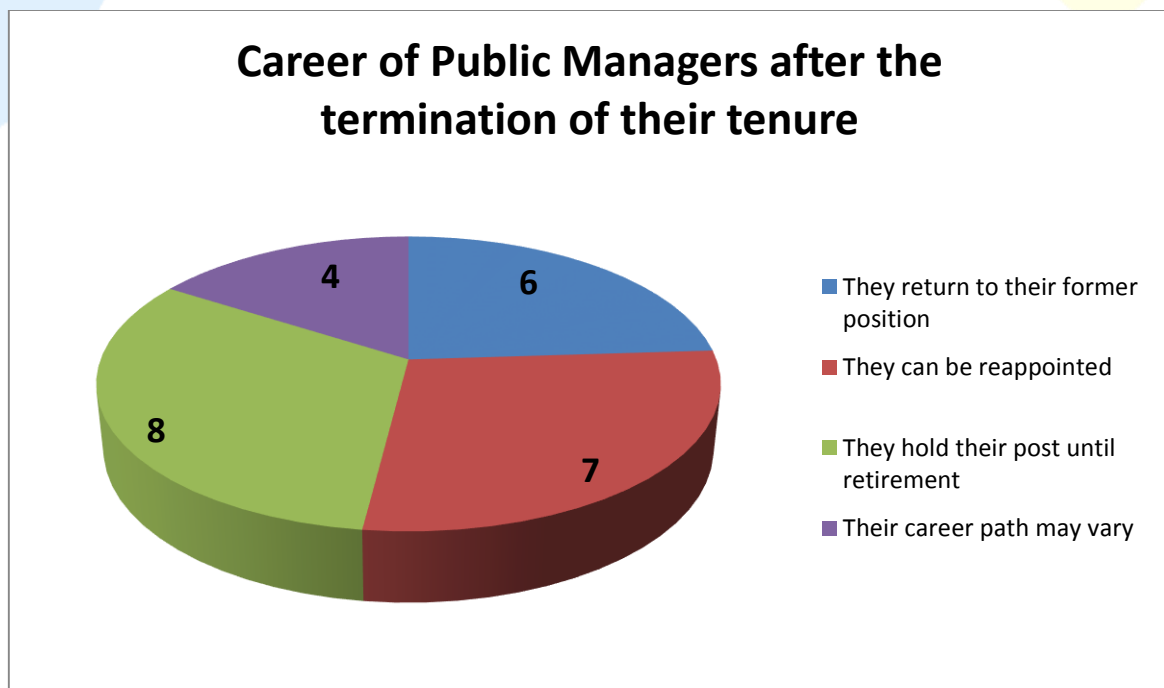


Figure 10

In ten member states (**Austria, Belgium, Croatia, Finland, Malta, Latvia, the Netherlands, Slovakia, Spain and Sweden**) there is a different system implemented for selecting Managers in local administration. Three member states have a different system implemented for selecting Managers in local administration (**Cyprus, Italy and Slovenia**) but with some similarities, such as the procedure and general principles that apply for the recruitment of

managers, selection through a special open, public competition or that employees of municipal administrations have the exact same rights like employees of public administration.

Local administration in four member states (**Bulgaria, Greece, Hungary and Lithuania**) applies the same system for selecting managers as the one applied in central administration and in seven member states (**Denmark, Estonia, Germany, Luxemburg, Poland, Portugal and Romania**) applies a similar system for selecting managers in local administration as the one applied in central administration, but with some differences such as the selection procedure in different levels, the mandate of higher levels of management in the local administration is not limited in time, the concrete procedure on selection and recruitment of officials and top managers or a preliminary approval by the municipality's mayor for managers who are not public employees.

So, the most member states have a different system implemented for selecting Managers in local administration, but nevertheless there are many similarities between central and local administration in most member states, mainly, in the procedure of selection of public managers (Figure 11).

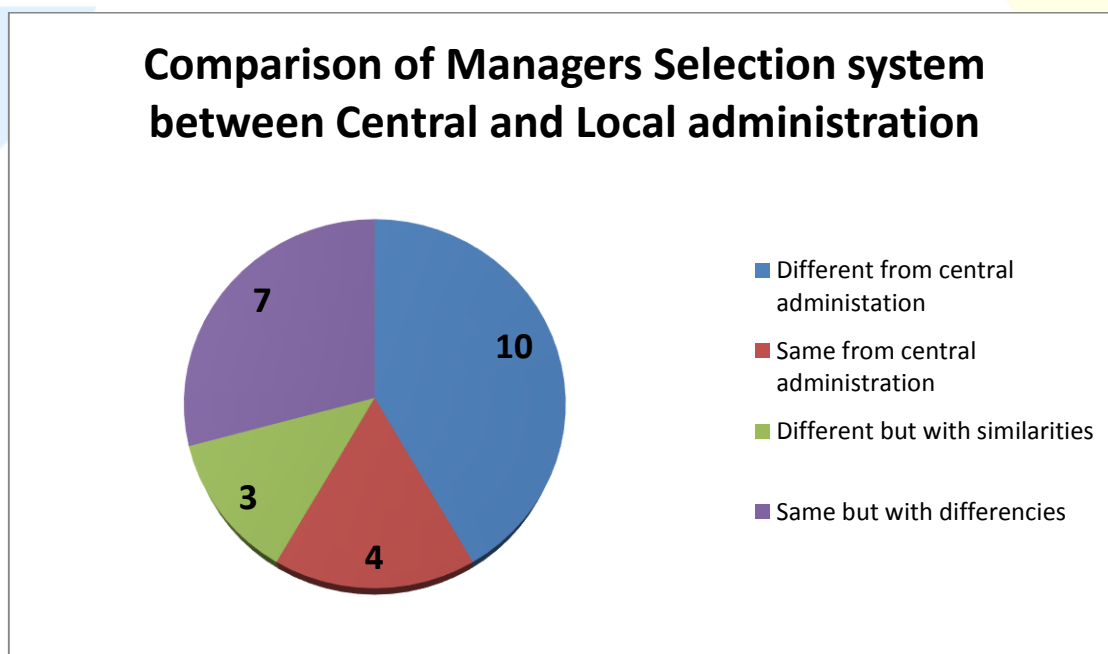


Figure 11

Just an attempt to draw further conclusions.....

The main purpose of this questionnaire was to draw some conclusions -even in a basic form- about current reform trends in EU, in the field of public managers' selection systems. In order to do so, it was necessary to group together various subcategories as well as to overcome and normalize potential misconceptions stemming from the different administrative background.

However, the value added is directly related to possible underlying information as mapped in various interactions and cross tabulations between the answers of the questions set.

Do countries reform? If yes, in what direction and what are the common characteristics of such interventions? What are the prevailing trends in European public administrations? Are there dependencies between the public managers' selection systems and the already (or to be) implemented reforms or their distinctive aspects?

System & Competencies: possible connections

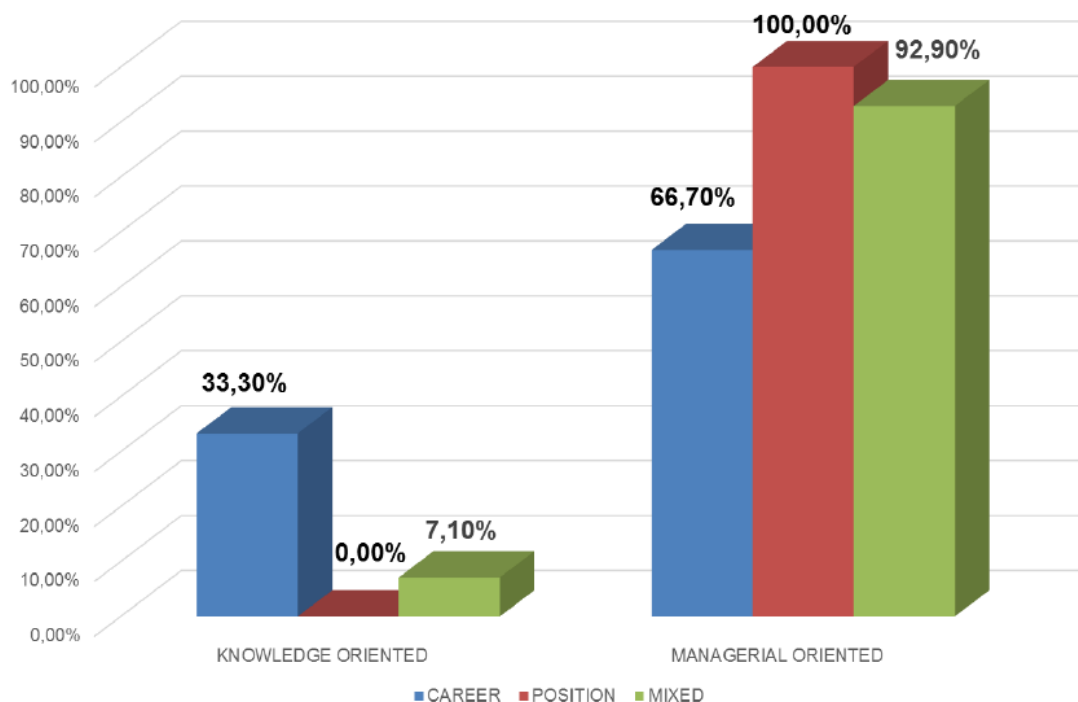


Figure 12

As we notice in Figure 12, the absolute majority of the public administrations that have a position based system focus on managerial competencies, thus looking for the manager that best fits the specific position. The above result is even more enforced by the approximately 93% of the countries that have a mixed system and which -although incorporating career system elements- can be translated as an effort to eliminate the phenomenon of promoting and appointing managers that command in a flat way and without the ability to get adjusted to the peculiarities of the vacancy. At the same time, seems to be pretty normal the 66,7% of the countries that follow the career based system to look for managerial competencies since the rather defined spectrum of the candidates imposes comparative limitations and creates the necessity of mutual compromise.

Doing Reforms & Identifying Competencies I

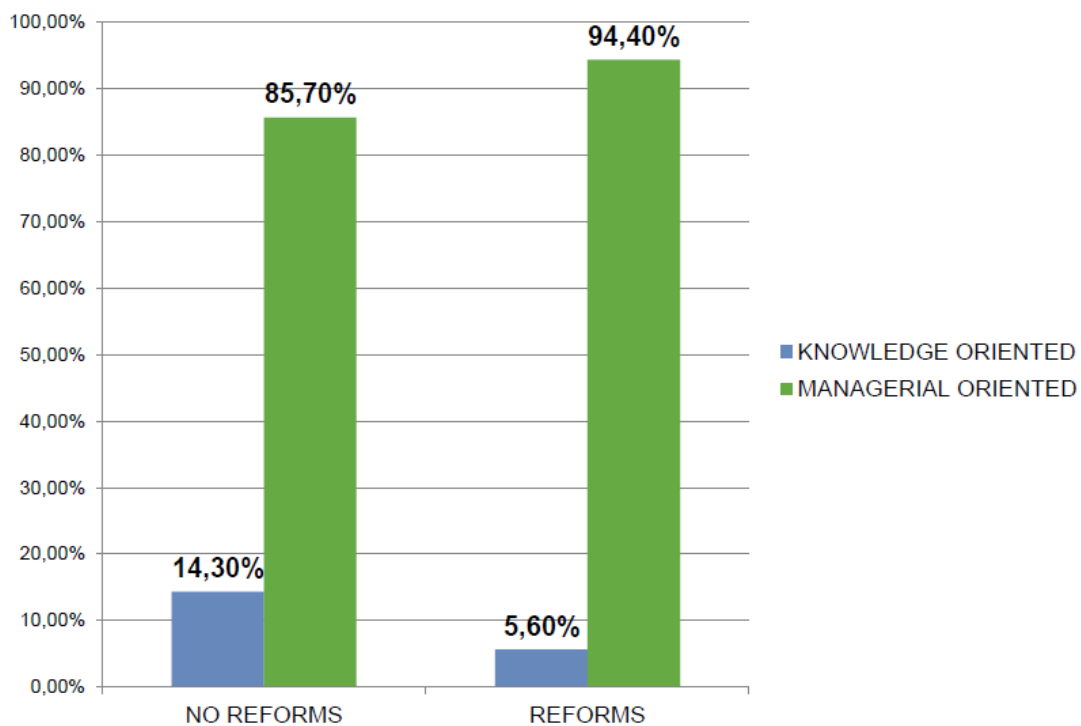


Figure 13

In Figure 13, we notice that the vast majority of the reforms are directed towards a more managerial way of evaluating the necessary competencies, a deduction strongly supported by the 85,7% of the answers/countries that have undertaken no reforms (recently): they identified no need for interventions since they already strongly focus on less knowledgeable and more managerial oriented procedures for the public managers' selection.

The above findings seem to be in accordance with the conclusions derived by Figure 12 that is, countries with more knowledge oriented approach as far as the requested competencies are concerned, are more keen to advance on reforms, aiming at developing initiatives to strengthen the sense of managerialism in public administration as expressed by the persons in charge of the various administrative levels.

Either way, the trend is towards a more specialized and less homogeneous “one size fits all” recruitment/selection, incorporating, in a way, methods and mentalities coming from the private sector.

Doing Reforms & Identifying Competencies II

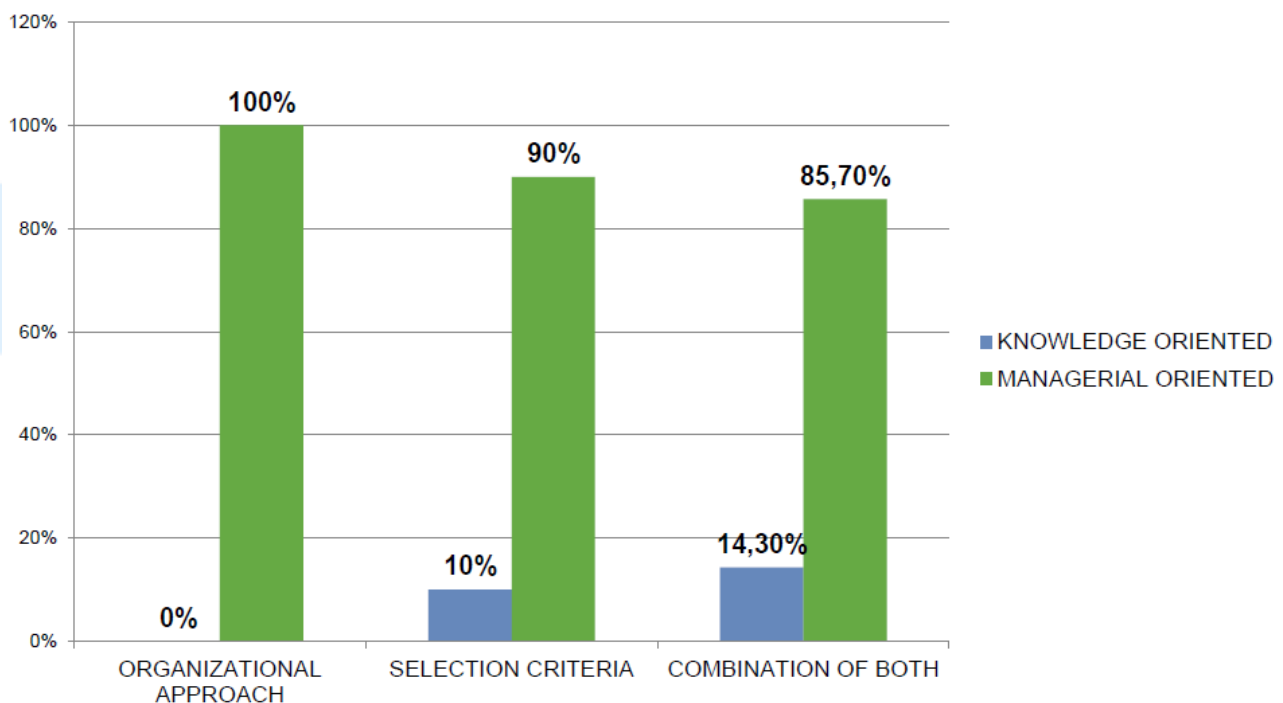


Figure 14

Moreover, if we are to analyze in depth the sub-elements of the undertaken reforms, we come up with the ascertainment that the countries that follow a more managerial oriented approach in the selection of public managers seem to have developed a problematic regarding the aspects of the aforesaid reforms: they focus on building the institutional framework that will ensure the transparency, objectivity and meritocracy of the whole procedure (Figure 14).

In any case, the above Figure 14 depicts the tendency of the European public administrations to proceed to reforms that “reward” the managerial rather than the administrative way of thinking of the hierarchy so that to form public organizations better adjusted to the constantly changing social needs.

Nevertheless, it has to be noted that a managerial approach asks for energetic participation of the higher management levels in the selection procedure of their collaborators, that is the lower level managers considering it as a more efficient and effective way of creating value to the society. However, the interrelation does not seem to be proven by the findings depicted in Figure 15: the 100% of public administrations that, one way or another, secure an hierarchical independent selection procedure for lower managers, claim that have established a position based system where as the 60% of the administrations that involve the higher managers in selecting the lower ones belong to the group of countries with a mixed system.

There is no doubt that the above results incorporate a clue of oddness, as previously described, when you are trying to recruit officers thinking “out of the box”, you would expect a kind of flexibility in the way the leading management team is developed. However, although in inaccordance with the selection system, this rigidly structured approach seems to be in line with the conclusions derived by Figure 14: European public administrations are trying to balance between systems that promote the principle “the right person to do the work” and the need to institutionally structure a procedure ensuring transparency and meritocracy thus reducing the bias or/and objectivity inherent when implementing methods that emphasize the development of efficient and effective teams.

Selection System & Involvement of High level Managers

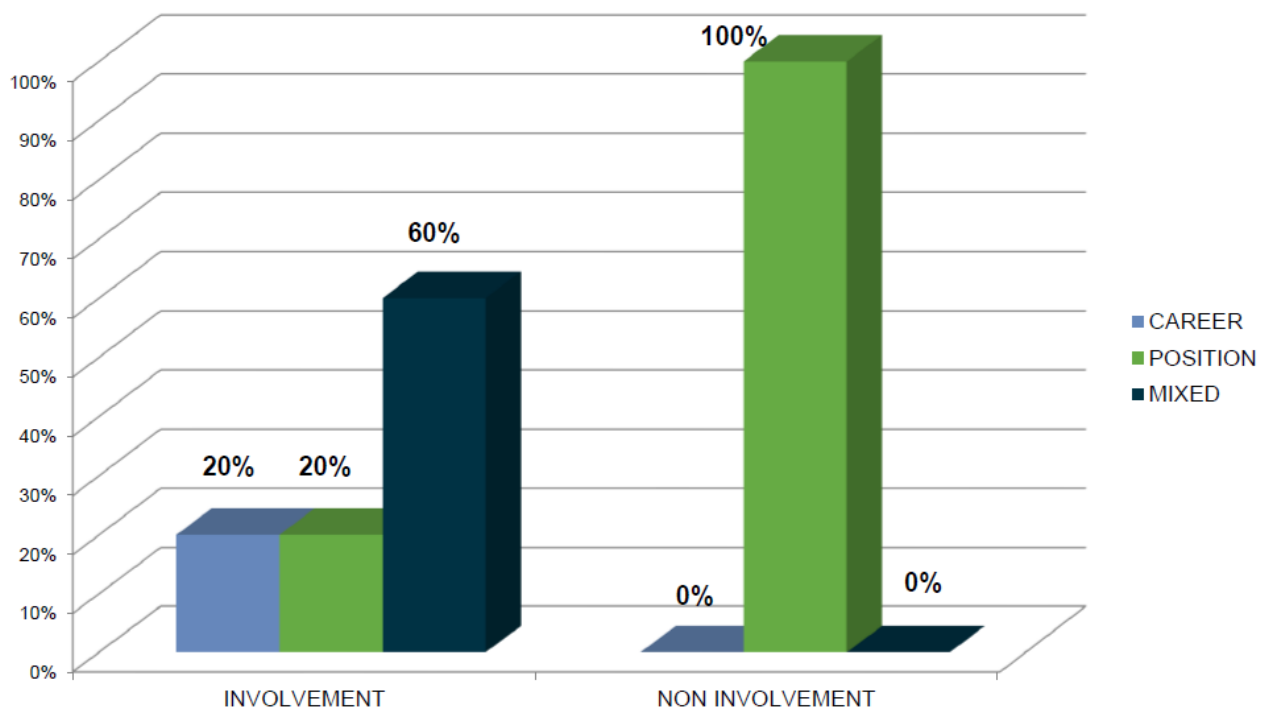


Figure 15

As of its circumscription, such an attempt is rather ambitious, especially under crisis conditions, like the ones we face nowadays and which multiply the dissolving and deteriorating phenomena not only of the society but also of the public organizations and, consequently, the state, the public administration needs to play a vital role. Although recent studies stress the point that -at least for the first few years- the reforming procedures create insecurity and uncertainty among personnel therefore leading to reduced performance both individually and collectively, the essence lies in the value created after the whole system gets stabilized offering even higher than before services to the citizens. That explains in a great extent the approximately 62% of the E.U. public administrations which consider themselves being in an ongoing reforming mode trying to streamline and work out better solutions-answers to the societal requirements (Figure 16).

Reform proves to be rather a dynamic than an on-off procedure, asking for continuous review of the implementation phases and methodically exploiting the provided feedback so that to redesign and incorporate all the necessary, for a better adjusted to the circumstances, elements. The respective percentage of the administrations that claim their reform efforts are already completed, is considerably low (approximately 39%).

Crosstab: Reforms & Implementation time

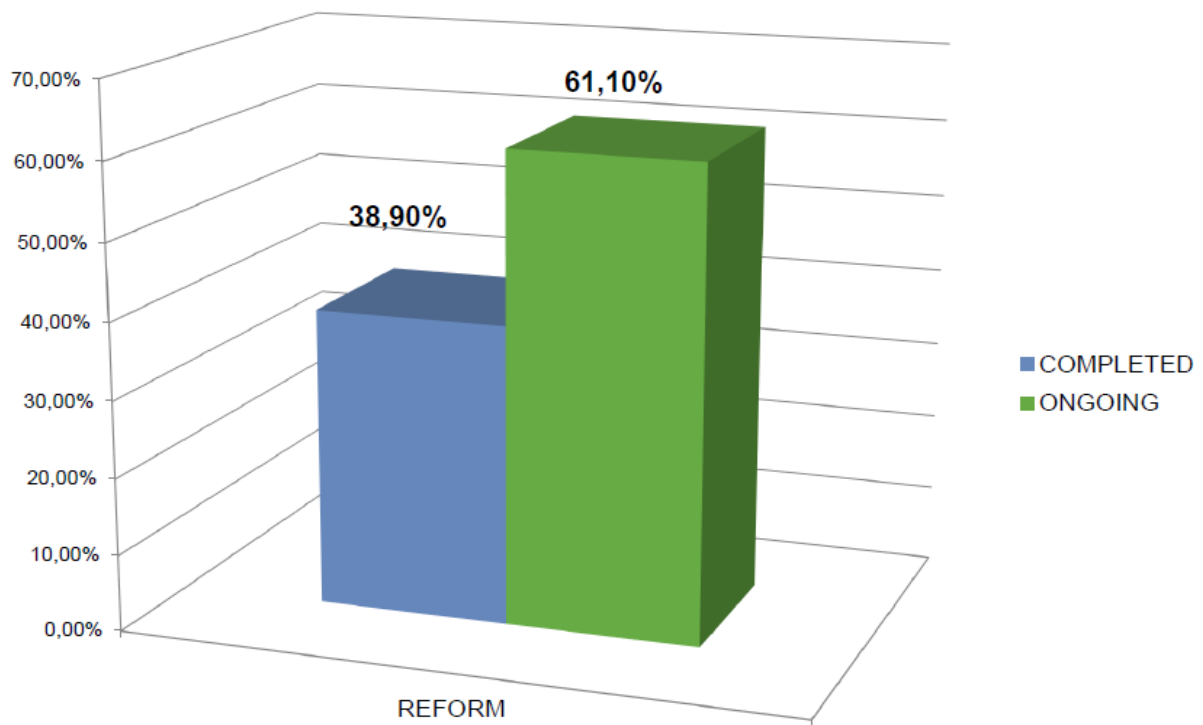
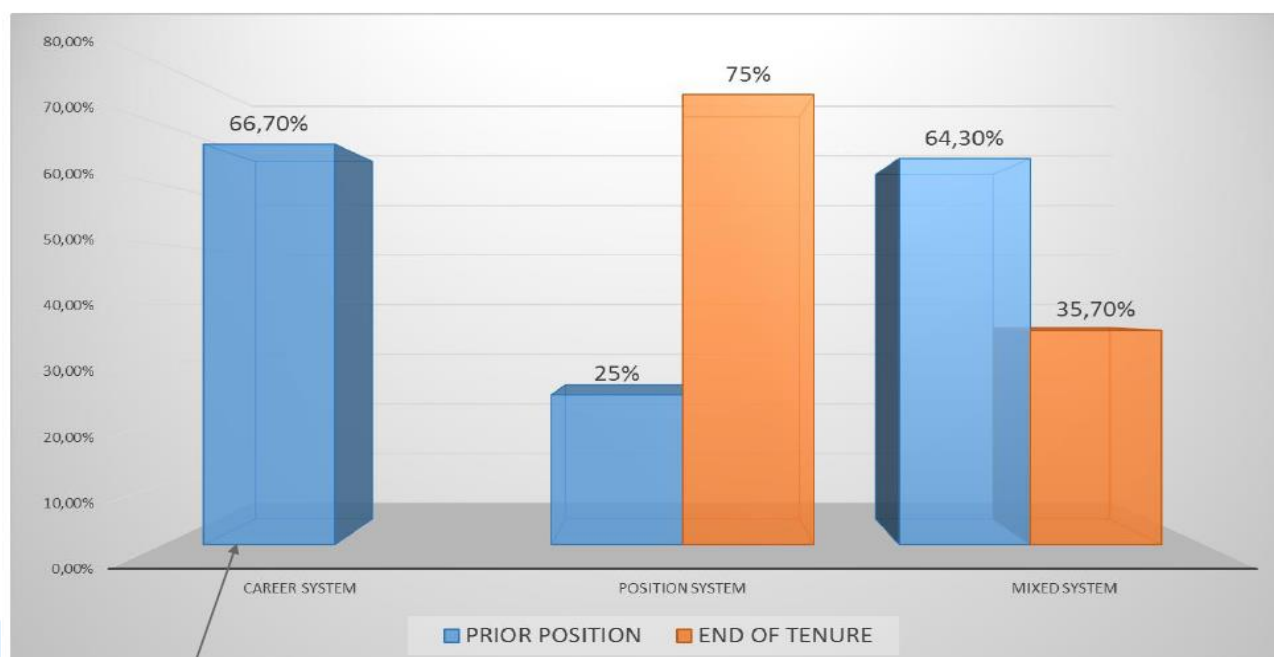


Figure 16

System & Public Managers' next step: Possible relationships



The remaining 33,30% of the countries that have a career system have given no information regarding Public Managers' next steps

2

Figure 17

One last remark regarding the conclusions derived by the countries' answers is related to the “career” of the public managers after their incumbency is ended. More precisely, particular attention should be paid to the correlation between the adopted by each country selection system and the alternatives the public managers are faced with as soon as their career in public administration ends: whenever we have a position system, that is the cases where the public manager selection aims at the best fit for the specific position, even if the candidates have no previous bond or experience or any other link with the interested organization, at a percentage of 75% leads to termination of their cooperation. On the contrary, in the cases of career (66,7%) or even mixed systems (64,3%), due to the fact that public managers -most of the times- are already public servants, the end of their tenure means that this exact previous status is restored and they get back to their former positions (Figure 17).

As an epilogue, what would the overall conclusion be, if there is one? Is there a specific reason that we do reform in Public Administrations? Why do we want to become better? Why don't we ever stop trying to seek meritocracy, transparency, objectivity, more democracy?

As the President of the Court of the European Union, Mr Vassilios Skouris, said, during his inspired speech at the "Tsatsos Foundation Awards":

The democratic principle has always been a cornerstone of European integration... Since the Treaty of Amsterdam, democracy is explicitly mentioned as one of the principles and values on which the Union is based, resulting in the Treaty of Lisbon, which inducts into the Treaty on European Union a separate chapter on democratic principles. The relevant provisions include: that the Union shall respect the principle of equality of citizens in all activities · that its operation is founded on representative democracy... · that the institutions shall maintain an open and regular dialogue with representative associations and the civil society (Articles 9 to 11 TEU).

So what is the reason, that despite the existence of this dense network of rules, it is often argued that there is a democratic deficit in the European Union? Why do political formations, constitutional courts and sometimes the public blame the European Union for inadequate democratic legitimacy and seek enhancement of democratic legitimacy. And most importantly: is this view correct? Or is it maybe a rather stereotypical position that does not fully meet the reality?

A system of multiple and multilevel legitimation.. is perhaps more appropriate to meet the special merits of the Union and provide solutions in times of challenge and crisis. Whoever wishes it, is certainly entitled to demand more democracy.

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Appendix – EUPAN members' responses to thematic paper on Innovations in Public Managers' Selection Systems in EU Member States

Austria

1. Please indicate the system implemented in your Public Administration (PA)
Career-based <input type="checkbox"/> Position-based <input checked="" type="checkbox"/> Mixed <input type="checkbox"/>
If you select the mixed system kindly give further information:

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?
<p>Please kindly note: all remarks are only applicable on the Austrian Federal Public Administration; they are not applicable on the selection of managers within the PA of the regions (Bundesländer) or the municipalities (Gemeinden).</p> <p>In general: focus on internal mobility (career development and better allocation of already existing human resources within the PA, mobility management - "Mobilitätsmanagement") and e-recruiting (job exchange - "Jobbörse der Republik Österreich"). Work on strategies and concepts concerning knowledge management, talent management and leadership.</p>

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?
<p>Modernization of PA, budgetary restraints, demographic change.</p>

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

2-4 years (depending on complexity of measure), some work implementing strategies on-going.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

1 st level	Director General
2 nd level	<i>optional:</i> Head of Group
3 rd level	Head of Department
4 th level	<i>optional:</i> Head of Section

Federal ministries have 4 levels (from top-down):

- division (director general; “Sektionsleiterin/Sektionsleiter”)
- group (area; “Gruppenleiterin/Gruppenleiter”)
- department (“Abteilungsleiterin/Abteilungsleiter”)
- section (“Referatsleiterin/Referatsleiter”)

There is no formal SCS status or central institution dealing only with SCS.

Within the Austrian Federal Public Administration the recruitment process is based on the 1989 **Act on the Advertisement of Vacancies (“Ausschreibungsgesetz 1989”)**. Dependent on the kind of vacant post the Act stipulates various recruitment processes. The Act contains on the one hand provisions governing appointments to management-level and high-level jobs and on the other hand provisions governing the filling of all other posts. The Act does not apply to posts which are subject to other advertising or recruitment procedures laid down in other federal laws (e.g. the Service Code for the Judiciary [Richterdienstgesetz], the Service Code for Civil Servants [Beamtendienstrechtsgesetz] in respect of federal teachers employed by the state).

The Act on the Advertising of Vacancies contains systematic and comprehensive provisions governing appointments to management-level functions (functional level 1 to 3) and higher-level jobs. Most of these functions or higher-level jobs have to be officially published in the **Job Exchange of the Austrian Republic** (Jobbörse der Republik): www.jobboerse.gv.at. (new: in force since 2013!) as well as in the Official Journal (Amtsblatt der Wiener Zeitung)

Recruitment is done decentralized by the different Federal Ministries.

Depending on the kind of high-level function a **permanent or an individual Board of Review** has to be set up in the relevant ministry which has to submit an expert opinion on the suitability of candidates to the Federal Minister in each case. The board consists of members nominated by the minister and members nominated by the staff representation. Candidates for high-level management posts (e.g. Director Generals) in the Federal Ministries are appointed for a **limited term of five years**.

In 2008 an amendment of the Act laying special stress on increasing the number of female applicants for high-level functions and the transparency of the recruiting procedure came into force.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

a) Recruitment is done decentralized by the different Federal Ministries in accordance to the Act of Advertisement.

b) As part of Board of review

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

In order to ensure an objective selection procedure for managers as well as for all other posts the recruitment process is based on the 1989 Act on the Advertisement of Vacancies ("Ausschreibungsgesetz 1989").

Tools within the Act:

- Detailed advertisement (profile) which has to wage the different competencies the manager has to have; the competencies may also be clustered in groups with clear deadline (please find attached an example of an advertisement);
- Publication on the Job Exchange and Official Journal
- Position based thus open for internal as well as external candidates
- Permanent or individual selection board
- Hearing in front of the board
- Report of the board which will identify candidates who are qualified as well as those you are not qualified for the relevant profile. Candidates who are qualified will be split into three groups: extremely high qualified for the relevant function / highly qualified / less qualified
- Number (not the names!) of the qualified candidates plus of the names of the members of the board have to be published the Website of the Ministry in charge of
- Recruitment of the best qualified candidate and publication of her/his name on the Website

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

The profile wages the different competencies the managers has to have; competencies may be clustered in groups.

In order to support the decentralized selection process DG III in cooperation with other ministries has created a competency catalogue; a guideline which may voluntarily be used by the ministry selecting the manager.

Methods: careful screening of the applications by the board and hearing in front of the board. Application of further state of the art selection methods possible (Assessment Center).

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Only candidates for high-level management posts (e.g. Director Generals) in the Federal Ministries are appointed for a limited term of five years. They may be reappointed. If they are externals they may go back to the private sector or apply for another function within the PA. If they are public employees they may return to a job (but not necessarily to their old jobs) within the PA or apply for another function in the PA.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Yes, there is; see question 2.

Belgium

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☐

Mixed ☒

If you select the mixed system kindly give further information:

For top managers of the federal administration, the system is purely position-based. For the lower levels of management, as for the other civil servants, you still have a system of career, but with the position-based characteristics concerning the selection of the candidate for the function.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

The main reform in our selection system of public managers dates from the years 2000 with the so called Copernicus reform. Since then the system has globally remained the same. The main innovative element of this reform was the creation of a mandate system for the three highest levels of management, with a limited term of 6 years. The functions were not reserved anymore to the civil servants but people from the private sector could candidate. The selection is organized on the basis of a very precise function description. The candidates are assessed on their technical and management skills. New selection methods were introduced (assessments). Successful candidates were ranged in several categories and the hierarchical superior (minister for the top function) chooses among those candidates who were classified in the highest category.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The reform of the selection of the managers in Belgium was part of a global reform of all aspects of the public administration. This global reform was justified by a will to rebuild the trust in the government and its administration, by letting this administration be more efficient, more transparent, more modern.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

It took about 3 years to implement it and there have been no fundamental changes in it since then.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

The 3 highest levels of management are organized with this mandate system.

In the lower levels of management, you don't have mandates but a system of career with strong efficiency and functional characteristics.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

All federal public managers, as all other federal civil servants in Belgium, are mandatorily selected by the central selection office of the administration, SELOR.

A manager is involved in the selection of the managers of lower level. In the 3 highest levels (mandates) the hierarchical superior can make a motivated choice among the best classified candidates. Outside the mandate system, the superior takes part to the selection of the best candidate for a function which is realized by the board of directors.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

- Central and independent selection office
- Detailed description of function
- Transparent procedures
- Jury made of professionals
- Assessments
- Appeal procedure in administrative court

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Managerial and technical skills are assessed using various methods:

- IT tests (analytical skills, problem solving)
- In basket test
- Self-evaluation questionnaires
- Case studies
- Assessments
- Interviews

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

At the end of their mandate, if not reappointed, the managers return to their former function in the civil service or to the private sector if they were coming from it.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Municipalities don't have the mandate system for managers. Those are selected in the traditional way by the leading authority of the municipality, among the candidates, on the basis of their skills and experiences.

Bulgaria

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☐

Mixed

☒

If you select the mixed system kindly give further information: The Bulgarian PA is transitioning from a career-based model towards a position-based model. Civil servants in Bulgaria still have ranks, which are obtained for service in the state administration and these can be used as an alternative to professional experience when applying for a certain position.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

There have been no significant changes in the selection system of public managers over the past several years.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

N/A

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

N/A

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

The different categories of managers in the PA include: Chief Secretary, Municipal Secretary, Director General, Director and Head of Inspectorate. There is a uniform selection system for PMs.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

The selection process is carried out by a commission, which included between 3 and 7 members, all of them with proven professional qualifications and experience.

Yes, higher levels of Public Management are usually involved in the selection process of PMs for the lower levels. The respective direct manager of the position, for which candidates are being recruited, forms part of the selection commission responsible for the recruitment process. The members of the selection commissions that are responsible for recruiting Chief Secretaries are determined in a Decision of the Council of Ministers.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

The selection commissions always include the direct manager of the position, a person with proven legal expertise and a representative of the HR Unit. The commission may include also representatives of the Unions, as well as experts from outside the administration with expertise in the given sphere. No discrimination is allowed during the selection process.

There are 4 different ways of carrying out the selection process – through a test, through a written paper on a given topic, through the elaboration and argumentation of a Concept for strategic management of the given administrative structure or through a practical exam. You can use also a mixture of the different types of selection tools.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

There are 4 different ways of carrying out the selection process – through a test, through a written paper on a given topic, through the elaboration and argumentation of a Concept for strategic management of the given administrative structure or through a practical exam. You can use also a mixture of the different types of selection tools.

The required competencies for Public Managers include:

- Strategic competency
- Leadership competency
- Management competency
- Goal-orientation
- Competency for leading negotiations and convincing others
- Teamwork
- Focus on the client (internal and external)

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Public Managers in the Bulgarian PA don't have contracts with a fixed length. They are civil servants and as such have permanent contracts.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

In the Bulgarian PA there is a uniform system for the selection of managers.

Croatia

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☒

Mixed

☐

If you select the mixed system kindly give further information:

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

All managerial civil servants are selected on the basis of a tendering procedure.

Selection procedure (testing and interview) for the position of head of subsections, sections, departments, services and sectors is performed by the Commission for the implementation of the competition. Selected candidate shall be admitted to the civil service by the decision of the Head of the state body or a person in which job description is the resolution of it, according to the regulations on the organization of state bodies.

Selection procedure (interview) for the posts of General Secretary of the Ministry and State Office, Deputy Head of State Office, Deputy Director of a state administrative organisation, Head of a government office, Head of the Deputy Prime Minister Office, Head of offices, agencies, directorates and other professional services that the Government establishes by regulation and Head of State Administration Office in a regional self-government units is conducted by the Head of the state body or a person he/she authorises. The selected candidate shall be appointed and dismissed by the Government upon the proposal of the head of the respective body for a four-year term.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

Answered in the previous question.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

The selection procedure for managerial civil servants, appointed by the Government of the Republic of Croatia for a four-year term:

The Commission shall establish a list of candidates who meet the formal requirements of the tender and call them for an interview to determine their professional knowledge, skills and abilities and the results of their previous work.

Interview is conducted by the head of the state body or a person he/she authorises.

Based on the results of the interview, the head of the state body will propose to the Government candidate for appointment.

Against the Government decision it is possible to initiate the administrative dispute.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Competencies - professional knowledge, skills and abilities

Methods - Interview

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

If there is no adequate post to which a dismissed managerial civil servant, appointed by the Government for a four-year term, may be assigned, relevant provisions concerning placement on standby for the Government (notice period) shall apply and upon the expiry of this period his civil service shall be terminated by force of law.

For the duration of availability period (notice period) a civil servant is obligated to perform tasks ordered by the head of the body concerned or a person he/she authorises, in line with the education level of the civil servant.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

The administrative bodies of local or regional self-government units are managed by heads of offices, who are appointed by the head of municipality, mayor or county-prefect, on the basis of public tenders.

Cyprus

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☐

Mixed ☒

If you select the mixed system kindly give further information:

The recruitment system in the Cyprus Public Service combines elements of both a career system and a position system. In general terms, it is considered mostly a career system up to middle management level and mostly a position system for the senior management/director level.

More specifically, for purposes of appointment or promotion, Public Service posts are divided into the following categories:

- (a) First Entry posts** to which any person can be appointed, provided he/she possesses the required qualifications. This category of posts concerns the entry level in the public service.
- (b) Promotion posts** to which only public employees serving in the immediately lower hierarchical post can be promoted, provided he/she possesses the required qualifications. . This category of posts concerns mostly the posts up to mid-career level .

- (c) **First Entry and Promotion** posts to which **any person** can be appointed or promoted (persons not in the public service may be appointed and public officers already serving in another post may be promoted) provided they have the necessary qualifications. This category of posts concerns mostly the upper-career level (managerial posts, director's posts etc).

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

There have not been any major changes in the selection/recruitment system since 2008. However, it should be noted that within the framework of measures adopted towards fiscal consolidation there has been a freeze in recruitment for all posts since 2011. As a result, senior managerial posts (Heads of Departments/Services or posts which have statutory powers) are temporarily filled with acting appointments.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The freeze in recruitment was prompted as a result of the financial crisis and the measures that were adopted towards fiscal consolidation.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Please see answers to the above questions.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

It is noted that based on the definition of **higher and lower managers** which is provided in the discussion note of the Paper, in the case of Cyprus and according to the typical structure of posts in Ministries, these correspond to the following levels/posts (although it should be mentioned that there is no such formal separation of upper and lower management):

(a)	<ul style="list-style-type: none"> Permanent Secretaries of Ministries 	(upper managers)
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	<ul style="list-style-type: none"> • Directors/Heads of Departments/Services (Scale range A15-A16, Fixed Salary) 	
(b)	<ul style="list-style-type: none"> • Heads of Directorates within Ministries(Scale A15) • Heads of Divisions within the Departments/Services (Chief Officers, Scale A14). 	(lower managers)

All the above posts belong to the category of **First Entry and Promotion and the procedure for filling these posts is set out in the Public Service Laws**. Such posts are classified under the position system.

The procedure for the filling of posts of “upper managers” (as defined above) differs from that of the other managerial posts in that that the procedure is exempted from the provisions of the Public Service Laws concerning the establishment of Advisory Boards (see following paragraph) and the candidates are therefore assessed **directly by the Public Service Commission** which is the constitutional authority for all appointments/promotions in the public service.

On the other hand, “lower managers” (as defined above) are assessed **first by an Advisory Board** and, **afterwards, as a final step**, by the **Public Service Commission**, which in all cases, is responsible for the final decision for appointment/promotion of all public servants. Advisory Boards are established within the line Ministry where the post belongs with the purpose of assisting the Public Service Commission with regards to the filling of the post and consist of employees of a higher rank or grade than the vacancy to be filled. The AB usually conducts a first interview, even though it has the authority to conduct a written examination or even both. Then, taking into account the results of the oral examination of the candidates, the qualifications of the candidates in relation to the duties of the office, the content of the personal files and of the annual Appraisal Reports of the candidates who are public officers, as well as the remaining particulars of the applications, the AB makes out and forwards to the Public Service Commission a report, giving full details for all candidates as well as a “preliminary list” containing in alphabetical order the names of the candidates it considers the most suitable, and specifically 4 candidates for each vacant post (or 3 for each post if a written examination was conducted). The Public Service Commission, after examining the “preliminary list” on the basis of the particulars mentioned above, makes out the “final list” of the most suitable candidates, which usually coincides, even though the Commission has the discretion to include any other candidate who, in its reasoned opinion, should have been included in the list. Before making the final selection the Commission invites for an interview the candidates who are included in the “final list”. At the time of the candidates’ interview, the Commission will be assisted by the Head of the Department concerned. The Commission, on the final selection and appointment of the candidates, duly considers the performance of the candidates in the interview and all the other particulars mentioned above, **as well as the recommendations of the Head of the Department concerned**. The general impression of the Advisory Board and of the Commission as regards the candidates’

performance during an interview is always recorded in their minutes and full reasons are given.

The main reason for the differentiation in the selection procedure of “upper managers” is that upper managers are at the top of the hierarchical pyramid of the Department/Service, and therefore there are no employees in their specialized field and of a higher rank that could actually participate in the assessment procedure, as would be the case in the procedure involving Advisory Boards.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

As stated in the previous question, the **Public Service Commission** is responsible for the final selection of **all public employees**, including managers at all levels. As explained above, the “upper managers” are assessed and selected **directly by the Public Service Commission**. The “lower managers” are also appointed by the Public Service Commission but the procedure, as described in the previous question, involves the **establishment of Advisory Boards** within the line Ministry where the post belongs, which are assigned with the task of assisting the Commission with the initial assessment (interview) of candidates and preparation of the “preliminary list” (short list) of candidates.

In the case of filling a “lower manager’s” post in a Department/Service, “upper managers” are indeed involved in the selection process, since the Head of the specific Department/Director is usually the chair of the Advisory Board that is established (unless there are legal restrictions, e.g. he/she has ties with a candidate) and furthermore, he/she is also present to assist the Public Service Commission during the final interview and give his/her fully reasoned recommendation for the most suitable candidate.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

Both the recruitment and selection procedure and the requirements for eligibility for appointment/promotion in any public service posts are defined by the Public Service Laws, Regulations and other relevant legislation, as well as the Schemes of Service which set out the specific qualifications required for the post and are secondary legislation (Regulations). Thus, the actions of the Public Service Commission and the Advisory Boards (if applicable) throughout the selection process must always fall within the above legal framework and ensure the proper/fair assessment of the candidates. The final decisions of the Public Service Commission must be duly justified and reflected in the relevant minutes. It is also noted that the decisions of the Public Service Commission are subject to the reviewing authority of the Supreme Court in case of an appeal, which then constitutes binding jurisprudence that must be taken into consideration by the appointing authorities.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

The competencies required for each post are set out in the respective Schemes of Service, i.e., the job descriptions (which are Regulations) that specify the duties and responsibilities of the post and the required qualifications. For public managers, in general, aside from the specific academic qualifications, knowledge and at least 10 years experience/expertise which are required, there is a requirement for leadership and managerial and administrative competency as well as ethical competence (integrity), good/fair judgment and responsibility. With regards to the methods of assessment, please refer to questions 5&6 above.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

All public managers are statutory public servants and therefore, once they are appointed, they may hold their post until their retirement, unless they chose to apply for a different post or resign from the public service, or are dismissed as a result of serious disciplinary reasons.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

The local administration falls outside the provisions of the Public Service Laws, but nevertheless, even though the legislation and appointing authorities and different, the procedure and general principles that apply for the recruitment of managers closely resemble and are in proportion to those which apply in the public service.

Denmark

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☒

Mixed

☐

If you select the mixed system kindly give further information:

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

To create a more systematic and strategic approach to top executive recruitment and development a new process for recruitment of permanent secretaries was implemented in 2011 and has since been adjusted.

The recruitment process is based on a detailed script and the process involves:

- Agency for the Modernization of Public Administration who will coordinate with the different players in the process.
- An external recruitment company who, together with the pre-recruitment committee, facilitate all aspects of the recruitment process such as screening, tests and interviews.
- A pre-recruitment committee comprising the Permanent secretary from the Prime Minister's office and from the Ministry of Finance. Their main role is to ensure that the Government Recruitment Committee only meets relevant and qualified candidates.
- This government recruitment committee comprising Ministers from the Government suggest as a main role two candidates to an interview with the relevant minister.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The economic crisis has underpinned the need for top executives who are able to:

- Manage large state organizations
- Formulate strategy and ensure execution
- Demonstrate personal leadership
- Utilize new tendencies in public governance
- Guard the legitimacy of the public sector

The new recruitment process is designed to assure that the right candidate is selected for the very important position as permanent secretary.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

The system was implemented in the autumn of 2011, and has been in effect ever since. There has been a minor moderation with the involvement of the pre-recruitment committee comprising the Permanent secretary from the Prime Minister's office and from the Ministry of Finance.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

As the selection of managers for most levels of management is conducted by the ministries themselves, the selection system differs, but as a general rule, the system is more elaborated for higher level managers. An exception to this process is the recruitment of permanent secretaries described above.

The position as permanent secretary is the highest level of management in the public administration. In overall terms, the management in the Danish public administration consists of the following levels (starting from the bottom):

- Senior Advisors (will in many cases function as Deputy Heads of Department)
- Heads of Department
- Deputy Permanent Secretaries / Heads of Divisions / Heads of Agencies
- Permanent Secretaries

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

The selection of public managers is, as described above, conducted by the ministries themselves, and therefore, the selection systems differ between ministries. In most cases, the top management level will be involved in the selection of managers from Heads of Departments and up.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

All positions in the Danish public administration are subject to an open application process during which the applicants in most cases are being assessed by both managers and HR-departments. This process – in combination with a strong focus on formal qualifications in the recruitment process – assures that the selection of managers is based upon competencies and qualifications.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

As described above, the process for the selection of managers in the Danish public sector differs between ministries. An exception to this is the recruitment of Permanent Secretaries, who are being assessed in their ability to:

- Manage large state organizations
- Formulate strategy and ensure execution
- Demonstrate personal leadership
- Utilize new tendencies in public governance
- Guard the legitimacy of the public sector

The assessment is based on both written tests, interviews and the prior experiences and formal qualifications of the candidates.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

The terms of employment differs for public managers in the Danish public administration. Therefore, the career path of public managers after the termination of their tenure differs. Some managers are hired under the fixed-term employment scheme, where the contracts range from 3 to 6 years with the possibility of a 3 year contract extension. Managers under the fixed-term scheme receive a benefit depending on the length of the contract and whether or not they are guaranteed employment after the expiration of the fixed-term stated in the contract.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

The system for the selection of managers are in most ways similar to the state level as the procedures for the selection are determined by the individual municipality and therefore differs.

Estonia

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☒

Mixed ☐

If you select the mixed system kindly give further information:

Most vacancies are open to internal and external applicants whose competences, knowledge and experiences are in accordance to a specific post. It should be still emphasized that although the system is open and generally decentralized, the selection and recruitment process of top-level officials is more centralized compared to the mid-level managers.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

In April 2013 new Civil Service Act came into force. Generally and compared to the former system, the selection process of civil servants became more transparent and flexible. E.g:

Central public service competition website was launched which improves the availability of information on civil service competition. All announcements of competition are published at the central website.

Very detailed and bureaucratic rules on the competition and attestation commission and its working procedures were abolished and substituted with more flexible and organization-based selection procedure. The law prescribes important minimum rules regarding the requirements of officials, organization of recruitment and selection to guarantee the transparency, openness and equality of recruitment and selection, but at the same time allows the organizations to elaborate rules internally in order to select and attract most suitable candidates.

New Civil Service Act specified the competition procedure of top-level managers. In practice the Competence Model for Top Level Managers was successfully implemented several years ago, but according to the new law the application of the Competence Model in the process of assessing the candidates to the positions of top-level managers is legally binding.

Top-level officials will be appointed to the specified period of time, with the possibility to reappoint once. Previously, some of the positions (secretary generals of the ministries) were appointed specified period of time and other (deputy secretary generals) for unspecified period of time.

New Civil Service Act differentiates core function of civil service and support function (IT, personnel etc). The rules of public competition apply only to officials (core civil service). Filling the positions of support functions is regulated by Employment Contracts Act and is more flexible and not regulated by law.

The Competence Model for Mid-Level Managers of Administrative Agencies was elaborated by the Ministry of Finance in the end of 2013. The model is recommendatory, but prescribes the most important competencies for successful mid-level managers.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

Firstly, most changes in the selection system referred above had occurred due to the general need to modernize Civil Service Law of 1995. Several components of the old law were not suitable in decentralized public service system (such as central pay-scales, rigid attestation procedure, strict rules on side-activities etc). Thus, all components of the Civil Service Act were revised in 2012. The new law entered into force in 2013.

Secondly, the need to develop mid-level managers has been more and more relevant in Estonian civil service. In addition to the development of Competence Model Framework for mid-level managers in 2013 (see question 8), the specific development programs have been under development. There is a need to guarantee more unified managerial and other skills of mid-level managers.

Thirdly, there has been a need to facilitate the procedure of recruitment process technologically. At the moment all public competitions are published in central public service website. In the future we plan to elaborate the system further and add the functionalities necessary for conducting the selection process electronically (e.g sending feedback to the candidates through the system etc).

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

The regulations of new Civil Service Act of 2013 are already been implemented across civil service agencies. There have been several attempts to adopt new law since before 2000 already, and throughout the years there have been several smaller, but still principal amendments of the secondary laws of the Civil Service Act (e.g the selection procedure of mid-level managers was initially more centralized and the Centre of Excellence of Top Managers by the Government Office was involved in the procedure).

The reforms regarding the development of mid-level managers and electronic recruitment portal are still ongoing. The aim of those developments is to provide central tools to administrative agencies which could facilitate the procedures and practices of HR and do not mean the centralization of HRM in civil service.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Top civil servants – secretary generals and deputy secretary generals of the ministries, directors of agencies and inspectorates, directors of Government Office – 96: more centralized to guarantee the transparency and independency of the process. The competition procedure is performed by the Committee on Selection of Top Managers by the Government

Office. The procedure of recruitment and selection of top officials is regulated in Civil Service Act and Government Decree (secondary law).

Mid-level managers of ministries, Government Office, agencies and inspectorates, county governments – the selection process is decentralized and performed by the relevant administrative agency in accordance to the general principles included in law, Government Decree and internal rules on selection and recruitment of the candidates.

Managers of constitutional institutions and local government administrative agencies have to follow general rules on recruitment and selection included in Civil Service Act. More specific rules on the positions involved in selection procedure and the structure of internal rules of recruitment and selection are recommendatory.

The recruitment and selection regulations included in Civil Service Act apply on the officials (including managers) who are officials by their legal status. Posts of the support functions are regulated with Employment Contracts Act which does not prescribe detailed procedures.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

Top level managers – the competition for vacancy is announced by the state secretary on the proposal of the relevant minister. The competition will be conducted by Top Civil Service Selection Committee by the Government Office. The Chairman of the committee is the State Secretary and its members are approved by the Government of the Republic. The Committee submits its proposal on suitable candidates (1 to 3) to the person who has appointing authority. Secretary general is appointed by Government of the Republic after hearing the opinion of the Committee of Selection of Top Managers and on the proposal of the relevant minister; directors of the agencies and inspectorates are appointed by the minister on the proposal of Secretary General of the relevant ministry; deputy secretary general are appointed by the relevant minister.

Mid-level managers of ministries, agencies and inspectorates – at least direct superior and a person from personnel department have to be involved in selection of mid-level managers who are officials by their status. If necessary the selection commission will be formed. In case of mid-level managers who are regular employees by their legal status, it is up to an agency to decide the procedure of selection. An administrative agency has to regulate internally the procedure of selection and recruitment of its officials.

Mid-level managers of constitutional institutions and local government administrative agencies – the rules of Civil Service Act are applicable, but more concrete procedure on selecting procedure is recommendatory.

Top level managers of constitutional institutions and local government administrative agencies – specific laws regulate the selection procedure.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

Public competitions for vacancies (law prescribes certain exceptions when it possible to carry out internal competition or the vacancy can be filled without competition)

All competitions are publicly available at the central public service website www.avalik-teenistus.ee. The competition announcements have to be published for at least 14 days.

All competitions have to include certain information about the position (including the tasks, requirements for the candidate) and selection and recruitment procedure have to be based on the conditions publicly announced.

Principle of equal treatment has to be followed throughout the recruitment and selection procedure.

A proposal to fill the post has to be made to the candidate whose education, work experience, knowledge and skills correspond best to the requirements for the performance of functions.

All candidates have to receive feedback about the results of the public competition in written within 14 days after making the decision.

A ranking may be compiled for several candidates from among the persons who participated in the competition, but were not made a proposal to assume the post.

The law prescribes maximum number of days (120) since the announcement of public competition when the competition must have been passed and after which the competition can be considered failed

Civil Service Act prescribes minimum requirements to enter in a post of an official and restrictions for entering public service.

Recruitment and selection procedure of top level managers is more centralised compared to the lower levels of managers. The procedure is performed by the Civil Service Committee for Selection of Top Managers.

In case of top level managers it is by law obligatory to assess their competences based on Central Competence Model for Top-Level Managers.

Minimum deadline for announcing public competition to fill to post of top level managers before the expiry of the term of office (6 months).

The final decision of the Civil Service Committee for Selection of Top Managers regarding the suitability of the candidate shall be published at the website of the Government Office.

The State Secretary, secretary general and deputy secretary general of a ministry, Director of the Government Office and head of a governmental agency are appointed to the service for 5 years. It possible to be reappointed for the same post once.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

All officials have to have at least secondary education (managers higher education), Estonian citizenship (in certain cases also the European Union citizenship is accepted) legal capacity and have proficient in Estonian.

The Government Decree regulates minimum requirements of top and mid-level managers. According to the Decree the top manager has to have at least 2-years managerial experience or at least 3-years experience in the area of a certain position as well as there are minimum requirements for speaking, writing and understanding foreign languages.

Top managers are assessed according to the requirements of Civil Service Act and relevant Government Decree. Selection procedure is conducted by the Selection Commission located at the Government Office responsible for selection and development of the top officials (96). The methods of assessment involve usually an essay (including the CV and other relevant documentation), interviews (with relevant organization, competencies assessment interview with an experts and panel interview with Committee of the Selection of Top Officials), in certain cases the written tests (on financial management and juridical knowledge and/or personality tests and mental ability tests) will be carried through. In the framework of selection and assessment procedure the Competence Model of Top Managers will be applied. The Competence Model consists of four core competencies (trustworthiness, commitment, citizen-orientation and leadership) and 10 competencies (legal knowledge, self-management, policy-making, communication, strategic management, process management, creation of communication network, cooperation, people management, resources management).

According to the Government Decree, mid level manager have to have at least 1-year managerial experience or 2-years work experience in the area of a certain position.

The concrete requirements of the positions of mid-level managers are confirmed by the head of an administrative agency and they may vary according to each post.

The Ministry of Finance which is responsible for developing civil service, has elaborated the Competence Model for Mid-Level Managers in 2013, which focuses on horizontal managerial competencies which are important in order to be successful manager. The model consists of 5 basic competencies (leadership, process management, development of policy area, personal development and communication/cooperation. The Basic Competencies consist of Sub-Competencies (16). The model is recommendatory and each organization may adapt the model according to their needs. The model can be applied in case of selec-

tion, recruitment, personnel planning, assessment and development programs. The methods of assessment is up to each organization to decide – usually interviews, essays, tests are used.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Estonian public administration is decentralized and the career path may vary to a great extent. Some of the former managers have moved to private or NGO sector, some continue their career in the same or other public sector institution, some move to international institutions.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

The principles of Civil Service Act regarding carrying out open competitions, internal competition and exceptions on not carrying out competition, procedure of announcing competitions, deadlines regarding the procedure of selection and recruitment, equal treatment of the candidates and the conditions which the candidate has to be in accordance with, apply to the local government administrative agencies.

Concrete procedure on selection and recruitment of officials which is regulated by Government Decree are recommendatory in terms of local government administrative agencies.

Finland

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☒

Mixed ☐

If you select the mixed system kindly give further information:

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

Year 2011 the Ministry of Finance, in collaboration with other ministries and as outlined in a government resolution on senior management policy in central government, has drawn up a list of selection criteria and methods for filling senior management positions. The requirements for these posts have been made more explicit and all candidates are assessed

using uniform selection principles. Greater emphasis is placed on leadership and executive management skills.

All management positions in the central government require a higher university degree and leadership skills that have been proved in practice. It is evaluated as an appointment is considered how different sectors of leadership skills are emphasised in the future tasks. Familiarity with the management of EU-matters as well as the ability and will to develop continuously are connected to these as well.

According to a regulation given by the central government, the leadership skills of senior civil servants are presented in the following sectors:

- achieving results and managing the organisation
- personnel management and building work communities
- improving the effectiveness and quality of processes and watching over operations
- having an influence in the operational field and managing changes.

A diverse experience is needed in addition to leadership skills. Practical experience in management is also required of all senior civil servants.

It is important that the same requirements for leadership skills are applied, if possible, when defining the requirements for other personnel than managers and top government officials. The requirements of leadership skills are more clearly defined and get a different emphasis in different operational environments and organisational levels. From the viewpoint of career thinking, it is a question of systematic and long-running process of acquiring the required knowledge and diverse experience.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

Despite the needs for personnel reduction, a fairly large number of vacant positions will be opened in the near future as the large age groups will retire. Main Goals: The government should be a competitive employer, which provides attractive manager positions, good possibilities for development and their employment contracts should have attractive terms. The government's strengths in competition of the managers are the socially significant duties, the strong basic values of the operations and the communality.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Implementing is still going on. No modifications.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

No it does not. Top management and leading government employees (approx. 130 persons) are however appointed by the Government or the President of the Republic.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

We have a decentralized recruitment process in Finland so every ministry is responsible for selecting managers at all levels. Each government agency recruits its necessary number of employees based on personnel planning. Top management and leading government employees (approx. 130 persons) are however appointed by the Government or the President of the Republic.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

The recruitment systems of the Government are open and seek to appoint the most deserving persons to vacant positions. Discrimination is forbidden in recruitment procedures.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

All management positions in the central government require a higher university degree and leadership skills that have been proved in practice. A diverse experience is needed in addition to leadership skills. Practical experience in management is also required of all senior civil servants. Competences assessed during the process are skills (interviews and tests), knowledge (interviews), behavior (tests) and reasoning ability (tests).

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Some managers have a leave of absence from the former position where they can return. Answer does not depend on the level of management concerned.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Yes there is.

France

1. Please indicate the system implemented in your Public Administration (PA)		
Career-based	<input checked="" type="checkbox"/>	Position-based
		<input type="checkbox"/>
		Mixed <input type="checkbox"/>
If you select the mixed system kindly give further information:		

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?
<p>The objectives of the reforms on recruitment and selection of Public Top Managers (PTM) launched or implemented recently are :</p> <ul style="list-style-type: none"> - to promote diversity and to ensure a balanced representation of women and men within the French senior civil service; - to modernize the selection process of state PTM through the setting up of a talent pool of future PTM with a specific support (training etc.) granted to the members of this pool.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?
<p>The state PTM management, including the Selection System, is being modernized and professionalized since 2010. A circular issued by the Prime Minister (10/02/2010) details the new regulation to be applied in each Ministry on talent identification among the state PTM.</p> <p>As part of a policy promoting gender equality, the government set good example by taking measures encouraging equality between women and men in the selection process of high-ranking civil servants - from "sous-directeur" level (the so-called "balanced appointments").</p> <p>Application decree n° 2012-601 of 30/04/13 (secondary legislation to law of 12/03/12) on the modes of "balanced appointments" of PTM has been implemented since 01/01/13. The primo-appointments (meaning the first appointment of a civil servant as top manager) in top management of the state civil service, the local civil service and the civil service of public hospitals, must include at least 20% of women and 20% of men.</p> <p>A financial penalty of 30 000 euros shall be enforced for each appointment which fails to respect this rule. By law and decree (see above), the rule will intensify between 2013 and 2018: from 2018, rate should rise from 20% to 40% and financial penalty amount shall increase to 90 000 euros. The government has decided to move forward the obligation to reach the 40% rate to 2017.</p> <p>According to the objectives of the reform on competitive entrance examination for the National School of Administration (ENA) set by the government, recruitment in the civil service should diversify and be consistent with the needs of the administration and with the modernization of public administration (MAP).</p>

Entrance examination (there are three ways of gaining entry into ENA: external competition, internal competition, third way) reform should include the following principles:

- Test and content of exams comply with skills that state PTM are bound to possess;
- Student diversity is supported by preventing discrimination through a specified examination policy (what is expected from the candidate should be defined precisely – in particular in terms of “general knowledge”);
- Students’ entrance requirements (knowledge, competencies and skills) remain high.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Implementation of the new policy management of high-ranking civil servants has taken several steps since 2010. A specific unit in charge of coordinating this important reform has been created within the *Secrétariat Général du Gouvernement* (SGG). This unit is now considered as a “mission” led by a representative for “the reform of the State top-level management”. She has been appointed in December 2012. Besides, an information system dedicated to high-ranking civil servants has been founded in 2010. Specific training programs have been developed as well.

- Legal measures on « balanced appointments » taken and voted in 2012 (law of 12/03/2012, decree of 30/04/12) are implemented since 1/01/13. A first assessment report will be drafted by the end of the year (2014);
- Reform on competitive entrance examination for ENA is still being drawn up.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

There are three main levels of PTM within the French senior civil service which correspond to three types of selection or appointment :

- early career positions: deputy head of unit, head of unit, deputy “sous-directeur”, “chargé de mission” to a “sous-directeur”;
- functional positions : “sous-directeur”, departmental head or equivalent. This type of selection follows a formalized procedure (call for application, competitive recruitment, validation by the PM and the Minister in charge). Each employer is responsible for the selection process (type and nature of interview, assessment grid etc.). Appointment are set up with a defined duration (renewable once);
- discretionary appointments: directors of central administration, prefects, ambassadors.... are listed in a government decree and appointed by government. Appointments are open to non-career civil servants and revocable at any time and

without cause.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

- PTM in early career positions are most of the time appointed right after their training in a *Grande Ecole* (mostly ENA and *Ecole Polytechnique*), according to their rank;
- “Sous-directeurs” and departmental heads are appointed by order of the PM and the Minister(s) in charge;
- Directors of central administration, prefects, or ambassadors are appointed by government through a presidential decree. A circular dated 3/05/13 states that from then on ministers shall make, for each appointment, three propositions to the PM. These propositions of potential candidates should include one woman and one man and at least one of the pool members (see above), in a dual objective of gender equality and diversity in recruitment.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

The process of selecting PTM is based on :

- Publication of vacancy announcement
- Talent pool approach: talent pool of PTM, managed by the SGG with an interministerial logic, has been created as a tool to ensure a transparent and efficient recruitment. Employers can use it to identify and select the right candidates for discretionary appointments (see 5.)
- An appropriate training policy for top managers:
In a circular of 6/11/11, SGG requires the General Secretaries of the Ministries to use a **joint management skills profile** (see 8.) for performance assessment and career management of the PTM. Emphasis on management skills is reflected in the training policy which consists in 3 types of programs:
1/ training program for managers (“sous-directeurs” and heads of department) taking up a new position. This program, steered by DGAFF, has been established in 2005. It is available 3 or 4 times a year and lasts 2 days.
2/ management seminar for newly appointed directors of central administration. 2 sessions of 2 days are organized each year. This program, steered by SGG, gives strong support to directors taking up a new position.
3/ training program, carried out by both SGG and DGAFF, for the members of the talent pool likely to become high-ranking civil servants (in the short or medium term), has been implemented for more than one year. Centered on management and leadership development, this program is intended to support managers (mainly the more experienced “sous-directeurs” and heads of department),

identified by their administration as potential top-level managers (discretionary appointments). The first instance has officially started in November 2012 and has ended in April 2013. The program has been designed in such a way (one- or twoday session each month) that participants can carry on their professional activity. In addition to these inter-ministerial training programs, each ministry offers different kind of specific trainings to its PTM – for example, to prefects or high ranking civil servants of Ministry of Interior.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

By circular of 6/11/11, SGG has defined a **joint management skills profile** for State PTM. This profile is used, as an inter-ministerial frame of reference, in the process of assessing management skills of all top managers within the French State civil service. Management skills involve: ability to decide, resilience, commitment, leadership, ability to lead change, ability to lead people, to develop others and to delegate, communication, partnering, sensitivity to the “general interest”, strategic thinking, vision, openmindedness, creativity and innovation etc.

This management skills profile has been integrated as an essential tool for performance and potential assessment of PTM.

Beside this annual performance interview, the 360 Degree Feedback has been used for some years in several ministerial departments (Defence, Foreign Affairs and Interior) – exclusively for PTM.

A method to assist in identifying managers likely to become members of the talent pool has been implemented since January 2011. Since then, a “career review” is organized annually in each Ministry.

As part of this identification process, particular attention must be paid to gender equality.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Germany

1. Please indicate the system implemented in your Public Administration (PA)

Career-based <input checked="" type="checkbox"/> Position-based <input type="checkbox"/> Mixed <input type="checkbox"/>
If you select the mixed system kindly give further information:
2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?
No

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?
Not applicable (see answer to Q. 2)

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?
Not applicable

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.
<p>Some public managers hold an office in which they must be permanently in agreement with the fundamental political aims of the government. These are the so called politically appointed civil servants. The number is set by law and is relatively small (under 0,5 percent of all federal civil servants). In the federal administration these include state secretaries and directors general in the ministries, high-ranking civil servants in the Foreign Service and in the intelligence services.</p> <p>Levels of management:</p> <p>Minister/President</p> <p>State Secretary/Vice President</p> <p>Head of Directorate</p> <p>Head of Division</p>

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

In general it is the Minister or President to decide on new appointments. In most cases in the federal authorities this decision is taken after a structured interview by a committee that is composed of representatives of the personnel-division, the directorate concerned and a neutral directorate. The staff representation, the gender equality representative and the severely handicapped delegation are also involved insofar as their tasks are concerned and present at the interview.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

According to Article 33(2) of the Basic Law, every German shall be eligible for any public office on the basis of aptitude, qualifications, and professional achievements.

This applies in the same way to long-term employment of civil servants or public employees. The principle of merit as defined by constitutional law means:

- In order to become a civil servant, the applicant must possess the necessary qualification for the desired career path.
- In order to become a public employee, the applicant must possess the qualification required for the specific function.

The eligibility requirements to be adhered to in hiring civil servants are largely the same for all areas of administration. In addition to the general requirements, such as loyalty to the Basic Law and personal integrity, civil servants must also fulfil the admission requirements for the individual career paths.

The law on public service employees provides neither for a career system nor, as a rule – apart from job-related education credentials – for formal eligibility requirements. Applicants are hired on the basis of their individual knowledge and abilities alone. Suitability for the specific job is the deciding factor.

Recruitment to the public service is generally conditional on a vacancy announcement so that the right of equal access to public offices is guaranteed. Suitable candidates for the announced vacancy are chosen by means of a selection process. Each authority is responsible for conducting its own recruitment and hiring, i.e. there are no generally binding rules for the form of the selection procedure and there is no central authority responsible for the selection of federal staff. The reason is that in the federal administration each federal ministry is responsible for its own staffing. This responsibility is derived from the principle that each federal ministry manages its remit independently and on its own responsibility.

Recruitment to the public service requires a vacant position. In the framework of their budgetary authority, parliaments at federal, *Land* and local level have the right to decide on the number and distribution of public service posts. In accordance with budgetary law, human resources are not managed according to the available funds, but according to established posts. In principle, the budgetary authority must approve each post before someone can be hired into that post.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

The managerial skills are the main competencies assessed during the structured interview.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Public Managers are appointed for life. It ensures that civil servants fulfil their constitutional task and guarantees the neutrality of public administration and the legal and economic independence of civil servants. Only under exceptional circumstances expressly defined by law is it possible to leave the public service, for example upon reaching the statutory retirement age, removal from public service upon the civil servant's own application, or dismissal from service as a disciplinary measure

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Article 33 (2) of the Basic law applies to all levels of administration but the selection procedure might differ between the different levels (federal state/state/ municipalities)

Greece

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☒

Position-based

☐

Mixed

☐

If you select the mixed system kindly give further information:

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

The **last reform** in the Selection System for Public Managers in Greece took place in 2010 when there was a major legislative reform concerning this HR policy. Its main innovative elements were the introduction of new collective bodies that were responsible for the selection of managers and were different depending on the level of management concerned (DGs, Ds and Departments). Another innovative element was the introduction of written test as a criterion for the selection of managers which is conducted by an Independent Administrative Agency (ASEP, the Council for Recruitment of Personnel), it is valid for six (6) years after the publication of the results and is conducted at least once (1) each three (3) years independently of the vacancy notices for the selection of managers. The procedure has 3 stages:

-The first stage of selection is a totally objective assessment of typical/static criteria (i.e. degrees, years of service, years as a manager, assessment, publications and training) according to a strict point-system that leaves no margin for any kind of intervention

-The second stage is the written test, which is conducted by ASEP

- The third stage is the interview

Mainly due to budgetary constraints this system has not yet been implemented as far as its aforementioned new elements are concerned. Moreover, the interview, which was predicted for Directors-General and Directors has also not been implemented. Therefore, the current selection system transitionally includes only the first stage, i.e. counting points for static criteria (degrees, years of service, years as a manager, assessment, publications and training)

At the time being there is an **ongoing procedure** of reforming the selection system for Public Managers. The main elements of this reform are the following:

- Announcement of a position vacancy based on the job description for all levels of management
- Establishment of one Council (EISEP – Special Council for the Selection of Managers) in each Ministry for all management levels that will have the overall supervision of the procedure
- The Selection will be conducted in three stages (1) Verification of compliance with the static criteria of the vacancy notice (such as degrees, relevant experience, Master degrees, PhDs, foreign languages), 2) Written examination by ASEP (Independent Agency) and 3) interview)
- The final marking is determined by 100% from the interview in the case of the selection of Directors-General, by 30% from the written examination and 70% from the interview for Directors and in the case of Heads of Department the respective percentages are 50%-50%

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The conditions that prompted the *reform that took place in 2010* had to do mainly with the need to introduce a system which would help to ensure, even more, the principles of meritocracy and transparency in the procedure of selecting Public Managers and enhance trust in the Greek public administration. The financial crisis and the budgetary constraints that came with it did not give the chance to the aforementioned reform to prove its efficiency since it was not fully implemented. However, it gave time to reconsider its advantages and disadvantages and come up with a new reform proposal, which is currently introduced.

The *ongoing reform* in the selection system for Public Managers is combined with the also ongoing structural reform in the Greek public administration which will eventually lead to fewer positions for public managers but with more responsibilities and an enhanced role. The aforementioned conditions, as well as the key-role that public managers are called to play in the era of crisis and the fact that the existing 1st stage of the procedure did not deliver the expected results, led to the acceptance of the need for a new system that will evaluate candidates with the adequate criteria and in consistence with each job-profile.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

As mentioned before, the reform that took place in 2010 has not yet been fully implemented but since its initial introduction there have been some minor legislative modifications in order to facilitate its implementation, especially as far as the written test is concerned. However, the written test, which was the most innovative element of this reform, as well as the interview, have not yet been implemented. Therefore, since 2007, when the selection system was based on the measurement of static criteria (such as degrees, relevant experience, Master degrees, PhDs, foreign languages), besides some minor amendments, the system has actually remained the same.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

The different levels of Public Managers in the Greek public administration are:

- Directors General
- Directors
- Heads of Departments

According to the **existing selection system** (which is not fully implemented) the selection of Public Managers is conducted by different collective bodies for each level of management, as it will be further explained in the next question. This was one of the innovative elements of the reform in 2010 and was meant to underline the different role of each level of management and indicate that higher levels of management must be selected by collective bodies that can ensure transparency and impartiality. Another difference among the three levels of public management is that for the selection of Heads of Departments, which is the lower level of management among the three, the interview tool is not applied due to the big number of Departments (since the assessment of structures had not yet taken place) and the fact that it would delay the selection procedure. Moreover, the positions of Director Generals and Directors are open to all public servants, while for the positions of Heads of Departments only the employees of the public service concerned have the right to apply.

According to the **new reform proposal**, although there is only one collective body in each Ministry for all levels of management, the interview panels are not the same for DGs /Directors and Heads of Departments. The difference is that the immediate supervisor of the Head of Department that is to be selected is a member of the interview panel, while for the higher levels of management the immediate supervisor is not necessarily a member of the interview panel. Moreover, the written tests for each position will be different depending on the level of management and the responsibilities of the position. Also the written test and the interview will have a different weight for the final classification of the candidates depending on the level of management concerned. The aforementioned differentiations are introduced in order to indicate the different role of each level of management and highlight and assess those qualifications of the candidates which are necessary for each level of management.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

According to the **existing provisions**,

1. The Directors- General are selected by the Special Board for the Selection of DGs (EISEP), which is common for all public services of the central administration and consists of 4 members of ASEP (Independent Agency for the Recruitment of Personnel) and one Assistant to the Ombudsman.
2. The Directors are selected by another collective body, the Board for the Selection of Directors (SEP), which is established in every Ministry and Decentralised Administration and consists of 2 DGs of the relevant Ministry or Decentralised Administration, 1 DG of another Ministry and 2 representatives of the employees.
3. The Heads of Departments are selected by the Service Board, which is established in every public service and consists of 3 Directors of the concerned service and 2 representatives of the employees.

The aforementioned collective bodies are also competent to conduct the interviews for the selection of Directors- General and Directors. ASEP is responsible to conduct the written test.

According to the ***new reform proposal*** there is only one collective body in each Ministry for all levels of management called Special Board for the Selection of Managers (EISEP). This Board consists of 2 members of ASEP, the Director General responsible for Human Resources in the concerned Ministry, the Director General of another Ministry and one expert from the Private Sector. The higher levels of management are involved in the procedure of selecting managers for the lower levels mainly during the interview (as members of the interview panels) and the allocation (as members of a Council responsible for the allocation of Heads of Departments).

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

The tools and methods used to ensure the principles of meritocracy and transparency during the process of selecting Public Managers according to the ***existing provisions*** are:

- The first stage of selection is a totally objective assessment of typical/static criteria (i.e. degrees, years of service, years as a manager, assessment, publications and training) according to a strict point-system that leaves no margin for any kind of intervention
- The written test is conducted by an Independent Agency (ASEP)
- The EISEP which selects Directors- General consists of 4 members of ASEP (Independent Agency for the Recruitment of Personnel) and one Assistant to the Ombudsman, members who ensure the transparency of the procedure. Furthermore, the Directors- General who are selected by EISEP staff the Boards responsible for the selection of Directors (SEP) and the Directors selected by the SEP staff the Service Councils that select the Heads of Departments.
- The questions for the interviews are selected by a specific pool of questions and the interview may also be attended by the co-candidates

According to the ***current reform proposal*** the tools and methods used to ensure the principles of meritocracy and transparency are:

- The fact that there is only one body per Ministry (EISEP) that has the overall supervision of the procedure for selecting Managers for all levels of management and consists of 2 members of ASEP, 2 Directors General and one expert from the Private Sector
- The job profiles play a crucial role in order to ensure that -depending on the position vacancy- the appropriate candidate is selected
- An Independent Agency (ASEP) is responsible for the first stage of the procedure, during which the on/off criteria of the job announcement are checked

-The whole procedure of the written tests, which may be different depending on the level of management and the specific vacant position, is conducted and supervised by ASEP

-The interviews are structured and the marking is noted on specific templates. The members of the interview panels go through special training in the National Center for Public Administration and are certified as interviewers

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

The existing system is a more knowledge-oriented system rather than a system that would make it possible to identify managerial skills.

As mentioned before, according to the **existing system**, the first stage of selection is a totally objective assessment of typical/static criteria (i.e. degrees, years of service, years as a manager, assessment, publications and training) according to a strict point-system predicted in the relevant legislation.

The second stage, that of the written test, is also designed in a way to identify technical skills and knowledge since the test consists of multiple choice questions. The written examination aims at identifying the knowledge of the candidate in matters of the competence of his service and his ability to think in a synthetic and analytic manner that allows him/her to propose efficient solutions to the issues arising when dealing with the responsibilities of the service.

The third stage, that of the interview, aims to form an opinion on the candidate's personality and his ability and appropriateness to exercise the duties of the vacant post. The mark of the candidate results from the correctness and completeness of the answers to random questions chosen from the bank of questions. The content of the interview includes the following thematic units:

1. The activities of the candidate based on the content of his curriculum vitae, 2. Knowledge of the responsibilities of the service, the organization and functioning of the public administration in general and 3. The administrative capabilities of the candidate to plan, coordinate and take initiatives and effective decisions and to manage a crisis.

	Key skills and capabilities	Assessment tools				
		Interview	Written exams	Letter of intent	Application form	CV
1	Quality of presentation of the candidate's profile	✓		✓		✓
2	Technical skills relevant to the position, relevant experience (technical and managerial)	✓	✓		✓	

3	Language and computer skills				✓	✓
4	Capacity for management: Leadership, capacity to assign tasks, ability to advise and guide	✓	✓			
5	Capacity to develop a strategic vision and forward-looking approach	✓	✓			
6	Communication skills: Listening skills, ability to convince	✓	✓			
7	Decision-making in complex situations	✓	✓			
8	Change management skills	✓	✓			
9	Motivation: Personal involvement and commitment	✓		✓		
10	Adaptability: Ability to adapt to given environments, capacity to develop skills	✓	✓			
11	Stress management	✓	✓			
12	Creativity: Capacity to be creative and open to innovation, open-mindedness and capacity to question and challenge ideas/situations	✓	✓			
13	Evaluation				✓	✓

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

According to the **existing legislation** there is no specific provision for the Public Managers who are not reselected regardless of the level of management concerned. In any case, managers of all levels after the termination of their tenure have the right to re-apply for a position.

According to the **newly proposed provisions** Public Managers of all levels will have the right to re-apply for a position after the termination of their tenure. Moreover,

1. The Directors- General who are not reselected will be appointed as Inspectors in the existing Inspectorate Bodies while maintaining the right to reapply for a position of Manager.
2. The Directors that are not reselected will also go to Inspectorate Bodies with special responsibilities (assessments, research, consulting etc.) and will also maintain the right to reapply for a position of Manager.
3. The Heads of Departments, if not reselected, will maintain no management post and will become regular employees.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

For the time being local administration in Greece applies the same system for selecting managers as the one applied in central administration (measurement of static criteria).

However, for the time being local administration is not included in the application scope of the currently introduced provisions for the selection system due to their geographical and organizational particularities, as well as their different responsibilities.

Hungary

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☐

Mixed

☒

If you select the mixed system kindly give further information:

The Hungarian PA is basically a carrier-based PA with position-based elements such as tendering is not compulsory in the PA, higher level posts are not only open to public servants, selection procedure is usually not centralized.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

There hasn't been any significant reform related to the selection of Public Managers during the last years.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

Not relevant.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Not relevant.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Related to the lower levels of Public Management the selection procedure can be made by invitation procedure or by tender procedure. Related to higher levels of Public Management see the procedure at point 6.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

a) Lower levels of Public Management

The administrative organization, so *the employer* is responsible for selecting the lower levels of management.

Higher level of Public Management is involved in the process of selecting lower levels of management in the following way:

Before the appointment of a head of department or a deputy head of department or a head of unit *the administrative secretary of state concerned* shall inform *the administrative secretary of state of the Ministry of Public Administration and Justice*, who may object within fifteen days after the notification of the proposed person. The objected person cannot be appointed to head of department, deputy head of department or head of unit.

b) Higher levels of Public Management

Related to higher levels of management such as *administrative secretary of state* and *deputy state secretary* other rules are applicable related to their selection:

The Minister who intends to appoint ***the administrative secretary of state*** in the ministry first of all shall propose a person for this position. Furthermore, the Minister shall consult about his/her proposal with the Minister of Public Administration and Justice, who may make observations regarding the proposed person.

Then, on the basis of the initiative of the Minister concerned, the Prime Minister makes her/his proposal for the appointment.

Finally, the *administrative secretary of state* is appointed by the *President of the Republic* according to the proposal of the *Prime Minister*.

The Minister who intends to appoint ***a deputy state secretary*** in the ministry first of all shall propose a person for this position. Furthermore, the Minister shall consult about his/her proposal with the Minister of Public Administration and Justice, who may object within fifteen days after the notification of the proposed person or who may forward the proposal to the Prime Minister.

The deputy state secretary is appointed by the Prime Minister according to the proposal of the Minister concerned.

It is important to note, that both the administrative secretary of state and the deputy state secretary are appointed for an indefinite period.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

The Act on Public Officials determines the basic requirements of the employment related to the government officials: Public service employment may be established and maintained with persons who have no previous criminal records, a disposing capacity and a minimum educational level of completed secondary education. If the central administrative authority wishes to employ a junior government official with a higher education degree in its basic activities, the applicant must, beyond complying with the requirements for public service employment mentioned before, also hold an officially recognised language examination certificate in English, French or German. Provisions of the law – or in cases stated by provisions of the law, the one who exercises employer authority – may make public service employment conditional upon, beyond those requirements mentioned before, a specific education level or qualification, as well as medical and mental eligibility or specific skills. These legal provisions guarantee that the applicants should meet certain kind of requirements.

Furthermore, if the selection is made by tender procedure it is possible to have recourse to a special selection procedure conducted by the Office of Public Administration and Justice (hereinafter: Office). In this case – apart from the final decision of the selection – the Office conducts the whole tender procedure which includes different kind of methods such as interview, assessment center and job aptitude test. These methods also guarantee that at the end of the tender procedure the principle of meritocracy is ensured during the selection procedure.

The process of the Office is strictly regulated in a Government Decree, so the principle of transparency is also fulfilled.

Transparency is also fulfilled related to tender procedure through publishing the tenders on a specific website operated by the Office.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

See the methods at point 7.

The assessed competencies always depend on the specific job vacancy.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Both higher level and lower level of Public Managers are appointed for an indefinite time, so there are no specific regulation related to the next stage of the career of Public Managers. It is important to note that Magyar Zoltán Public Administration Development Program plans to introduce a career management system related to the Public Managers.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

There same selection system is applicable in local administration, though it is important to note that notaries are always selected by tender procedure.

Italy

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☐

Mixed

☒

If you select the mixed system kindly give further information:

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

The Regulation to reorganize the training and recruitment system of civil servants and public training schools, includes a complex set of measures to reorganize public administrations and manage HR with the aim to make a contribution to recruiting and training managers who are able to address future challenges.

In order to achieve these goals, four essential steps need to be taken:

- a. redefining staffing requirements in order to have a clear picture, for the first time, of the optimum HR needs of public administrations;
- b. planning recruitment procedures and establishing a “Single coordination system”;
- c. ensuring lifelong training for public employees (especially managers and civil servants);

- d. establishing a “*Unified recruitment and training system*” to reunite and coordinate Public Training Schools through a Board that guarantees the correct operation of the “*Unified system*” without neglecting the advantages of a system opened to public and private Universities (a sort of mixed model “ENA”-“Oxbridge”).

In this context, the cornerstone of the new discipline is the “*Unified System*” which incorporates and reorganizes the various Training Schools (eliminating overlap and duplication of structures) A committee for the coordination of training and recruitment activities undertaken by individual schools shall ensure efficiency and uniformity.

The School of Public Administration (SSPA), now renamed National School for Administration (SNA), becomes the basis of such a reform and the headquarter of the Committee in charge of coordinating the directors of the Diplomatic Institute " *Mario Toscano*", the *School for Economics and Finance*, the *School of the administration of the Ministry of Interior - SSAI* , *The training Center of the defense*, the *Higher School of Statistics and Social and Economic Analysis* .

The regulations concern recruitment and training for managers and graduated civil servants.

They pursue two objectives:

- i) planning more rational and efficient training;
- ii) gradual centralization of recruitment carried out through single, unified public competitions (currently each administration autonomously carries out recruitment competitions for civil servants and for 70% of managers).

The recruitment, in particular, is planned according to a time schedule including the obligations that the Department for Public Administration and the Committee of the schools have to fulfill to ensure that competitions are issued annually (this is perhaps the most important innovation together with the unification in a single school).

This reform mainly aims to improve the quality of the selection system through the identification of minimum entry requirements, enhancing the experience acquired within the administration also thanks to the provision of the minimum requirement of possession of a cultural diploma, such as the degree.

The SNA will hopefully become a pole of attraction for all the administrations, both at central and local level.

Recruitment planning is carried out every three years and considers both the fulfillment of the vacancies and the possible rationalization of the workforce. Furthermore, it is necessary to pay a special attention to new professional skills needed by the public sector.

Managers recruitment is progressively centralized in the SNA, raising the minimum percentage of managers to be recruited through the annual course (from 30% to 50%).

For the remaining 50%, as of 1 January 2014, the recruitment of managers and of other staff that is common to all central administrations takes place by means of single public competitions.

Single competitions are organized by the Department for Public Administration at the Prime Minister's Office, without any additional cost for public finances.

The Department for Public Administration analyses the overall staffing needs and if vacancies are found in administrations in a specific region, the single competition shall be organized at regional level.

Public administrations can only hire staff from the list of candidates who successfully passed a public competition until they become empty. The list is drafted by the Department for Public Administration.

Finally, administrations and agencies can be authorized to organize their own public competition if they are looking for specific professional profiles.

Regions and local authorities can use the above recruitment procedure and, in case of need, they are obliged to hire people from the list of successful candidates.

In order to ensure maximum transparency, the Department for Public Administration publishes any information on the status of the recruitment procedure on its institutional website.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The Law Decree no. 95 of 6 July 2012 (converted into Law no. 135 of 7 August 2012) provided for:

- i) the implementation of the reform of Public Training Schools and Public Training Institutions, and other relevant structures, through government regulations;
- ii) the reform of the recruitment and training system for managers and civil servants.

The criteria that the reform followed were:

1. elimination of overlapping and duplication of existing training institutions;
2. identification and regulation of their mission and tasks;
3. concentration in a central School of recruitment and training for managers, civil servants and officials working in non-economic public organizations;
4. concentration in one structure already existing in each Ministry, of specialized and permanent training for civil servants and officials working in non-economic public organizations;

5. lifelong training for civil servants with the possibility to decentralize the activities and collaborate with Italian and foreign Universities;
6. revision of the regulations to select trainers with the aim of ensuring the stability of the teaching workforce and the maintenance of the excellence of public training schools;
7. the planning of training activities and the management of financial resources has to take into account homogeneous areas and has to take place in a coordinated manner, in accordance with established guidelines in order to avoid duplications and rationalize available human and financial resources;
8. framework agreements to be signed between the central school and local authorities to recruit managers and train staff in the same authorities.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

The reform is being implemented.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Access to II level managerial positions takes place according to the modalities described above.

Access to I level managerial positions in state administrations, including non-economic bodies, takes place through public competitions organized by individual administrations based on the general criteria established in the relevant legislation.

If they need to recruit I level managers on a fixed-term contract, the following elements will be assessed:

- Adequate professional experience over a certain period of time, not less than five years
- High level educational and professional qualifications (post-graduate qualifications, international publications)
- Proved managerial skills in line with the position for which they are competing

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

Following the reform, the responsibility for selecting managers for central administrations falls within the Department for Public Administration, namely the National Administration School, without prejudice to the real needs of individual administrations and the related availability of posts and financial resources.

Individual administrations are directly responsible for the selection procedure only if they were previously authorized to organize public competitions for specific professional profiles.

This is also true for local administrations.

Once managers are selected and hired, administrations choose the position they will fill by taking into account the nature and features of the objectives set, the complexity of the organisation, the professional skills and abilities of the single manager, the results previously achieved in the administration of origin and related evaluation, the specific organisational skills, any experience done abroad, in the private sector or in other public administrations that are relevant to the new job.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

In compliance with art.97 of the Constitution, civil service posts can only be accessed through a public competitive examination, with the exception of specific derogations established by law.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

In order to access I level managerial positions, the public competition includes 2/3 written tests and an oral exam.

In these cases, the subjects for the tests are indicated in the notice of competition and tests are meant to assess the ability of candidates to:

- a) Implement plans, programmes and guidelines, through the coordination and control of the activities of heads of units, with reference to the functions connected to the cycle of performance management and the evaluation of HR;
- b) Adopt organizational measures and exercise accurate spending powers in terms of legitimacy, relevance, organizational efficacy, efficiency and cost-effectiveness,

with proposals to improve the quality and cost-related standards of functions and services;

- c) Develop strategic projects within a framework of equal opportunities in terms of rights and obligations, transparency of public administrations and culture of integrity.

In case of positions for which a specific expertise and experience is required, administrations can include a single theoretical-practical test in the examination.

The oral test, which consists of an interview on topics specified in the notice of competition, is aimed at assessing the skills of candidates, their organizational and managerial abilities, their aptitude to have proper interpersonal and institutional relations, communicate and negotiate. The test is also meant to assess the advanced knowledge a foreign language and the use of personal computers and the most common application software, as well as their knowledge about questions and potentialities connected to the use of IT tools in relation to web communication processes, organization and management of resources and the improvement of the efficiency of offices and services.

In order to access II level managerial positions, the public competition includes 2/3 written tests and an oral exam.

In addition to evaluating their professional qualifications, the following skills are tested:

In the written test, having a practical content, the ability of candidates to find the right solution, in terms of legitimacy, suitability, organisational efficiency and cost-effectiveness, to questions connected to the institutional activity of the administration that announced the competition. (For technical managerial positions, the administration may decide to have an additional compulsory written test, to be mentioned in the notice of competition, to assess the ability of candidates to perform specific functions. Candidates are required to provide a solution to technical questions or problems).

In the oral test, which consists of an interview on topics specified in the notice of competition, the qualification and expertise of candidates and their ability to perform managerial functions is assessed. In order to assess the advanced knowledge of a foreign language, candidates are also required to read, translate texts and have a conversation in one of the foreign languages mentioned in the notice of competition. During the test, candidates' proficiency in the use of personal computers and the most common application software is also assessed through a practical test, as well as their knowledge about questions and potentialities connected to the use of IT tools in relation to web communication processes, organization and management of resources and the improvement of the efficiency of offices and services.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Those who access managerial positions obtain permanent job contracts. It is then up to individual administrations to give them fixed-term assignments.

If they do not receive a further assignment when the previous one has been completed, managers remain part of the administration yet without a specific role assigned to them.

Special procedures apply to administrations that are under a reorganisation or rationalization process. They may decide to cut managerial posts.

Administrations can also assign fixed-term managerial assignments to people who did not pass a competitive examination for managers. By the time their assignment is completed, their contract is terminated.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

In addition to what mentioned earlier, local authorities are allowed to recruit special professional figures such as “*segretario comunale*” (Municipal Secretary) and the Director General.

People who are not part of public administration and have not sat a public competition for managers can obtain a fixed-term manager’s contract. Once the contract becomes expired, any labour relation with the administration is terminated.

Latvia

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☒

Mixed

☐

If you select the mixed system kindly give further information:

In Latvia there is a position-based civil service –posts are open to both internal and external applicants. Also a transfer to another position in the interests of the state can be used.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

Since 2012 there has been introduced a new performance management system in the public administration. The system provides competency modules for different groups of employees (policy planners, managers etc.) Thereby competency approach in selection process is more common in the institutions, like different tests, behavioural interviews.

Within the reform of human resources (strategy adopted in February, 2013) special attention is paid to higher level civil service, including the selection process. It is planned to introduce a shared service in selection of top managers – professional support (additional selection methods to test the competencies, professional behavioural interview) and management of selection will be provided by the central body – the State Chancellery. Still the issue is under debate in the parliament and the further actions will depend on decisions taken.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

- Necessity to deliver “better with less” and tendencies in other EU civil services;
- Reform planned within human resources (Concept Paper for Public Administration Human Resource Development, February 2013). Vision of HR policy – (1) compact and results-oriented public administration (2) public administration acts as single employer. Goal –professional, motivated and fair employees;
- New performance management system (has been introduced since 2012) and need for certain competencies, like strategic thinking, leadership, change management;
- Draft Law on State Service wherewith it is planned to introduce shared services in selection.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Implementation of selection systems depends on the institutions, e.g. how effective different tools are used to test the competencies.

The reform of top managers’ selection will depend on the parliament’s decision and implementation of shared services in selection process – on approval of State Service Law in the parliament.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

The levels of management are:

- top or higher level civil service (heads and deputy heads of ministries/ institutions),
- middle level managers (heads of departments),
- supervisory or lower level managers (heads of units).

The process of managers selection rests on similar basis, except some conditions in selection of heads of institutions which are regulated stricter, like establishment of selection commission (established by minister), determination of selection criteria (have to be coordinated with the State Chancellery), appointment to position (state secretaries and heads of an institutions under supervision by ministers should be approved by the government).

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

Each institution is responsible for selecting public managers. Top managers can be and sometimes are involved in selection of managers (it depends on the institution).

Heads of the institutions are selected by the commission (established by the minister and includes higher levels of management) and approved by the government or minister. The selection criteria have to be coordinated with the State Chancellery.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

- All competitions are open in the civil service (except a transfer of civil servant);
- Competency-based selection - behavioral interviews and additional selection methods (enumerated in Q.8)

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Both managerial and professional skills.

Methods used: tests, written exams, presentations, case studies, references. The best practice is to combine few of those methods to have an assessment centre.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

There are no strict limits for period being in one position – a candidate is appointed to a position of head of an institution for a term of five years but a decision to extend the term can be taken several times.

In Draft Law on State Service it is planned to limit the term in one position and to provide additional methods to favour mobility and retain the best managers in the public administration.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Local administration is an autonomous body and human resource policy depends on each municipality.

Lithuania

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☐

Mixed ☒

If you select the mixed system kindly give further information:

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

New selection system has started from June 2013. The change is that we moved from decentralized selection system to the partly centralized selection system. New selection system consists of two parts. First part: written test of general aptitudes and interview on the management competencies at the Civil Service Department. Second part: interview at each institution where the public manager's post is open.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The need to make the selection process more transparent and more efficient by:

- Introducing the competency-based selection model (meritocracy);
- Digitalization of the selection process (screening, testing and admission of the paper documents to the competition).

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Tree years: from 2010 when the Civil Service Department started the special project “Improvement of the civil servants selection system” financing by European Social fund to 2013 when the amendments to special law entered into force.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Our selection system does not differ depending on the level of public managers.

But we are going to introduce some amendments to special law and to determine special conditions for the Senior Civil Service. There will be fixed special conditions on admission, tenure/mobility and performance procedures for higher level of management (Chancellors of ministries, Directors General and Directors).

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

The appointing authority of an institution looking for a public manager is responsible for selecting a public manager. The higher levels of public managers should participate in the process of selecting public managers for the lower levels in this ways:

- if a person, entitled to appoint a public manager, decides to include them to the selection commission;
- if a higher level public manager will be an immediate superior (an immediate superior is always included to the selection commission).

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

Any person who wishes to become a Public Manager has to pass a test and to check one's management competencies at the involved institution - Civil Service Department. Only after this he is allowed to participate in a competition organized by the institution looking for a Public Manager.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Firstly, there is a **written test** for general abilities and technical skills as counting, understanding, logical. Then there is an **interview** held by psychologists to check the main management competencies as leadership, HR management, strategic thinking, financial management, communication and analysis (with practical tasks, which could be met at work). Second stage is in the institution, which is organizing **the interview** with each applicant. The selection commission interviews the ability of a person to perform the functions specified in the job description.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

A Public Manager should be transferred to another equivalent position after termination of the tenure or if there is not such – to another position of civil servant.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

For all Public Managers selection system is the same.

Luxembourg

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☐

Mixed

☒

1. If you select the mixed system kindly give further information:

The Luxembourg Public Administration (PA) has a mixed selection system of public managers. The law foresees that every post has to be published in the newspaper and/or on the internet. The posts for higher levels of management (Directors-General and Directors) can therefore be filled by an external applicant although they generally get filled by internal

applicants. The lower levels of management (heads of offices) are always internally selected based on their career achievements and merit.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

There has not been any reform in the selection system of public managers over the last years. The only reform that has taken place was in 2005 where the nomination to a higher level management position is limited to a mandate of 7 years that is renewable. The Directors can use a tool which is a behavioral analysis based on the "Universal Competency Framework" in the process of defining heads of offices. The mandate of a head of office is not limited in time.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

/

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

/

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Cf. answer 1

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

The responsible person for selecting the public managers at all levels is the Minister who is advised by his close collaborators (higher levels of management). The nomination to a

higher level of management position is ultimately granted by the Head of State. The selection of heads of offices is generally overtaken by the Directors-General and Directors for their department or administration.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

/

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Currently, the Luxembourg public administration does not have any competency assessment during the process of selection. It should be noted though that the Government is about to implement reforms in the civil service that are proposing amongst others the introduction of an appraisal system for Directors-General and Directors based on four criteria:

- personal and interpersonal skills
- strategic and innovative thinking
- supervisory skills
- operative capacities

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

If a Director is not reselected after a mandate, he will be placed back into his former career and will continue to be paid a salary similar to the one earned in the post as Director. The lower levels of management lose their title, but there is no impact on their career evolution.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

The selection process of higher levels of management in the local administrations is similar to the one at the national level except that their mandate is not limited in time.

Malta

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☐

Mixed ☒

The Public Administration in Malta is composed of the Public/Civil Service and the wider Public Sector incorporating public entities having a separate legal personality (thus being employers in their own right), which also forms part of the Public Administration. The selection system in both spheres of the Maltese Public Administration is in some instances more oriented towards a career-based system, whilst in others towards a position-based system.

Public Managers below the level of Director are constituted mainly of Assistant Directors and Senior Managers. In the Public Service, Assistant Directors are employed on a three-year performance agreement and are chosen from amongst public officers holding a substantive grade not below salary scale 7⁸, or other public officers not below scale 7 with four (4) years' consecutive service in scale 7 or higher. In some cases, eligibility may be extended to public officers / public sector employees who hold a position at a level comparable to salary scale 7 or higher in the Public Service, and who have held one or more such positions for four (4) consecutive years both within the Public Service and/or within Public Sector entities.

Other Senior Managers, whose level of responsibility and remuneration is at par with those of Assistant Directors, are employed on a three-year contractual position and are chosen through a public call for applications. In the case of the Public Service, eligibility is restricted to candidates in possession of the qualifications and expertise related to the specific managerial position. In the wider Public Sector, Senior Managers may be chosen from the list of unemployed persons registering for employment with the Employment and Training Corporation, or else through a public advertisement, from amongst persons in possession of the necessary qualifications and expertise. Internal selection processes are also held for the filling of positions from amongst the entity's employees. The highest managerial position in public entities, that of Chief Executive Officer, is filled either through a selection process, or by direct appointment on a trust basis.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

⁸

The range of scales in the Public Service is 1 – 20, with Scale 1 being the highest scale.

In 2012, a reform regarding the recruitment and selection process in the Public Service was implemented. As a result, the head of department is now empowered to issue the call for applications and to appoint Selection Boards for all grades/positions, including Assistant Director and Senior Manager positions, from amongst serving public officers and/or from persons (non-public officers) pooled in the Ministerial Standing Selection Panel.

Prior to this reform, approval to issue a call for applications was required from the Public Service Commission (PSC)⁹ following due verification of the contents of the call for applications by the Public Administration HR Office (PAHRO). The composition of the Selection Boards, which, in the case of Assistant Directors typically consisted of the respective Permanent Secretary/Director General, the Director responsible for Corporate Services within the Ministry and the Director of the Department advertising the vacancy, was also approved by the Public Service Commission. In the case of other Senior Manager positions, the Selection Board normally consisted of the Head of the Department advertising the vacancy and two other public officers in a grade higher than the position being advertised.

The main innovative elements of this reform are the utilization of valuable knowledge and honed experience of former public officers whilst relieving serving public officers, otherwise involved in day-to-day matters, from serving on Selection Boards. The process has been rendered more expeditious, simplified and rationalised with the aim of empowering the head of department to manage in a timely manner and according to the particular needs of his/her department.

Also during 2012, the selection criteria for the position of Assistant Director were reviewed, rendering them more focused on the core competencies required for the position rather than on personal attributes. The core competencies listed in the new criteria are: intellectual ability, leadership skills, management skills and position-related requirements.

In the case of the Public Sector, changes towards greater delegation were introduced by means of the recently announced Directive, issued under the Public Administration Act on 23rd January 2014. By means of this Directive, the issue of internal calls for applications by public sector entities no longer requires the approval of the PAHRO. External calls for applications were similarly delegated in the case of positions established by a Collective Agreement or endorsed by the Public Administration Collective Bargaining Unit (PACBU). Instead, entities are only required to seek the approval of their Ministry's Permanent Secretary. This has made the recruitment process more simplified and expeditious with consequently less delay in commencing the selection process.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

⁹ The PSC is an autonomous body appointed in terms of article 109 of the Constitution of Malta (<http://www.justiceservices.gov.mt/DownloadDocument.aspx?app=lom&itemid=8566&l=1>). It regulates staffing and discipline in the Public Service of Malta.

The reforms that took place were mainly prompted by the Public Administration's trend, in accordance with the spirit of the Public Administration Act (PAA), towards the decentralisation of procedures, notably the procedures related to the recruitment and selection process, with the aim of increasing efficiency, promoting transparency and the inclusion of the input of non-public officers in Government procedures.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

In the case of the Public Service, the reform was announced through a Legal Notice in August 2012 and became effective in September 2012. There were no significant modifications since.

In the case of the Public Sector, the reform was introduced through a Directive under the PAA in January 2014.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Permanent Secretaries are appointed through direct nomination by the President of the Republic on the advice of the Prime Minister, after having sought the advice of the Public Service Commission in terms of Article 92(3) of the Constitution.

In the case of headship positions, that is, at the level of Director General and Director, appointments are made through a nomination process. The nominations are made by the Senior Appointments Advisory committee (SAAC) to the Prime Minister who appoints public officers to the positions after having sought the advice of the Public Service Commission in terms of Article 92(4) or Article 110 of the Constitution.

The Selection System for the filling of positions of Assistant Director and other Senior Managers in the Public Service consists of an interview by a Selection Board, which is appointed and composed as explained above.

The selection process is handled at Ministry level, with Selection Boards being established as vacancies arise. Each Selection Board assesses candidates in accordance with a set of centrally-established main selection criteria, sub-criteria and weightings that apply to all Assistant Directorship and Senior Manager positions. The standard criteria are intended to ensure uniformity of approach, transparency and a fair assessment of candidates. Furthermore, as explained above, in 2012, in consultation with the PSC and in line with the principle of selection planning which represents good practice in staff selection, the selection criteria and sub-criteria for Assistant Director positions were reviewed. The aim of this review was of focusing more on the core competencies required for the position rather

than placing excessive weighting on personal attributes(As already mentioned in Question 2), and of offering more guidance for Selection Boards.

In the Public Sector, as explained above candidates may be selected either from amongst persons in possession of the necessary qualifications and expertise for the position who are registering for employment with the Employment and Training Corporation, by means of a public advertisement, or by means of an internal call amongst entity employees.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

While Permanent Secretaries are appointed by direct nomination by the President of the Republic on the advice of the Prime Minister, Directors General and Directors are nominated by the Senior Appointments Advisory Committee (SAAC) to the Prime Minister, who appoints public officers after seeking advice from the Public Service Commission.(As already mentioned in Question 5)

The nomination process for the filling of the position of Director General and Director consists of a psychometric test (which forms part of the preliminary short-listing process) and an interview. Interviews are carried out by the Senior Appointments Advisory Committee (SAAC), established by means of Article 9 of the Public Administration Act, CAP 497. The Committee calls upon the advice and assistance of Permanent Secretaries in screening or short-listing candidates but otherwise regulates its own procedure.

As regards Assistant Directors with the Public Service, upon completion of the selection process as explained in reply to question 5 above, the successful candidate is appointed Assistant Director or in another Senior Management position by the Prime Minister, following a recommendation by the Public Service Commission in terms of the provisions of article 110 of the Constitution of Malta.

The PSC Regulations¹⁰ stipulate that each selection board should include at least one serving public officer. Moreover, according to Section 1.1.6.7 of the Public Service Management Code (PSMC)¹¹, public officers who are appointed to sit on Selection Boards must be at least one grade higher than the vacancy to be filled and at least one of the appointed persons/officers should have sound technical/professional knowledge of the responsibilities of the vacancy advertised. Hence, a typical selection board for an Assistant Director position would include an officer within the higher levels of management, such as a Director, a Director General or a Permanent Secretary.

In the Public Sector, a Selection Board is appointed by the Chief Executive Officer or Executive Director of the entity, which Selection Board is responsible to the same Chief Executive Officer/Executive Director.

¹⁰ <http://www.justiceservices.gov.mt/DownloadDocument.aspx?app=lom&itemid=8969&l=1>

¹¹ <http://www.pahro.gov.mt/chapter-1-1>

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

In the case of the appointments of Permanent Secretaries, Directors General and Directors, the advice of the Public Service Commission is sought prior to their appointments.

Recommendations for the appointment of Assistant Directors and other Senior Managers in the Public Service are equally made by the Public Service Commission. One of the main functions of the Public Service Commission is the safeguarding of merit, as reflected in the Public Service Commission Regulations, which stipulate in regulation 12 that:-

“...Vacancies shall be advertised through the publication of calls for applications which shall, in the case of officers in the public service, take into account merit, experience and qualifications before seniority in the service.”

In fact, typical assessment criteria approved by the PSC to be used by Selection Boards in the assessment of candidates are based on knowledge, competency and qualifications. In particular, the criteria used in the assessment of candidates for the position of Assistant Director are based on a number of common core competencies required for the position.

In the Public Sector, although entities are autonomous, they are guided to follow the same methods and adopt the same criteria used in the Public Service.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

While Permanent Secretaries are appointed by direct nomination, in the case of Directors General and Directors, the following are taken into consideration during the selection process:

- Integrity
- Competence:-
 - a. Leadership skills
 - b. Management skills
 - c. Analytical skills and experience specific to the job
 - Any other position-related requirements.
- Commitment in achieving results

These competencies are assessed from the candidates' application, motivational statement, track-record and during the interview.

As regards competencies assessed during the selection process of Assistant Directors and Senior Managers, please see replies to questions number (2) and (5).

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Permanent Secretaries, Directors General and Directors revert to their substantive grade in the event that the term of their performance agreement lapses and are not reselected to the position.

When a senior manager completes six years of creditable service in a headship position which is higher than his or her substantive grade, the Officer shall be entitled to an appointment to a substantive grade in the same salary scale as the position.

If, on the other hand, the Officer completes six years of creditable service in headship positions of different levels all of which are higher than his or her substantive grade, the Officer shall be entitled to an appointment to a substantive grade in the same salary scale as the lowest of those positions.

In the case of Assistant Directors, these revert to the substantive grade held prior to their appointment as Assistant Director throughout the first two terms¹² as Assistant Director. After having served creditably for two (2) three (3)-year tenures as Assistant Director, officers will be entitled for appointment to the substantive grade of Officer in Grade 5, or, in the case of departmental grade officers, may opt to be so appointed and forsake the grade held within the previous stream. The six years need not necessarily be continuous but in aggregate. The appointment as Officer in Grade 5 in this case would be effective on completion of six (6) creditable years in the position of Assistant Director. In the case of other Senior Managers engaged from outside the Public Service on a definite contract or engaged in the Public Sector, their contract of employment is turned indefinite after four years in terms of the Contracts of Service for a Fixed Term Regulations (S.L. 452.81), subject that no objective reason exists to the contrary in terms of same Regulations.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

The selection of Managers in local administration (i.e. Executive Secretaries with Local Councils) is made through the issue of an expression of interest from amongst: public officers in salary scales 5 to 9 (both scales included); graduate public officers and public sector employees with three years pertinent experience; and Local Council employees in scale 11. Eligible officers are required to complete a specialized course conducted by the Department of Local Government with a view to be placed in a pool from which Executive Secretaries are appointed by the Minister following nomination by the Local Council.

Netherlands

1. Please indicate the system implemented in your Public Administration (PA)

¹² Appointments in the position of Assistant Director are made on the basis of a three-year performance agreement.

Career-based ☐

Position-based ☐

Mixed ☒

The Netherlands has a position-based system. But we have two groups where we use some career-based elements.

Firstly, The Ministry of External Affairs recruits a group of young graduates to become diplomats. Some of them will follow a managerial career pathway. Managers are seldom recruited from outside of this Ministry. Newest development is: more exchange on the management level between the Ministry of External Affairs and top managers from other Ministries (ABD target group).

Secondly, the top managers (dg's and sg's) are part of the so called Top management Group (TMG). They are all employed by the Minister of Interior and for a certain period (5-7 years) appointed to positions in a ministry or agency. Although everybody can apply to positions on the top management level, the selection procedure for the TMG is more centralized. A specific office, the office for the Senior Civil Service (ABD) is responsible for facilitating the process of recruitment, selection and assessment of these top managers.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

The selection system of public managers for the central public administration (PA) has not faced big reforms during the last years.

For the top managers, since 2006 the specific employment conditions for the TMG (SG's and dg's) apply: employed by the ministry of Interior, max. 7 years appointment. For the directors, also the ABD facilitates the process of recruitment and selection. The whole procedure is competency and merit based.

The last change is the additional requirement for access to the ABD formulated as the need to fulfill 2 out of 4 (directors) or 3 out of 4 (TMG: dg's and sg's) of the following criteria: experience in other ministry, in different kind of work (policy making, policy execution, inspection, operational management), external experience in other public or private sector, international/European experience.

Innovative is the fact that the need to have worked elsewhere is now a precondition.

For managers *below* the level of director, general recruitment and selection procedures apply as they do for other employees. There have not been significant reforms for this group; except that the facilitation of the procedures is merged in the HRM-SSC's to raise efficiency and quality as well as the image of one national PA employer. In all cases it is a competency and merit based system. The last reform was the implementation of the new job profile system, which reduced the number of jobs and introduced job families. All with competencies required and an indication of possible learning and career development path ways.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The reforms are prompted by an increasing need to act and be seen as one central public administration employer instead of a couple of competing organizations. Furthermore,

also the need for efficiency, cost reduction and quality improvement in the facilitation of the recruitment and selection process was a reason to built up HRM-SSC's were expertise from all ministries were brought together. The advertising of vacancies, the general labour market communication and the digital platforms are centralized. The ambition of the ABD to improve transparency and objectivity in selection criteria contributes to centralisation.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Generally, a reform in procedures or policies needs to be implemented carefully, which will take time. Depending on the impact of the reform, this can vary between less than a year (for example the new criteria for access to the ABD) and several years (for example the implementation of the new job profile system; (re)new(ed) digital systems or SSC development. Modifications made in the past mainly had to do with the scope (only for a part of the managers) or the sequence of involving ministries/organizations (not all at the same time, but group after group) or the implementation period (taking more time). For example the policy for spotting dg-potentials started with discussions based on first thoughts and led to a policy proposal for a new procedure. Sometimes, implementation is formally done but takes more time to be reality in practise. Showing the lack of use in practice to the high level decision makers helps to keep appointments (naming and shaming, comply or explain are methods used sometimes).

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Yes, the selection systems differ for the level of management in the central public administration.

1. SG's and DG's belong to the Top management group (TMG). They are employed by the Minister of Interior and temporarily appointed (max. 7 years) on a specific position in a Ministry or Agency by the Minister of Interior in agreement with the Minister involved.
2. Directors are employed by a specific Ministry and appointed by the involved Minister I agreement with the Minister of Interior.

Both groups 1 and 2 have final responsibility for employees and budget of their particular organization and are facilitated by the office for Senior Civil Servants (ABD). The whole selection and recruitment procedure is therefore more centrally steered. The original reason to built up the ABD was to have a "corps" of more general top managers for the whole central PA, being more broaden and less narrow minded than in case of individual recruitment in each organization. It also would help to raise the quality and professionalism of recruitment and selection for these positions. Finally it would support a better allocation of the right person to the right place in time. On this level, general management is most important, but of course, adjustment to the specific situation or the kind of the organisation can be taken into account by the selection for a position at a specific moment. In general, the importance of knowledge of a specific area of expertise decreases with the level of management but in the end depends on the specific position.

3. Heads of department or unit, *below* the level of director. This biggest group of managers is recruited and selected locally in the ministries or agencies by the directors themselves, facilitated by their local HR adviser and the HR experts from the SSC HRM). They have to act within the framework of policy on recruitment and selection, as developed for the central public administration by the Ministry of Interior. This group of managers mainly has to manage the individual employees on the work floor, need more specific knowledge of the field of work or of the specific context. Therefore, it is not obvious to centralize the selection of this big group of

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

1. For the TMG the Minister of Interior is responsible for the selection.
2. For the directors, the respective Director General is responsible for the selection.
3. For the heads of department or unit, the respective director is responsible.

So yes, in all cases the next higher level of management is involved and mostly responsible, except on the TMG level. For the TMG level, it is the Minister of Interior.

For the selection of directors and TMG (level 1 and 2) the involvement of colleagues of another ministry or directorate and of a works council representation is more or less obligatory. For the level below director (level 3) it is up to the respective director to involve a group of colleagues/employees in the procedure.

For level 1 and 2, the ABD as a central office facilitates and monitors the whole procedure and has developed detailed procedures for recruitment and selection, including the involvement of specific persons or organizations in several steps of the procedures.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

For all: Internal or external publication of the vacancy, competency based job profile (based on our job family/profile system for central PA) and selection related to the competences and experiences required for the position. Use of structured interview technique and/or tests or assessments. Selection interviews, done by more than one person and more than one interview. On the levels *below* the ABD target group (level 3), it is up to the manager in charge to organize the procedure, supported by the HR-experts. For the level 1 and 2 we use specific procedures with involvement of the ABD bureau and top managers of other (parts of the) Ministries in the selection committee and a support committee (including a member of the works council).

For the TMG (level 1) some specific procedures are in force: the selection committee is chaired by a SG and the (deputy) dg ABD is always member as well as a TMG member of

another Ministry. During the selection procedure the Minister for central PA is informed in an early stage about the vacancy and potential candidates.

Before the real selection procedure, a pre-selection committee reduces the long lists of candidates to a short list. This pre-selection committee is chaired by an independent external chair: (former) top manager from public or private sector.

The final candidate has a meeting with the Minister of the vacancy and the Minister of central PA. They can ask the ABD to search for another candidate.

We have procedures for complaints on the selection process and specific on discrimination, a national ombudsman and a national commission for equal treatment.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Level 1 (sg and dg) and 2 (directors): a competency profile with key competences and specific ones to be chosen for each position separately (see below).

1. Whole of government approach

- Passion/Drive
- Cooperation
- Integrity

2. Balanced policy making or execution of policy

- Environmental awareness
- Networking ability
- Judgement
- Organisational sensitivity
- Governance sensitivity

3. Gives direction: develops vision and strategy

- Ability to decide
- Initiative
- Organisation oriented steering
- Ability to convince
- Flexible behaviour

4. Inspiring leadership

- Binding leadership
- Developing employees
- Delegate
- Motivate
- Progress control
- Tasks oriented steering

5. Researching and crossing borders

- 'Daring'
- Self reflection
- Ability to learn

+ specific criteria for a position

Level 3: Heads of department or unit: Competencies as part of the 'Job family system' for that specific level, often with added local accents.

Job Profile: Results	Behaviour-Indicators	Competencies	Quality profile	Job- typology
Operational	Middle	Top		
Organisational sensitivity	Organisational sensitivity	-----		
Client orientated	Government sensitivity	Government sensitivity		
Environmental awareness	Environmental awareness	Environmental awareness		
Networking ability	Networking ability	Networking ability		
Individual oriented steering	Organisation oriented steering	Organisation oriented steering		
Planning and organising	Binding leadership	Binding leadership		
Development of employees	Development of employees	-----		
Ability to learn	Innovative acting	Innovative acting		

The methods to assess vary widely, but an interview is mostly part of it.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

The TMG (level 1, sg and dg) has to chance position after max. 7 years. Very often they apply already before the end of their appointment for other positions within the central PA, but also external. We do not re appoint managers in their old position. Very exceptionally, their appointment can be prolonged for a short period if needed. In case they have not yet a new position after the 7 years tenure, they become part of an interim pool and can be temporary appointed for a certain project or programme. In case no new position has been found after this temporary work, they can be dismissed. Mostly they are supported by the ABD to find a job outside of the central PA before the final termination of their tenure.

The directors (level 2) are not appointed for a fixed period but stimulated to chance positions regularly after 5-7 years, supported by the ABD.

In general, there are regular discussions between the top managers and the ABD on next steps in career development.

For Heads of department or unit (level 3), there is no fixed tenure, so the next career stage varies. Some managers remain in their position for al long period; others will choose to leave for another position. A minority of them will be recognized as a talent for vertical career steps. In that case they become visible for the selection and development processes for the categories 1 and 2 and can be selected to follow the candidates programme of the ABD.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

The Ministry of Interior is not responsible for the section of the managers in local administration. Every municipality has its own policy and rules for selection. The committee of local secretaries (highest level of PA managers: level 1) do have some guidelines that municipalities can use for selection of their level 1 manager and they offer learning- and development activities to facilitate the municipalities. They are not obligatory. The same applies to a job profile system and related competence box, developed by the VNG, that can be used by municipalities.

But especially for the top level managers of the central PA, career switches and exchange with or mobility to the local and regional public administration as well as to other public sectors and the private sector is stimulated and for the TMG facilitated by the ABD.

Poland

1. Please indicate the system implemented in your Public Administration (PA)
Career-based <input type="checkbox"/> Position-based <input type="checkbox"/> Mixed <input checked="" type="checkbox"/>
If you select the mixed system kindly give further information:
<p>In Polish system candidates apply directly for a specific position and every position is open to both internal and external applicants, who meet requirements specified for particular post in a job description and derived from the Civil Service Act. Recruitment procedure is highly competitive and held for every level of three-tier ladder of senior positions. Nevertheless, to some extent it is possible to hold position by promotion without open recruitment, which is connected with formal rules and procedures concerning the periodical assessment (resulting with granting next service rank) and individual career plan.</p>

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?
<p>10. A preferential procedure aimed at encouraging people with disabilities to seek jobs within civil service was introduced in late 2011. It assumes that when disabled person is selected as one of 2 best candidates s/he has priority to be employed, regardless the result achieved by the other candidate.</p> <p>11. Standards of Human Resources Management in the Civil Service were established, including standards pertaining to the selection and recruitment process. The main goal was to shape the recruitment process in a manner that guarantees its openness and competitiveness and effective selection of the best candidates as well as improvement of quality and promotion of good practices in the selection and recruitment process. To this end the document included obligatory standards, which obliged institutions to implement the obligatory issues into internal regulations pertaining selection and recruitment, as well as guidelines and recommendations. The Standards were to be implemented into internal regulations by December 2012.</p> <p>12.</p>

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?
<p>Percentage of people with disabilities remaining unemployed is significantly higher than in general population. Government policy addresses this social problem by introduction of various legal solutions. Priority of employment for people with disabilities included in Civil Service Act is in accordance with this general policy.</p> <p>Introduction of Standards for Human Resources Management in Civil Service was a result of a process initiated by entry into force of the Civil Service Act. It is a part of series of</p>

actions aimed at gradual improvement of quality of civil service and streamlining of the new regulations into everyday practice.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Preferential procedure for disabled people has been introduced along with the amendment of the Act and came into force in November 2011. Its implementation in Polish civil service is still in progress. The functioning of the mechanism is subject to every-year monitoring which indicate slim but noticeable increase of employment of disabled people. Nonetheless, it's still hard to accurately evaluate long-term effects on employment of people with disabilities or estimate how much of that growth can be attributed to the new regulation.

There was a 6-month period given to adjust to the requirements derived from Standards of Human Resources Management in the Civil Service. After that time, the implementation monitoring has been conducted. The majority of central offices have implemented the most important standards. It is planned to monitor the internal regulations in chosen offices from the qualitative point of view (do the internal regulations really guarantee the compliance with the Standards).

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

For the highest positions in Polish civil service – Director General of Office (DG) the recruitment process is centralized and it is organized by the Head of Civil Service (who is a central organ of Government administration competent in civil service issues). There are also different (higher) statutory requirements for the post in terms of minimum period of professional experience including a unique requirement of having experience exclusively in managerial positions.

For the rest senior positions the procedure is decentralized and held by particular office, organized by Director General. Experience in both managerial and expert (independent) positions is relevant. As already mentioned as regards the position of Deputy Directors of Department, DG has a possibility to promote civil service corps member who meets the requirements, without open recruitment (internal promotion).

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

For the highest senior positions in Polish civil service – DG, the recruitment process involves in the final phase the head of interested office (minister, head of central agency or voivod), who is entitled to decide whether a selected by the selection panel candidate (or who from a maximum two candidates recommended by the panel) will be employed. Moreover there are always up to 3 representatives of the head of office in the selection panel. Head of office is also treated as an employer for DG.

For the rest of senior positions DG is in power to make a final choice and staff the post (as well as dismiss from it). No consultation or any other cooperation with head of office is formally provided for, although in practice it occurs (especially the deputy-head who supervises the vacant position is consulted).

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

Due to highly decentralized system of recruitment as well as differing requirements for different posts, it is impossible to list specific methods of assessment. Methods of assessment vary between institutions – as long as internal regulations are in accordance with the Civil Service Act and Standards of Human Resources Management in the Civil Service and don't violate rules of the recruitment in the civil service (competitiveness), they are allowed. However there are some obligatory steps imposed to DGs by the HRM Standards:

Directors General shall define internal procedures of recruitment to the civil service within the institution or shall adjust the applicable procedures to this end, if necessary. The procedures should provide in particular for: definition, before announcing recruitment, of methods and techniques of recruitment and assessment during the recruitment in order to eliminate any discretion and subjectivism; definition of clear criteria of participation in subsequent stages of recruitment; indication of a threshold for accepting the examined competencies, which corresponds to the competence threshold necessary to work at a given position; preservation of standard principles for all the candidates, clearly defined and presented to all the candidates; compatibility of the job announcement with the job description; acceptance of an application sent by the deadline stipulated in the job announcement if the minimum deadline resulting from the Act on Civil Service was indicated in the job announcement; participation of each candidate who fulfils formal requirements in the subsequent stage of the recruitment procedure following formal verification of applications and a possibility to use – as a subsequent stage of recruitment – a method of selection based on the analysis of the applications provided, taking account of the criteria resulting from the job announcement; verification of all requirements necessary and all additional assets indicated in the job announcement by means of proper tools which enable an unbiased verification of those criteria; selection of candidates only based on requirements resulting from the job announcement; asking the same questions

to all the candidates to assess the same competencies based on the same method of selection, to guarantee comparability of results achieved; informing candidates on equal terms about qualifying to the subsequent stage of recruitment and about methods and techniques used at that stage; reflecting all actions and events affecting recruitment in the recruitment documentation, including the result of recruitment procedure, the questions or tasks and criteria and evaluations made during the procedure.

There are also legal obligations for DGs as regards transparency of the selection process. First of all information about the recruitment for a senior position in the Civil Service shall be announced by ensuring publication of announcements of the recruitment in the publicly available place in the office premises, in the public information bulletin of the office and in the public information bulletin of the Chancellery of the Prime Minister (publicly available website). The announcement of the recruitment shall include: name and address of the office; the title of a senior position in the Civil Service for which the recruitment is carried out; requirements following the position, stipulated in the law; requirements following the position, according to the respective job description, with an indication, which of those are obligatory and which are optional; scope of tasks performed in the given position; list of required documents; place and date for submitting documents; the description of recruitment methods and techniques. The Law on civil service determines also a strict rules regarding minuting of the whole process and publishing information about the outcomes of recruitment.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Competences required by the Act include knowledge (usually knowledge of specific legal acts), vocational experience and managerial competencies. Most often used methods of assessment are: documents checking, written test and interviews (often structuralized), as well as language tests and practical tasks (*case study* or giving presentation). There is a trend of increased use of computer-assisted and internet based tests, but they still have only marginal prevalence - only few larger institutions implemented such systems so far. Moreover it is a strategic plan (to 2015) to organize Assessment Centre sessions to assess managerial competencies for candidates who apply for senior positions. So far for that purpose dedicated tests conducted by certified psychologists are used.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Senior positions in Polish civil service are occupied for indefinite period of time as a principle (no tenure). When it is justified by civil service` interest or office`s needs senior civil servant can be transferred to another position in civil service according to his/her qualifications and education profile, including senior position at the level of Deputy Director of

Department (the lowest senior position). There is no restriction for being reemployed on senior positions of Director of Department or DG once s/he won the open recruitment procedure.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Regulations concerning recruitment and selection system in local administration (self-government), although formally separate, are very similar to civil service. Nevertheless differences in a manner of conducting selection as well as requirements for the posts may occur.

Portugal

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☐

Mixed ☒

The selection system of public managers in the Portuguese public administration (PA) is mixed. For higher levels of management is position-based, whereas for lower levels is predominantly career-based, as the general principle is to recruit middle managers within public employees. However, in the case in which the open competition procedure has no applicants or in which no applicant meets the requirements to be appointed, the holders of middle management positions may also be recruited in a subsequent open competition procedure from among university graduates without job attachment to PA meeting the following requirements:

- The service concerned so has requested it, on the basis of a well-grounded proposal, to the member of the Government in charge of Public Administration;
- The recruitment fits within the quota annually set for the purpose by the member of the Government responsible for Public Administration;
- The member of the Government responsible for Public Administration has authorized it.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

The last substantial reform in the selection systems of public managers took place in 2011, when major changes were introduced to the selection procedures for higher management levels.

The main innovation elements were the recruitment and selection of top managers by a specific and independent body the CReSAP (Recruitment and Selection Commission for

Public Administration) that was set up in 2011. This body may not request nor receive instructions from the Government or from any others public or private entities, to ensure their independence and autonomy.

The Government (Minister of Finance) appoints the members of the Commission, but the Parliament has to be heard in the process.

CRoSAP has an IT platform, the *IT Platform for Dissemination and Information Exchange*, that constitutes a preferential means for information exchange and make it available between its members and those of the pool of experts.

In any selection procedure, 12 criteria have to be assessed and taken into account, namely, the competencies of leadership, collaboration, motivation, strategic orientation, result orientation, citizen and public service orientation, change management and innovation, social awareness as well as professional experience, academic education, professional training, and fitness to the post.

Top managers may be recruited from within public administration or from private sector and must have completed a university degree prior to the recruitment process for at least 12 years or 8 years according it deals with the first or second level top managers respectively.

Top managers are appointed for a 5 year limited executive tenure, renewable for an equal period with no need for a new open competition procedure. The duration of the limited executive tenure and any renewals must not exceed, in total, 10 consecutive years, and the manager cannot be appointed for the same position in the same institution before 5 years have elapsed.

There is a Mission Statement that identifies all the objectives and goals to be achieved by the manager during his/her tenure with each selection procedure opening announcements. All candidates must submit an acceptance letter with their application.

13. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

Before this specific “reform”, top managers in public administration were appointed by members of government without an open competition. The appointment was based on political confidence. The appointment by open competition to top managers has been in force since 2011; this procedure has been applied to middle managers since 2004, which aimed to make the appointment process more transparent, impartial and merit-based, and at the same time reduce the politicization of public administration.

As a result, top managers’ appointment is no more linked to electoral cycles; this also avoids politicization of this process. It should be borne in mind that electoral cycles are of 4 years and the mandate of top managers is of 5 years.

14. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

There have been no subsequent modifications to the initial implementation of the above-mentioned change of the managers' statute. However, the implementation process took more time than it was expected, about 9 months, due to the process of appointment and setting up of the independent Commission, which only started working in full in mid-2012. Internal regulations and procedural rules were approved in June 2012. Until the end of that year, 33 selection processes were opened and only half of those were completed in that same period.

Until July 2013, 30% of all top management positions in central public administration has been selected through the new system. This delay is due to the ongoing executive tenures of managers appointed before the Managers' Statute implementation.

According to the Commission, 90% of top managers selected previously filled the position they applied for and only 20% of candidates to selection procedures were from outside the public administration.

15. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

In the Portuguese Public Administration, there are two basic levels of management:

- the higher level (top managers) is composed of two sub-levels:
 - grade 1 – director-general, secretary-general, inspector-general, president (public institute) and
 - grade 2 – deputy director-general, deputy secretary-general, deputy inspector, general, vice-president, etc.
- the lower level of management (middle managers) is composed (in most central administration institutions) of two sub-levels:
 - grade 1 – head of department and
 - grade 2 – head of division.

There is a different selection system in the Portuguese public administration according it deals with higher or lower level management, as it is referred to in point 2. The greater the complexity and responsibility of the position to be filled is the greater the requirements are with regard to the selection of candidates, on a common basis of transparency.

16. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

In the case of higher level management, the Recruitment and Selection Commission for Public Administration is responsible for the screening process of applications and presents to the relevant minister the three best candidates. It is the responsibility of the minister to select the future top manager and make the appointment amongst these three applicants. The supervising minister may interview the three candidates.

In the case of lower level management, each public service carries out the selection procedure and the whole process falls upon the responsibility of the top manager of the service.

The middle manager Selection Board is appointed by the top manager of the service and is composed of a president and two members. The president is the top manager of grade 1 of the recruiting service (director-general, secretary-general, inspector-general and president) or by whom he/she designates. The members are made up of the manager of level and grade, equal or higher than the position to be filled and of different service or organization and a person of recognized competency, in the functional area of the position to be filled, designated by higher level educational establishment or by a public association representative of the respective profession.

17. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

In the case of higher level management, the involvement of the Recruitment and Selection Commission for Public Administration, an independent body, as it is aforementioned set out, ensures the transparency of the selection process. Within this Commission, an independent open competition Selection Board is appointed to undertake the selection procedure, which involves a curricular assessment of all candidates and the selection of the best 6, who are subsequently interviewed. The best 3 are then selected and presented to the member of government in charge of final selection and appointment.

Furthermore, the Commission has defined 12 evaluation criteria that have to be taken into consideration when assessing each application: leadership, collaboration, motivation, strategic orientation, result orientation, citizen and public service orientation, change management and innovation, social awareness, professional experience, academic education, professional training, and fitness to the post. This procedure ensures not only the transparency of the selection process but also that the merit of the candidates is relevant to the competition results.

Other element of transparency to be taken into account is the fact that the opening of any competition must set out: the formal requirements; the composition of the Commission; the selection methods; the nationwide press organ in which the employment offer will be publicized.

In the case of middle managers, the selection method is based on the competencies assessment. It should be mentioned that to strengthen the process transparency, the applicants must have access to the minutes of the Commission of the open competition, receive in writing the justification of their selection or not and the interviews should be public.

18. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

In the case of higher level management, the abovementioned Commission assesses the following competencies:

- Leadership,
- Collaboration,
- Strategic guidance,
- Outcome orientation,
- Citizen and public service orientation,
- Change management and innovation, and
- Social sensitivity.

These competencies are assessed on the basis of both a curricular evaluation and an interview. In some cases, fluency in foreign languages is required.

CRESAP seeks to identify the relative quality of applicants, shown through the combination of management and behavioral competencies, as well as their personality and character (emotional balance; pleasantness; sociability; adaptation to change; humility).

According to the Regulation conducting legal steps for Recruitment and Selection Procedures, the selection methods include the carrying out of the *curricular self-assessment* and an *assessment interview*. This aims at obtaining information concerning professional behaviors directly related to the management and behavioral competencies deemed essential to the performance of the position and that are publicized in the public notice of opening the procedure. It is made up of competency assessment integrated by a set of tests enabling to identify the profile of competencies of the applicant and by a personal interview with the Selection Board members.

The curricular assessment is carried out through analysis of the following elements :

- Curriculum to be filled in by the applicant in the electronic platform of application from CRESAP
- Questionnaire of self-assessment to be filled in by the applicant in the electronic platform of application from CRESAP

The assessment interview is composed of:

- *Competency assessment* through a set of tests enabling to identify the profile of applicant's competencies.

- *Personal interview that consists of a structured and comprehensive analysis of 12 criteria.* The applicants respond to an on-line questionnaire of curricular assessment in which a set of detailed 12 performance criteria is set out based on descriptors. For each criterion, the potential candidate shall choose the descriptor that better shows his/her experience, competencies and professional abilities, referring always to his/her curriculum and not forgetting that all answers may possibly be the object of confirmation. The potential candidate is still requested to make a self-classification exercise based on his/her evaluation perception in relation to the profile of the position for which he/she applies.

The candidate is still requested to fill in a form that complements the curriculum presented, by describing situations that he/she deems representatives and possibly presenting indicators of success in the various performance criteria identified as before.

The selection board selects up to six candidates chosen on the basis of the average classification obtained in the set of performance criteria and of the selection board members and submits them to an interview. The candidates are informed on the date of the interview through the respective electronic mail address. Following the interviews, the selection board decides on the list of three candidates, alphabetically ordered, which shall be submitted to the member of the Government.

The assessment of each member of the selection board is also made online, directly in a platform and, on average, the assessment of each candidate lasts between 15 to 25 minutes.

As regards the middle managers the assessment method that is used in their selection is the interview. Each Selection Board of an open competition can specify which competencies will be assessed during the selection process. The most common competencies are:

- Strategic orientation,
- Decision-making,
- Leadership,
- Organization and resource optimization,
- Communication,
- Outcome orientation.

19. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

There is no stage in the career for public managers after the termination of their tenure or in case they are not reselected. In both cases the managers return to his/her position/category and service of origin, irrespective of belonging to the public or private sector.

In the case of middle managers, as the recruitment is carried out, as a general rule, within public employees, the manager returns to his/her category of origin in public service. The same situation occurs for top managers; the only difference is that the service of origin may be public or private.

20. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

The selection system for local administration has been adapted from the central one. The only substantial difference is the non-existence of an independent body to take charge of the recruitment and selection process of top managers, as it happens in central administration.

Moreover, candidates to grade-1 higher level management which are not public employees require a preliminary approval by the municipality's mayor.

Otherwise, the same rules and procedures of the central administration system are applicable to the case of municipalities.

Romania

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☐

Mixed ☒

If you select the mixed system kindly give further information:

In the Romanian PA, we are using two systems of employment of vacant management civil service positions: recruitment and promotion. The appropriate procedures are generated for lower management level positions, according to institutional needs.

Recruitment - is a set of processes and procedures applied by public authorities and institutions, as provided by law on organizing and conducting competitions aimed at identifying and attracting candidates to fill vacancies or, where appropriate, temporary vacancies.

Promotion - is a method of career civil servants development by obtaining a civil service position superior to that held by fulfilling the conditions laid down by law and by passing the competition exams organized to promote.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

The amendment from 2006 of Law no. 188/1999 on the Statute of Civil Servants introduced a number of changes considered important in terms of:

- restructuring the category of senior civil servants;
- the competence for organizing competitions for recruitment of civil servants, by continuing the decentralization;

- changing the way of civil servants promoting to the superior professional degree, i.e. eliminating the condition of a vacancy existing for promotion, thus promoting to the superior professional degree is done by transforming the civil servants post.

In 2008, with the entry into force of the GD no. 611/2008 for the approval of the organization and development of civil servants' career, the recruitment and selection system changed. Unlike the previous regulation stating only that *"the subjects/items for the written exams shall be based on the bibliography for the competition so as to reflect the capacity for analysis and synthesis of candidates, consistent with the level and specific of civil service positions for which the competition is organized"* a new rule was introduced:

"By the written exam the theoretical knowledge and practical skills necessary for employment on the position for which the competition is organized are tested. In the written test there is mandatorily tested also general knowledge of the candidate on public administration." In addition, if the only rule regarding the contents of the interview was that you cannot address questions relating to the candidate's political opinions, trade union activity, religion, ethnicity, gender, wealth or social origin, the new rule also states has that *"during the interview there are tested skills, abilities and motivation of candidates"* and defines the assessment criteria for management positions: *"communication skills; capacity for analysis and synthesis; competences required by the civil service position; the motivation of the candidate; crisis management; the ability to make decisions and evaluate their impact; ensuring decision-making; management capacity"*.

Also, as a novelty, GD 611/2008 defined the principles underlying the organization and development of civil servants' career:

a) competence, the principle according to which people who wish to enter or promote in/to a civil service position must hold and confirm knowledge and skills required to perform that public position;

b) competition, the principle according to which confirmation of knowledge and skills required to perform a civil service position is done by competition or examination;

c) gender equality, the principle according to which vocation for a career in the civil service is recognized for any person who meets the conditions established by law;

d) professionalism, the principle according to which the exercise of public functions is done by effectively performing duties involving the exercise of public powers, within the limits of the legal provisions governing the respective duties;

e) motivation, the principle according to which, in order to develop civil servants' career, public authorities and institutions have an obligation to identify and apply according to the law, instruments for monetary and non- monetary motivation of civil servants as well as to support initiatives on their individual professional development;

f) transparency, the principle according to which public authorities and institutions have the obligation to make available to all interested parties the public information on the careers in civil service.

Legislative measures were further supported by various initiatives to facilitate implementation – training, development of guidelines and handbooks etc.

A novelty was recently introduced in order to ensure transparency and impartiality in terms of establishing the items for the written test proposed by NACS for the written test within the competitions organized within the Agency, in 2011 the procedure for determining items proposed by NACS's representatives for the written test within the competitions for vacant civil service positions employment was changed.

Therefore, the items for the written test proposed by members of NACS in the commissions for contests held within NACS, will be drawn randomly through a software from a database of 250 subjects proposals made by aforementioned persons. We emphasize that the items in the database are constantly updated in order to be aligned with legislative changes and that they are available on NACS's website in order for those interested to consult them.

Thus, the competitions commission establishes items and series of items for the written test on the day in which the written test takes place, the items being generated by NACS members half an hour before the start of the written test.

The change in setting the items for the written test is an efficient measure that demonstrates the ongoing concern to identify innovative solutions to ensure an efficient public service by respecting the principles regarding professionalism, transparency, integrity, equal opportunities and impartiality required by law.

Also, another new element was introducing additional tests either on computer skills or language skills.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

Conditions that prompted the reforms that took place in the Selection Systems of Public Managers were:

- continuing a process of decentralization of the Romanian administrative system by increasing local autonomy, a process carried out in stages. Transferring competence of recruiting lower-level managers to the local administration was achieved while increasing the monitoring and control competence of the National Agency of Civil Servants on these procedures.
- the criticisms of the recruitment and selection system over time has been that it is a rigid, focused more on theoretical knowledge acquired by reading from a preset bibliography than evaluating practical skills and competencies necessary for employment on the position for which recruitment or selection are organized.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

Reform is still ongoing. It emphasizes the need for decentralization of administration and for increasing local autonomy administratively and in the field of recruitment managers, but correlative with enhancing administrative capacity and expertise at local level in order to ensure this process.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Upper level management (in the civil service system) – civil service positions corresponding to the category of senior civil servants.

Lower level management (in the civil service system) – civil service positions corresponding to the category of management civil servants.

The recruitment competition for vacant management positions in central public administration is organized, under the law, as follows:

- a) for senior civil servants by a standing committee, independent, whose members are appointed by the Prime Minister;
- b) for management civil servants, by the National Agency of Civil Servants.

In order to organize competitions for recruiting management (and execution) civil servants, by administrative order of the head of the public authority or institution organizing the competition, there are set both competition committees and committees responsible for reviews whose members are representatives of employers and representatives of NACS,.

At the request of the representative trade unions of civil servants to the public authority or institution organizing the competition, with NACS endorsement, one member of the trade union can be appointed from their side. This representative in the competition committee or the committee responsible for reviews will replace one of the representatives of the public authority or institution which holds the position for which the competition is organized, and he/she will have the same rights, obligations and responsibilities as the rest of the members and will have to fulfill the same general designation/ appointment conditions.

The recruitment competition for vacant management positions in local public administration is organized, under the law, as follows:

- a) by the National Agency of Civil Servants of the public positions in the fields of child protection, computerized persons' records, internal audit, financial accounting, city planning and architecture, human resources, European integration, for secretaries of administrative units;

b) by public authorities and institutions for other vacancies than the ones mentioned in point a).

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

Recruitment of upper level managers is performed by a single committee at national level, which functions as an independent collegial body. For the lower level management, the recruitment is done differently depending on the level of public administration (central or local) and the corresponding work field of the civil service position concerned. For areas like human resources, child protection, city planning recruitment is performed by NACS and for other areas directly by the public authorities and institutions which offer the civil service position concerned.

Managers in the upper level are often part of the competition commissions constituted to select lower-level managers.

In addition to the above, the Romanian civil service system allows separate regulation of certain categories of functions, the so-called “with special statute”. In their case, although the general rule for recruitment and selection of civil servants with special statute (such as, for example, policemen, customs officers, civil servants of the specialized structures of the Romanian Parliament and the Presidential Administration, staff of diplomatic and consular services etc.) remains competition, there may be differences in its organization.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

- Ensuring extensive advertising (newspaper of general circulation, Official Gazette of Romania, websites of NACS and of the public institutions and authorities concerned).

- Establishing conditions of length of service in the field necessary for employment which ensure an optimum experience necessary for the performance of duties of these types of positions.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

- communication skills;
- capacity for analysis and synthesis;
- competences required by the civil service position;
- the motivation of the candidate;

- crisis management;
- the ability to make decisions and evaluate their impact;
- ensuring decision-making;
- management capacity.

Methods used: written test and interview.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Following selection of managers in the civil service system, the service relation doesn't have a specified period, not being subject to a specific term, therefore the career steps don't have a limited time.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

At the lower level of management there is no difference between selection in local and in central PA, except in what concerns the duty of organizing the competitions.

The recruitment competition for vacant management positions in local public administration is organized, under the law, as follows:

a) by the National Agency of Civil Servants of the public positions in the fields of child protection, computerized persons' records, internal audit, financial accounting, city planning and architecture, human resources, European integration, for secretaries of administrative units;

b) by public authorities and institutions for other vacancies than the ones mentioned in point a).

Slovakia

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

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Position-based

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Mixed

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If you select the mixed system kindly give further information:

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

Yes, there was reform in the selection system of public managers in November 2009. The main innovative element was that HR system became decentralized, and therefore each service office (employer - e. g. ministry) has been responsible for selection procedure of all managers as well as of all employees in particular body. Nowadays managers can be chosen in internal or external selection procedure. Service office has to decide whether the selection procedure will be internal or external.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The reform prompted abolishing of Civil Service Office (the centralized body for civil service).

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

New selection system of public managers was stipulated by new Civil Service Act in November 2009.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

According to Civil Service Act the levels of managers are:

- head of service office in central administration body, National Council of the Slovak Republic, Office of the President, Office of the Constitutional Court of the Slovak Republic
- head of service office in the ministry or other state body, managers in political functions, deputy of abovementioned head of service office and deputy of head of service office in the ministry
- director who manages more units or director who manages more units and can be deputy director of abovementioned manager
- director who manages at least 1 civil servant or non defined number of civil servants and public servants and who can be deputy director of abovementioned manager

*For example typical structure in ministry is following: **Minister – State Secretary – Head of Service Office** (it is similar to Permanent Secretary or Secretary General). Ministry is*

*split into sections, departments and organizational units. **Head of section is General Director.** Sections split into **departments are headed by head of department.** Departments can be divided into many **organizational units led by head of the unit.***

In general, we differ managers:

- who pass selection procedure (from head of units to General Director) or
- who are appointed by President, government, chair of National Council, chair of the Constitutional Court of the Slovak Republic or elected by National Council and ambassadors (these are political functions)

Selection procedure does not differ at all. On the other hand each service office (employer – e. g. ministry) has own internal act about selection procedure, so there is possibility that managers at the same level are asked to prove different abilities/skills/competencies.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

Public managers who pass selection procedure are selected by selection commission. Each employer has different internal act about selection procedure, but it is common that higher level managers are members of selection commissions and choose lower level managers.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

As it is mentioned above, selection procedure of managers can be internal or external. Taking into consideration that civil servant can apply for a managerial position in internal selection procedure, meritocracy model is supported. Furthermore, applicants have to pass written tests of knowledge and other skills when necessary. Transparency is given by the selection commission.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Competencies assessed during the process of selecting managers: knowledge, managerial skills, communication, behavior, ability to work under stress etc. The most common methods are written test and interview.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Civil servants who have contract on fixed term, after the termination of their tenure finish their civil service employment relationship. In other words, if managers were not civil servant before the election/appointment/selection procedure they end the civil service employment relationship. If their contract is on an indefinite period, after the termination of tenure, managers come back to previous position when it is possible (it is not possible when the position was cancelled and in that case, employer is obliged to offer vacant positions).

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Managers in local administration fall under the different Act and the procedure is a bit different. There is no obligation that all managers has to pass selection procedure.

Slovenia

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

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Position-based

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Mixed

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If you select the mixed system kindly give further information:

The Slovenian civil service has elements of both career-based and position-based systems. There are two main reasons for this. First, although lateral entries are possible, the Civil Servant Act explicitly encourages filling positions through internal promotion and transfer depending on professional qualifications, professional qualities and work results. Second, civil servants are expected to remain in the civil service throughout their career. However, when it is not possible to fill vacancies through promotion or transfer there is the possibility for lateral entry. In this case vacant positions are open to external candidates and the selection is based on technical considerations.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

The new standards of professional qualifications according to the categories of officials in the positions entered into force in 2011. The standards define more thoroughly how a candidate should demonstrate work experience, leadership experience (work flexibility, development of an organisational climate), management skills (planning, resource management, or-

ganisational skills and monitoring the effects of work). The candidate has to submit in writing his/her vision of the priorities and future development for the body for a term of office of five years, including the methods of resource management.

More available on: http://www.mpju.gov.si/fileadmin/mpju.gov.si/pageuploads/Uradniski_svet/Standards.pdf

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

In 2009, the Officials Council appointed a special working group with an intention to comprehensively renovate standards of professional qualifications from 2003 in accordance with the previous practice, and concert them with the actual needs. The existing standards and their classification, respectively, were not substantively balanced nor in accordance with the modern understanding of work of public administration in the managerial and development sense.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

In addition to the members of the Officials Council, the external experts were appointed in the special working group. Thus, in 2010, the Officials Council adopted new Standards of Professional Qualifications, Selection Criteria and Methods of Qualification Testing for Position Officials in Public Administration, valid from 1 January 2011, whereby they will be used upon all special public open competitions published according to the provisions of the Civil Servants Act thereafter.

The standards present a larger change in the work of special competition commissions and changes that are relevant for personnel services of authorities holding special public open competitions.

More available on:

http://www.mnz.gov.si/si/javni_sektor_in_lokalna_samouprava/uradniski_svet/#c18683

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

In the Republic of Slovenia, entering into employment or an employment contract is regulated by two acts, i.e. the act regulating employment relationships (Employment Relationship Act) that is used in the private sector and partly also in the public sector, and the act regulating civil servants (Civil Servants Act) which is used in the public sector, more particularly for state bodies and self-governing local communities. For civil servants open competition must be carried out and for senior civil servants a special open competition is foreseen. For official work posts the rules of open competition apply, determined by the

CSA taking the Article 122 of the Constitution of the Republic of Slovenia into account (the Act itself determines appointment to official title, which is required for work in an official work post and it is possible only on the basis of open competition and its implementation is a necessary condition for employment to an official work post). The officials who are appointed by minister and whose tenure is tied to that of the minister are recruited without open competition. For professional-technical workers and for short term contracts direct application to a specific post and interview are required.

Open competitions for civil servants and special open competitions for senior civil servants (position posts – an official work post, where authorisations relating to management, coordination and the organisation of working process in the body are exercised) are regulated by the Civil Servants Act and the whole procedure is prescribed by the Decree on the Procedure of Filling a Vacancy in State Administration and Judicial Bodies. The proceedings for professional-technical work posts and for short term contracts are conducted in conformity with the regulations governing employment and in conformity with the collective labour agreement. The procedure follows the law for the private sector (Employment Relationship Act).

Top management - Senior Civil Servants (directors-general, secretaries-general, directors of government offices, directors of bodies affiliated to the ministries and heads of administrative units) are selected through special open, public competition and appointed for a mandate of 5 years. The officials whose tenure is tied to that of the minister are employed for the duration of the term of office.

Middle management (heads of service, heads of division) are selected through open, public competition and appointed for an indefinite term (see Q 6 – like other officials work posts).

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

Senior civil servants (directors-general, secretaries-general, directors of government offices, directors of bodies affiliated to the ministries and heads of administrative units) are selected through a special open competition. The main role in this procedure has an independent body – the Council of Officials composed of 12 members who are elected or appointed for a term of six years.

The Council of Officials determines the requirements to be fulfilled by candidates to a senior civil servant position. Special competition commissions, after being appointed by the Council of Officials for each case and on the basis of standards of professional qualification, select the candidates suitable for a specific post, and then the final selection by the officer proposing the competitions is made. In this case, the standards represent the criteria serving as the basis for conducting the selection procedure and determining which candidates are suitable for a specific official post. The Council of Officials, composed of representatives from government, external experts, trade unions and senior civil servants of high level, is in charge of establishing rules, competence standards, profiles, and the

nomination of a Competition Commission for the selection process for top managers composed by experts and/or academics. Candidates from both within and outside the civil service have to take a competency exam. Then the Competition Commission prepares the short list for the minister who, in turn, proposes the appointment of one candidate to the government. The selected candidate is appointed for a five year term and can be reappointed to the same position without internal or open competition.

Middle management (heads of services, heads of divisions) are selected through open, public competition and appointed for an indefinite term (see Q 6 – like other officials posts). Open competitions can be published in the Official Gazette of the Republic of Slovenia or in daily newspapers, and with the Employment Service of Slovenia.

The criteria for selection are determined before publication of the open competition, otherwise the criteria are determined later but before the beginning of the selection procedure.

The procedure of an ongoing open competition referring to the selection procedure is conducted by the competition commission appointed by the principal or civil servants authorised by the principal to conduct the selection procedure. The rule of open competition is to select among candidates who fulfil the competition criteria and demonstrate in the selection procedure that they are the most professionally qualified for the official work post. The selection procedure is conducted in two phases; the first phase determines which candidates, on the basis of the evidence submitted, satisfy the competition conditions, and afterwards which candidates prove to be the most professionally qualified for the official work post for which the open competition was published. Within the selection procedure it is possible to use different selection methods, such as:

- testing the professional qualifications on the basis of the documentation submitted;
- written tests of qualifications;
- oral discussions.

The basis for selection procedures are predefined criteria that can be defined as particular, special and functional knowledge, skills and competences, and characteristics in work post systematisation. The criteria can be determined for each selection procedure separately and must correspond to selection procedure phases through which elimination of candidates takes place.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

With regard to selection procedures, attention should be drawn to the selection of officials for the highest posts that are conducted in compliance with the rules laid down by the Council of Officials. Special competition commissions, after being appointed by the Council of Officials for each case and on the basis of standards of professional qualification, select the candidates suitable for a specific post, and then the final selection by the officer

proposing the competitions is made. In this case the standards represent the criteria serving as the basis for conducting the selection procedure and determining which candidates are suitable for a specific official post.

On completion of the tests and evaluations carried out by a Competition Commission, those directly responsible for the management position (Prime Minister, Minister and Secretary-General of the Government) make the final selection from a shortlist of candidates, made by Official Council. The Government takes the final appointment decision and senior managers are appointed for a period of 5 years. The structure of the Council should guarantee the political and professional objectiveness in a selection procedure. The Council never directly faces the candidates, for that purpose special commissions are appointed by the Council, composed of the members of the council, officials employed in public administration bodies and external experts from individual departments.

The special open competition commission shall determine which candidates satisfy the conditions required for the position and which of candidates are suitable for the position in view of their professional qualifications, and submit the list of suitable candidates to the functionary to whom the official in the position will be responsible. So, the selection from among the suitable candidates is performed by that functionary. The law also allows the possibility that none of the candidates is chosen for the post. In such a case, the functionary may request that the Council conduct the procedure again.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

The standards of professional qualifications according to the categories of officials in the positions represent the criteria serving as the basis for conducting the selection procedure and determining which candidates are suitable for a specific official post.

More available on : http://www.mpju.gov.si/fileadmin/mpju.gov.si/pageuploads/Uradniski_svet/Standards.pdf

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Under Article 83 of the Civil Servants Act, officials who have already been employed as officials in the same or other state body or local community administration before they start to perform a position as an official shall be transferred to another work post which is appropriate to their title and for which they satisfy the conditions. If no such work post exists, the employment relationship shall be terminated, whereas officials shall have the right to severance pay due to the lack of requirements for their work, in conformity with regulations governing employment relationships.

This provision shall apply where the official's position is terminated for the following reasons:

- if so requested or approved by the official;
- the period of his appointment expired;
- the body or organisational unit the official was heading is abolished;
- the office holder or the body competent for appointments dismissed the director-general in a ministry, the principal of a Government office, the secretary-general in a ministry, the principal of a body within a ministry, the head of an administrative unit or the director of a municipal administration (secretary of the municipality) on a proposal by the office holder competent to propose appointments, regardless of the reasons under paragraph 2 of this Article, within one year after their taking office. Dismissal under this paragraph is possible irrespective of the date on which the office holder came to office; however, it is also possible within one year after the appointment of the official to a position.

Article 83(8) of the Civil Servants Act sets out as follows:

The principal may, until the expiry of the period of official's appointment, provide the official who was dismissed or whose position was terminated and who did not hold the status of official prior to appointment to a position with the same employer, with a work post within the same or other body at which the work is being performed under the title of the same grade as the work in the position from which the official was dismissed.

If the principal does not provide the official with such a work post, the official's employment relationship shall be terminated with the termination of the position. However, the official shall have the right to severance pay in the amount of one average gross monthly salary they received prior to dismissal, for each full year remaining until the expiry of the period of appointment. For such an official, his employment relationship shall be terminated with the termination of the position.

If the period remaining until the expiry of the period of appointment is less than one year, the official shall have the right to receive a proportional share of the severance pay referred to in the previous paragraph.

This provision shall apply where the official's position is terminated for the following reasons:

- the body or organisational unit the official was heading is abolished;
- the office holder or the body competent for appointments dismissed the director-general in a ministry, the principal of a Government office, the secretary-general in a ministry, the principal of a body within a ministry, the head of an administrative unit or the director of a municipal administration (secretary of the municipality) on a proposal by the office holder competent to propose appointments, regardless of the reasons under paragraph 2 of this Article, within one year after their taking office. Dismissal under this paragraph is possible irrespective of the date on which the office holder came to office; however, it is also possible within one year after the appointment of the official to a position.

The provisions referred to above do not apply to middle management, since middle managers are selected in an open competition like other civil servants.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Heads of administrative units are selected through special open, public competition and appointed for a mandate of 5 years.

Employees of municipal administrations are civil servants like employees of public administration. Therefore, they are subject to the same regime (their positions are regulated by the Civil Servants Act, the Public Administration Act, the Public Sector Salary System Act, the Inspection Act, etc.).

A mayor shall be elected by direct secret ballot for a term of four years. Following the procedure described in question 6 (open competition), a mayor shall select a director of municipal administration, who is tasked with managing the municipal administration. In line with Article 82 of the Civil Servants Act, a director of municipal administration shall be considered a high-ranking civil servant and shall be appointed by the mayor for a term of 5 years through an open competition. If a person who has already been employed in the municipal administration for an indefinite period is appointed to the position, they shall retain their employment relationship for an indefinite period.

Spain

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☐

Mixed

☒

If you select the mixed system kindly give further information:

In Spain the higher-level posts are open not only to career public servants, but to external candidates in some managerial posts according to their specific characteristics.

The structure of ministries consists on the following managerial posts: Ministers, Secretaries of State, Secretaries General, Under-Secretaries, Technical Secretaries General, Directors General and Deputy Directors General.

In most cases, their performance requires to be civil servant of the highest level (subgroup A1). Access to the corps or scales of this group shall require holding a first university degree and a selection process suitable to perform managerial posts.

In some cases exists the exception to be a civil servant according to the specific characteristics of responsibilities of the post. In those cases the appointment is realized by the Minister, according to professional competence and experience criteria, without an explicit selection process.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

No, there has not been any reform in the selection system of public managers during the last years.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

There have not been reforms in the selection system of public managers during the last years.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

There have not been reforms in the selection system of public managers during the last years.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Most of Public Managers are appointed within civil servants of the highest level (subgroup A1), but some of them can be selected among individuals with qualification and experience in public or private management.

The following senior and management bodies form part of the central organization of Ministries:

Senior Bodies:

- Ministers. Freely appointed and discharged by the Prime Minister.
- Secretaries of State: Freely appointed and discharged by the Government on the Minister's recommendation.

Management Bodies:

- Secretaries-General. Appointed by the Government on the recommendation of the Minister, from among individuals with qualification and experience in public or private management.
- Under-Secretaries. Appointed by the Government on the recommendation of the Minister, from Group A1 public servants.
- Technical Secretaries-General. Appointed by the Government on the recommendation of the Minister, from Group A1 public servants.
- Directors-General. Appointed by the Government on the recommendation of the Minister, from Group A1 public servants, although this requisite may sometimes be exempted according to the specific characteristics of responsibilities of the post.
- Deputy Directors-General. Appointed from among Group A1 public servants, and dismissed by the Secretary of State.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

Most Public Managers are appointed by the Government on the recommendation of the Minister, as explained above, according to professional competence and experience criteria, but Deputy Directors-General who are appointed by the Secretary of State.

Ministers are appointed and discharged by the Prime Minister.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

The appointment of management bodies follows principles of meritocracy, ability and competence criteria, and carries out by procedures that guaranteed principles of publicity and competition.

When a civil servant is appointed as Public Manager, the principles of meritocracy and transparency are guaranteed by the selection process that has had to overcome.

Selection processes are open in nature and ensure free competition. Hiring procedures pay special attention to the connection between the type of tests to be passed and their suitability for the performance of the tasks of the jobs being filled, including, if appropriate, the necessary practical tests.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Tests may consist of verifying the knowledge and analytical ability of candidates, expressed in written or oral form, of performing exercises which demonstrate the possession of abilities and skills and of verifying the mastery of foreign languages, if appropriate.

In order to ensure the objectivity and rationality of selection processes, tests may be supplemented by passing courses, periods of work experience, presentation of candidates' curriculum vitae, psycho-technical tests or carrying out interviews.

Both, the selective processes of corps and scales of civil servants A1, and passing courses after overcome exams, keep in mind the potential role pre-managerial and managerial that could be developed at some time this personnel.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

When the Public Manager is a civil servant, after the tenure he/she is assigned temporary to a post within Administration whose minimum requirements are regulated, until he/she can access to another post voluntarily.

If Public Manager is not a civil servant, he/she can return private sector avoiding conflicts of interest according to law.

Public Managers, during two years after his cessation, cannot provide services in private entities which have been concerned, direct or indirectly, by decisions in which they have taken part.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Government and municipal administration are the responsibility of mayor and city councilors. City councilors are elected through universal suffrage, equal, free, direct and secret, and the mayor is elected by city councilors or residents.

Apart from these elected offices, other Public Managers are selected in the same way aforementioned for General State Administration: civil servants and external candidates with qualification and experience in public or private management.

Sweden

1. Please indicate the system implemented in your Public Administration (PA)

Career-based ☐

Position-based ☒

Mixed ☐

Further information:

The system with position-based selection has been further elaborated. The term position is not in use any longer. Instead we talk about work tasks or jobs. When an employee leaves the organization the main questions are "How should we best use the resources now available, should we recruit or not?" and "What competences do we need now taking in to consideration the assignment our agency have ahead?"

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

On Government level for the selection of the Directors General (corresponding functions) there is since 2007 a principle with few exceptions to recruit on the open market with job advertisement.

The focus now is how to use employer policy and skills supply as a strategic mean to support business development and efficiency. The selection of managers is very crucial in this respect and defining and implementing the employer role in management is emphasized. "Employer role – power, courage and knowledge" was one of three seminars at the Swedish Agency for Government Employers annual Employer Council last year with all top managers, Directors General (corresponding), in the Central Government sector.

A challenge for the future is the stronger competition on the labour market for skilled managers. Being an attractive employer is recognized as a key to future skills supply and during 2012-2013 the attractiveness in management work in the Central Government sector has been investigated.

The strategy “An inclusive approach”, determined in 2008, has inspired many agencies to use systematic methods to focus competence as a mean to avoid discrimination and get the most competent person to the job (deepening the process) and to search for competence via different channels (broadening the process).

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

Political program: One of the present Governments promises in the election 2006 was to increase transparency in the selection process for top managers in the Central Government sector, Director Generals, rectors and corresponding assignments.

By the Budget Bill the Government also every year in sets objectives for the employers' policy at the agency level. Beside the main objective to maintain fitting competences to achieve the assignment of the agency there are goals that focus on for example equality, diversity, work environment and public administration ethics.

In the system with framed appropriations there are built in requirements to increase productivity according to the development for white collar workers in the manufacturing sector. This also underlines the importance of having a well functioning and flexible supply of skills and competences in the agency.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

It is a continual developing process.

5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

The top manager for every agency is recruited and appointed by the Government. Almost all other managers are recruited and employed by each agency.

The selection process and channels used differ according to the competence needed and both the Government and the agency can chose the most fitted method. All recruitments have to be according to service merits and competence stipulated in the Instrument of Government and the [Public Employment Act](#). Competence shall be a primary consideration, unless there are special reasons for doing otherwise

The organization scheme and levels of managers in the agencies varies a lot depending on assignment and size.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

The top manager for every agency is recruited and appointed by the Government. Almost all other managers are recruited and employed by each agency.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

As said only objective grounds are allowed such as merits and skills. To reach this a clear requirement profile is made specifying the demands needed for the work. After determined the profile is legally binding and for example used for the evaluation in appeal cases. Several procedures in the [Employment Ordinance](#) guarantee transparency. The recruitment and selection processes are open. Information about an appointment need to be given in a suitable way. There is a statutory possibility to appeal and a special agency, the National Board of Appeal, to handle the cases.

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

All sorts of competencies can be requested: skills, knowledge, behaviours, communication and experiences. Skill is the most important factor and is assessed in the recruitment process in all possible ways. Tests may be used, interviews with several people attending are always held with top candidates and references are always taken. Only knowledge relevant for the actual job counts. Social skills are also assessed in different ways and tests and psychologist/consultants may be involved. The mix of competencies asked for depends on the tasks and can vary in a group of managers on the same level depending on the perspectives needed in the job.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Top managers normally have temporary appointments (six years) with relatively favorable terms for income security if they have to leave in advance. After twelve years there are special terms of pension.

On agency level it can differ. The managers in the top management can have about the same conditions as the Director General. Individual agreements are allowed and used. The most common is to have about the same conditions as other employees. Some agencies

use head addition to pay that are taken away if the management assignment is finished, some do not make any decreases in pay.

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

Yes, some of the regulations differ and the Municipal and County Council sector is a collective agreement area of its own.

European Commission

1. Please indicate the system implemented in your Public Administration (PA)

Career-based

☐

Position-based

☐

Mixed

☒

If you select the mixed system kindly give further information:

Senior Managers are officials occupying functions corresponding to the basic post of Director-General in grades AD16 or AD15 as well as those occupying functions corresponding to the basic post of Director in grades AD15 or AD14.

Middle Managers are officials occupying functions corresponding to the basic post of Head of Unit, in grades AD9-14.

Officials being in grade AD8 with two years of seniority in this grade are allowed to apply for any middle management position.

Middle-managers in grade AD13 with two years of seniority in this grade are allowed to apply for any senior management position.

2. Have there been any reforms in the Selection Systems of Public Managers in your PA during the last years? Which were their main innovative elements?

In the early years 2000, the Commission redesigned its approach of selecting managers by professionalising it: assessment centres (for senior managers), use of evaluation grid, panel with external members, etc.

Current focus is placed on the following aspects: managing increased organisational flexibility; ensuring solid career management tools for managers; as well as making sure that the right mix of skills is in the right place and at the right moment.

3. Which were the conditions that prompted the reforms that took place in the Selection Systems of Public Managers in your PA?

The revised Staff Regulations of 2004 reformed the whole career system and recruitment system at the Commission. That was a condition to review those selection systems and to update the specific decision on middle management staff was adopted (latest version enclosed) as well as the guidelines on appointment procedures for senior officials.

Some modifications are under discussion since the entry into force of the new Staff Regulations on 1/1/14 but are not yet adopted.

4. How long did it take for the reform that took place in your PA in the Selection Systems of Public Managers to be fully implemented and have there been any significant modifications since its initial implementation?

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5. Does the Selection System implemented in your PA differ, depending on the level of Public Managers concerned? If yes, why and in which way? Please indicate the different levels of management in your PA.

Selection, recruitment and career development for Senior Managers

The procedures for selection and nomination of officials to Senior Management posts are designed with a view to selecting, on the basis of straightforward, transparent procedures, the candidates who are of the highest qualification and merit, including a good record of performance in management. Recent reform waves have contributed to better management in particular by introducing clearer rules, better defining responsibilities and various actions to raise the level of management skills and create a common management culture across the Commission.

Selection procedures for senior officials follow a centralised method (coordinated by DG HR), which entails the following steps:

- agreeing (the recruiting DG and DG HR) a relevant Vacancy Notice and publishing it (internally, inter-institutionally, or externally).
- valid applications are assessed first by a pre-selection panel (set up by the recruiting DG), followed by a reasoned opinion of the Consultative Committee on Appointments (CCA), comprised of high-level Commission officials. A rapporteur is associated to the entire selection procedure.

- The candidates having reached the CCA level are, prior to the CCA interview, invited to attend a one-day assessment centre (an individual report is provided by external consultants).
- Further to the CCA interviews, all shortlisted candidates are further interviewed by the relevant Commissioners. Nomination is then made by the Commission (acting in its collegiate nature). Candidates shortlisted are interviewed by one or more Commissioners, depending on the level of the vacancy:
 - *) For Director-General posts: the President, Vice-President for Personnel and the Portfolio Commissioner;
 - *) For Deputy Director-General posts: the Vice-President for Personnel and the Portfolio Commissioner;
 - *) For Director or equivalent posts: the Portfolio Commissioner.

General principles: all actors involved are responsible for ensuring the recruitment of candidates to senior official posts of the highest standard of ability, efficiency and integrity. The CCA provides an opinion on candidates preselected by the individual Directorates General. Merit is the dominant criterion in decisions on senior official appointments.

An assessment centre is part of the selection process for senior managers. To build on this assessment centre and to offer a more systematic support to officials recently appointed to a senior management function, DG HR has developed a Senior Management Development Programme.

This programme assists the recently appointed manager during his first years at senior level. It provides participants with extensive feedback from human resources experts on their management skills and with a tailor-made personal development programme and individual follow-up. It is envisaged that the Senior Management Development Programme will also include participants who are at other stages of their career.

Selection, recruitment and career development for Middle Managers

Middle Management selection procedures are mainly the responsibility of the Directorates-General in which posts are to be filled, according to a set of rules and corresponding operational guidelines established for that purpose. They usually involve a two stage process with a pre-selection phase and final selection interviews which is handled by local HR units. DG HR ensures the consistency and regularity of the procedures throughout the Commission by providing advice and by undertaking various checks at the various stages of selection process.

New generations of management training programmes before and after taking up a management post) as well as awareness-raising sessions on the various roles and responsibilities of Middle Managers have been designed and rolled out progressively.

6. Who is responsible for selecting Public Managers at all levels? Are the higher levels of Public Management involved in the process of selecting Public Managers for the lower levels? If yes, in which way?

The final choice of a middle manager is under the responsibility of the Director General of the DG concerned. For posts at AD_{13/14} level, the decision is taken in agreement with the President, the Member of the Commission responsible for Personnel and the Member of the Commission responsible for the DG. A pre-selection panel is appointed and is composed of at least three members of grade and management function equal or superior to that of the post to be filled, including one from another DG.

For senior managers, the College of Commissioners takes the final decision on whom to appoint on whom to appoint on a recommendation from the Vice-President for Personnel in agreement with the President and the Portfolio Commissioners.

Before that step, a preselection panel is in charge of determining a list of candidates that are eligible and best qualified for the post. This panel is composed:

*) for DG or equivalent functions: a serving or retired Director general other than the recruiting DG to act as chair and another two serving or retired Directors-General.

*) for Directors or equivalent function: the recruiting Director-General to act as chairs, a Deputy Director-General or Director from the DG concerned and another Deputy Director-General or Director from outside the DG.

The Resource Director or the Head of the HR Unit of the recruiting DG normally acts as secretary to the panel. This function is ensured by DG HR in the case of an appointment procedure for a Director General.

7. What are the tools and methods used in your PA to ensure the principles of meritocracy and transparency during the process of selecting Public Managers?

- Publication of the vacant post in the IT system dedicated to open vacancies,
- Interviews with a panel composed of at least three managers of grade and management function equal or superior to that of the post to be filled, including one from another DG, in presence of a member of the HR unit,
- Appointment of a rapporteurs chosen from a list of officials in grade AD₁₄ or 15 occupying a function of senior manager,
- Assessment center,
- Evaluation grid with a maximum of points related to each question (same questions to all candidates)

8. What are the competencies assessed during the process of selecting Public Managers (managerial or technical skills) and what are the methods used to assess them (written test, interview, other)?

Please see documents in annex detailing the competencies assessed for middle and senior managers.

For senior managers, the method used is a mix of interviews after a first screening of the applications based on the CV, and a full-day in assessment center for selected candidates (usually maximum three) to the second round of interviews with the Commissioner responsible for the service having this vacant post.

For middle managers, the method used is several interviews after a first selection of applications based on the CV.

9. In your PA, what is the next stage in the career of Public Managers after the termination of their tenure or in case they are not reselected? Is there a different answer depending on the level of management concerned?

Rules on "sensitive posts" foresee mandatory mobility after 5 years in the same position (exceptionally it can be extended up to 7 years in the same function). As the Commission has a mixed-system, this rule implies that after this period, managers have to be appointed to another managerial position at the same level (unless they are selected for a higher function).

Decisions on middle management also describes the rules to re-assigned a Head of Unit to a non-management function (cf. art.13 of the Decision)

10. In your PA, is there a different system implemented for selecting Managers in local administration (Municipalities)?

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