Examples of good practice relating to Leadership

Australia – employee census

Context
The positive relationship between leadership and employee engagement has been established over the past three years through the APS Employee Engagement Model. The way leadership is practised and management expertise is applied can have a substantial positive or negative effect on employee engagement with the workplace.

Good example
Based on the Australian Public Service (APS) employee census, effective leadership is a key contributor to employee engagement. When asked whether they thought senior leaders in their organisation were sufficiently visible, employees who strongly agreed they were, showed substantially higher scores (double in some cases) on all components of employee engagement.

Employees also value the opportunity to interact with their leaders in a meaningful way. In the APS, leaders who engage their employees in how to deal with the challenges confronting their organisation have a very positive effect on engagement levels of their employees (APSC, 2013).

Find out more
Context

Supply-side Leadership interventions first require a competency mapping to identify the existing supply. Competency mapping ensures that the skills and competencies are readily identified and available when there is demand. It also helps to better align development initiatives to ensure they are addressing real gaps. To start addressing this challenge, the former Ministry of Planning, in partnership with ENAP and others, has developed a data bank that has the potential to serve this purpose. This type of initiative has already been used in some of the Brazilian federal administration organisations that carry out selective procedures for appointed positions, like the Bank of Brazil. These internal data banks include information about professional competencies of civil servants who can potentially be qualified for appointed positions (Camões and Balué, 2015) and score potential candidates according to their experience and training. This could be a way to pre-qualify potential civil servant candidates for certain positions. The current database - Sigepe Talent Bank - can potentially start cross-referencing the existing civil service databases to compile more variables, such as skills developed outside work.

Good example

The Sigepe Talent Bank is a platform serving as a skills database for public servants. Public servants can upload their curriculum vitae into the system. The skills information is accessible to any public servant, allowing for a greater understanding of the skills and competencies within teams, organisations and the government as well as more targeted recruiting and hiring based on knowledge, expertise and experience.

This platform was created following a partnership between the Ministry of Economy and the National Council for Scientific and Technological Development (CNPq). The CNPq is responsible for the Lattes Platform, which is a single information system for curricula vitae, and widely used amongst academics and researchers in Brazil.

As more civil servants (and possibly non civil servants in the future) put their data into the system, the higher the potential for better analysis of careers, skills and experiences, to help the federal administration make better training programmes, improve hiring decisions and facilitate the recruitment of qualified candidates.

By becoming an online repository of civil servants’ skills, competencies and experiences, the Talent Bank initiative could help to begin systematising the leadership competency supply which currently exists within the civil service, to ensure that those looking for talent are able to reach beyond their own networks to find it. This may be an important step towards breaking down the reliance on personal networking which currently appears to dominate selection and appointment processes. At the same time, if the database remains exclusive to civil servants, it may reduce the visibility for people who are not civil servants but whose skills could be relevant for DAS positions.

Find out more

- https://www.servidor.gov.br/servicos/faq/banco-de-talentos-perguntas-frequentes
Chile - Senior civil service recruitment and selection

Context

In 2003, the Chilean government, with the agreement of all political actors (opposition political parties, non-governmental organisations, civil society), created the Sistema de Alta Dirección Pública (SADP), a central senior civil service system. The aim of the SADP was to establish a professional senior management. Following the reform, there are three distinct groups:

1. The most senior positions, which are filled by direct designation by the government (1 000 positions out of 2 million in central government).

2. The SADP, for which recruitment is based on public competition (1 000 positions in central government). There are two levels within the ADP: approximately 1% at the first hierarchical level (heads of service, directors general), and the remainder at the second hierarchical level (regional directors, heads of division).

3. Middle management positions (2 000 positions in central government) at the third hierarchical level, which form part of the career civil service.

Good example

The SADP has been implemented gradually by recruiting by open competition whenever a post falls vacant and by expanding it over time to additional groups. For example, it has been expended to include 3 600 municipal education directors and 2 800 new senior management posts in municipalities. Most of the selection process for the SADP is contracted out to specialised recruitment agencies. The National Civil Service Directorate is responsible for management of the SADP. However, the Senior Public Management Council (Consejo de Alta Dirección Pública) is in charge of guaranteeing the transparency, confidentiality and absence of discrimination of the selection process. It is chaired by the director of the National Civil Service Directorate and has four members proposed by the president of Chile and approved by the Senate. The selection process, which takes about four months, begins with the publication of the vacancy in the media.

A specialised enterprise commissioned by the Senior Public Management Council analyses the curricula vitae of the different candidates and prepares a shortlist for the council or a selection committee (under the council’s supervision). Professional competence, integrity and probity are some of the criteria used in the selection process. Subsequently, the council or the committee selects the best candidates for interview and prepares a final shortlist for the competent authority for the final appointment. The SADP was based on international experience. In particular, the experience of OECD countries such as Australia and New Zealand strongly influenced the Chilean model. The system is considered one of the main achievements of the modernisation of Chile’s public management. One outcome has been the decline in the number of political appointees in the central government; they currently represent only 0.5% of the total public workforce. It is also argued that the presence of women in senior positions has increased under the system; they occupy 32% of positions, compared to 15% in the Chilean private sector.

Find out more

Netherlands – Dutch vision of public sector leadership

Context

The Dutch vision of public sector leadership recognises that there is not one single ideal type of leader; rather there are qualities every public leader should show:

1. Integrity: The public leader works sincerely and consciously in the public interest, addresses the social issues and demonstrates this in his/her daily actions.

2. Co-operation: The public leader puts shared leadership into practice, is focused on the broader context and not exclusively his/her “own” domain, actively seeks collaboration and co-creation, and is able to understand various perspectives.

3. Reflection: The public leader has self-awareness and organises reflection in the field based on knowledge and practice, asks the right questions, and accordingly determines the course and position.

Good example

Further information