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H. Kuperus / A.Rode

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**KEY**

BE:	Belgium
BG:	Bulgaria
CZ:	The Czech Republic
DK:	Denmark
DE:	Germany
EE:	Estonia
IE:	Ireland
EL:	Greece
ES:	Spain
FR:	France
IT:	Italy
CY:	Cyprus
LV:	Latvia
LT:	Lithuania
LU:	Luxembourg
HU:	Hungary
MT:	Malta
NL:	The Netherlands
AT:	Austria
PL:	Poland
PT:	Portugal
RO:	Romania
SI:	Slovenia
SK:	Slovakia
FI:	Finland
SE:	Sweden
UK:	The United Kingdom
EC:	The European Commission

## MANAGEMENT SUMMARY

The aim of this study is to give an overview of how the Senior Civil Service (SCS) is organised and managed in the 27 EU Member States and the European Commission. More specific information can be found in the fact sheet on each Member State and the European Commission in Annex 2. Some Member States' cases are inserted in boxes in the text. The research methodology can be found in Annex 1.

This study firstly establishes a compromise definition enabling the inclusion of all the SCS systems in the EU Member States and the European Commission as well as the grouping of them according to five distinguished Senior Civil Service models, with a focus on managers. However, for the future it can be suggested that a common European definition of the Senior Civil Servants group be established for use in the European and/or international environment. This could be helpful for comparing and exchanging information among senior civil servants in national governments and within the European Union.

In general a tendency can be seen in most of the Member States to pay special attention to the senior civil servants group. Senior Civil Servants (SCS) have special status or special recruitment and pay conditions in many Member States, but most of them have not created a centralised SCS office, nor does there seem to be any movement towards creating such an office in the future. Increasing attention is being paid towards the qualification and expertise of the SCS, through implementing recruitment of external candidates, performance contracts and annual evaluations.

Furthermore, a tendency can be seen of traditional employment systems merging towards a more hybrid model for the SCS group. Member States with a career-based employment system are implementing elements from the position-based system, and vice versa. Career-based systems tend to introduce more merit-based recruitment methods, more fixed-term contracts for specific positions and have a greater number of external applicants. Position-based systems tend to increase the career perspective of SCS in order to retain the best managers. This could lead to a more or less common employment model of top managers in European public administrations as they have particular needs and challenges to face in comparison with general civil servants.

Recruitment procedures still differ between Member States. A variety of methods is used, from entrance competitions for groups to individual competitions for each position; from mobility through an automatic promotion process to reapplication for the position held when the fixed-term contract is due to expire; some of the Member States use (virtual) staffing pools and/or performance contracts. Also, periods of appointment terms vary. Most often, SCS do not have a permanent appointment as civil servants, but a fixed-term appointment for a specific position. The duration of fixed-term appointments varies from two to seven years.

The representation of women in senior civil service positions varies considerably between the Eastern, Southern, Western and Northern EU Member States. In most of the Western and Northern countries, women representation in senior posts is still low, while in the Eastern and Southern countries they do not have such problem. The

reasons for these differences in women representation are based on the historical background, organisational tradition, labour market situation and image of the public administration. These factors, all taken together, make it very difficult to change something quickly.

The establishment of flexible working arrangements as well as well-designed parental leave systems which help to reconcile professional and private life are important instruments for increasing the number of women in top positions. But very often, in reality, it is not part of the organisational culture to allow SCS to take advantage of these working conditions. This is a problem both for women or men, as taking care of a child often limits their promotion or career development opportunities. This is one of the elements which has to be reassessed in all EU Member States. Political support for changes in this area is very important.

The highest-level SCS lead reform processes and have to effectively manage organisational change in public administration. They therefore need to have a vision and strategy, strong leadership competences and people management skills, as well as political and environmental awareness. The top managers of public administrations in the Member States and the European Commission work in a European context with an increasingly multicultural labour force. Successful future leaders could well need competences related to this European context and diversity.

Half the Member States have a central competence profile for the SCS; some have decentralised competence profiles, while others have none. In those countries that do have a competence profile, it either includes certain leadership elements or it is planned that they be included in the future, at least for the highest level. In relation to the results of the study under the Slovenian Presidency, many Member States mention people skills, but very few mention innovation, emotional intelligence and self-control, and none of them mention multicultural skills. The European dimension is also absent from most of the competence profiles for SCS. Only a very few Member States have elements in their competence profiles regarding languages and knowledge of European affairs.

There are several ways of ensuring that SCS have the requisite competences. First of all, in the recruitment process the competence profiles could and should be used for the definition of the requirements for specific vacancies or for a group of positions at a specific level. Furthermore, competences can be improved upon or developed by training and development activities for individuals or groups.

Leadership and management training for SCS is provided in the majority of Member States, although such training is not always related to the competence profiles. Most Member States train their SCS on (elements of) *leadership skills* and different types of *management skills*, as well as offering a lot of other interesting topics. Not only are “traditional” forms of training used, but also workshops, conferences, experience-sharing, group or individual feedback sessions and so on. How effective those activities are for the individual SCS, as well as for the organisation, remains to be seen.

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definition of the requirements for specific vacancies or for a group of positions at a specific level. Furthermore, competences can be improved or developed by training and development activities for individuals or groups.

Leadership and management training for SCS can be seen in the majority of Member States, although this training obviously is not always related to the competence profiles. Most of the Member States train their SCS on (elements of) *leadership skills* and different types of *management skills*, but also a lot of other interesting topics are offered to SCS. Not only “traditional” training forms are used, but also workshops, conferences, experience - sharing, group or individual feed - back sessions and so on. Training and development activities cost a lot of money and of spare time of the SCS. How effective these activities are for the individuals SCS as well as for the organisation are not very well known.

The workload, the lack of possibilities in reality to achieve a work-life balance, the high involvement in organisational change processes and the related implications for their employees, put SCS in public administrations in Europe under considerable pressure. In cases where their competences do not fit with the required competences, training and development is needed. However, not all competences can be developed. Furthermore, development activities also require more of the SCS time. A combination of these factors can cause stress. They can also prevent women from becoming top managers, especially when the organisational culture and the political environment are not supportive towards them.

Nevertheless, Member States have some common elements in their approaches towards the SCS which are promising for the exchange of interesting practises regarding this particular group of civil servants, but also offers new perspectives for a shared vision on Top Public Managers in Europe. Facing the challenges of tomorrow, more European-oriented, innovative, multicultural and skilled leaders are of high value for the quality of public administrations.

## INTRODUCTION

Many reforms in public administration in the past have led to changes in the role, position, organisation and steering of senior civil servants (SCS) or top managers. Due to decentralisation and globalisation, and to the introduction of other management philosophies, their responsibilities and the competences required of them have changed. Competition with the private market, the increased importance of customer and/or citizen orientation and of quality of public services as well as the need for permanent change, demands strong strategic and operational top management. Senior civil servants have to develop into leaders. They should be able to lead innovation and change, to communicate effectively and work in permanent dialogue with all stakeholders, to manage the human and financial resources and processes, and to achieve the agreed results.

Management standards and the performance of public managers are critical for the success both of the general performance of the public administration and of public administration reform attempts. With national policy making becoming increasingly complex evermore exposed to international co-ordination, as is the case in all EU Member States, the need is all the greater for top public managers with a broad perspective and the ability to co-ordinate their work both with national and international institutions.

This study will provide an overview of how the Senior Civil Service (SCS) is organised and managed in the 27 EU Member States and the European Commission. More specific information can be found in the fact sheets of each Member State and the European Commission in the Annex 2. In boxes in the text some cases of Member States are inserted. The research methodology can be found in the Annex No.1.

After establishing the definition and the scope of the SCS, recruitment procedures and career, the study compares development systems. Cases illustrate the grouping of Member States according to particular models and their motivation for choosing one or another model is examined. Later in the study, the working conditions of and diversity policies for senior civil servants are examined, with an emphasis on women in top positions. Working time arrangements in particular can offer both women and men better opportunities to combine their professional and private life (work/life balance), also in cases where they hold high office. Some cases of Member States will illustrate the current situation and the measures taken in order to increase the representation of women in decision-making positions.

Leadership, change management and European orientation are of increasing relevance for the good performance of top managers and are therefore stressed throughout the study as the main necessary competences for SCS. The use of competence profiles for SCS and the related training activities, as well as the common elements in those profiles, are also examined. Some examples from the Member States highlight some of the ways of developing the competences of top managers.

This study fits within the continuous process of increasing knowledge of the functioning of public administrations in the EU Member States and the strategic mid-term goals and agenda of the European Public Administration Network (EUPAN).

## Top Public Managers in Europe

Due to the fact that the study, among other areas, focuses on leadership and competences, this study is linked also to the study on leadership competences carried out under the Slovenian presidency. It is also related to another French presidency issue, namely stress in the workplace.

## 1. WHAT IS THE SENIOR CIVIL SERVICE?

### 1.1. Definition of the Senior Civil Service

The (translated) terms referring to the Senior Civil Service differ from country to country. For example, in the United Kingdom the term ‘Senior Civil Service’ is used, in the Netherlands ‘Senior Public Service’, while in Estonia the term ‘Top Public Service’ is used. Senior civil servants in several countries, such as France and Romania, are termed high-ranking civil servants. Currently there is a debate on the term which would best designate this particular civil service group. For example, the use of the term ‘Senior Civil Service’ creates confusion over time in that in some countries ‘senior’ is understood in relation to the age or years of the servant’s service, while in other countries it is understood as “seniority” in terms of “experience”, which can be at all levels in the public administration. The term ‘Top Public Service’ only refers to the highest hierarchical level; while the term ‘Highest Civil Service’ does not clearly indicate which hierarchical levels are included.

In this study the terms ‘**Senior Civil Service**’ and ‘**Senior Civil Servant**’, both abbreviated as **SCS**, are still used, independently of the national definitions. It must be emphasised that in this study the terms ‘Senior Civil Service’ and ‘Senior Civil Servants’ have **no link to age**.

As a basis for the definition in this study, the OECD (2008<sup>1</sup>) definition will be used:

‘A Senior Civil Service is a structured and recognised system of personnel for the higher non-political positions in government. It is a career civil service providing people to be competitively appointed to functions that cover policy advice, operational delivery or corporate service delivery. The service is centrally managed through appropriate institutions and procedures, in order to provide stability and professionalism of the core group of senior civil servants, but also allowing the necessary flexibility to match changes in the composition of Government by using appropriate due processes’<sup>2</sup>.

However, several elements of this definition are misleading in that not all of them are always a part of the SCS description in the EU Member States. For example:

- **A structured personnel system:** in some EU countries there is no structured system for higher (civil service) positions; therefore this element should be excluded from the definition.
- **A recognised personnel system:** a recognised system can mean several kinds of recognition. The emphasis in this study should be both on the formal and informal recognition from the authorities, and a common understanding of the organisation of such a group.

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<sup>1</sup> OECD, (GOV/PGC/PEM (2008) 2), *The Senior Civil Service in National Governments of OECD Countries*; Paris, 31 January 2008.

<sup>2</sup> Ibid, p. 17 - 18

- **Higher non-political positions:** by only mentioning ‘higher non - political positions’, the reader cannot understand that the focus is on management functions, which is the focus of this particular study, and not, for example, on advisors or other non-management functions.
- **A centrally-managed service:** the centralised management of SCS is only the case in very few EU Member States and, if mentioned in the definition, would exclude all the other models of SCS organisation.

With regard to the abovementioned points, the following definition of senior civil service will be used in this particular study, focusing on management:

*“Senior Civil Service (SCS) is a system of personnel for high and top level management positions in the national civil service, formally or informally recognised by an authority, or through a common understanding of the organisation of such a group. It is a framework of career-related development providing people to be competitively appointed to functions that cover policy advice, operational delivery or corporate service delivery.”*

## 1.2. Typology of the SCS models

For the purposes of this study, a typology of five different SCS models was developed, in such a way that each EU Member State would fit into one of them. The models focus on criteria such as formal SCS status, centralised SCS organisation and special SCS conditions. See hereafter the description of the models:

- NR. 1 – Centralised SCS organisation: this model suggests that the senior civil service is formally defined in a national piece of law or regulation as a separate and special group of civil servants. Furthermore, this particular group is managed by a central office created for the support and administration of senior civil servants. Such an office provides a support service for senior civil servants and it administers the recruitment, management, remuneration, evaluation and promotion of the senior civil servants. In this model special conditions apply to senior civil servants which distinguish them from other civil servants.
- NR. 2 – Formalised SCS status with special conditions: this model suggests that the senior civil service is formally defined in a national piece of law or regulation as a separate and special group of civil servants, however, there is no central office administering and supporting senior civil servants. In such a case senior civil servants are usually administered by the same office(s) as that which administers the civil service in general. Furthermore, this model implies the existence of special conditions for senior civil servants which distinguish them from other civil servants.
- NR. 3 – Formalised SCS status without special conditions: this model implies that the senior civil service is formally referred to in a national piece of law or regulation as a separate and special group of civil servants; however, there is no central office administering and supporting only senior civil servants. In such a case senior civil servants are usually administered by the same office(s) as that which administrates civil service in general. Although senior civil servants are

defined in the national legislation as a special group, they do not enjoy any special conditions in comparison with the general civil service. The only difference between senior civil servants and civil servants in general is the status.

- NR. 4 – Recognised SCS group with special conditions: this model suggests that senior civil servants are not formally defined in any piece of national law or regulation, but that high level civil servants' positions are considered as exceptional and have a special social status. This particular group also enjoys special conditions in relation to their recruitment, appointment, support and benefits.
- NR. 5 – No special SCS recognition or organisation: this model suggests that senior civil servants are not formally defined in any piece of national law or regulation and also do not receive any special support or enjoy special conditions in comparison with other civil servants. This basically means that senior civil servants' positions are considered as an equal part of the general civil service and the same conditions and benefits must therefore apply as for the general civil service.

In this study the following are considered as special SCS conditions: A different recruitment procedure from the general civil service;

- The need to sit a special exam or undertake special training before entering the senior civil service;
- A different employment system for the SCS as opposed to the general civil service (career-based or position-based);
- A difference in the period of appointment for senior civil servants in comparison with the general civil service (permanent or limited-term appointment);
- Special support for senior civil servants (e.g. a special committee dealing with the SCS, special mobility or training programmes for SCS only etc.);
- Special benefits and advancements in the form of payment, working times etc. for senior civil servants.

If one or more conditions apply to a Member State, it is considered as having special SCS conditions.

### **1.3. Scope of the SCS**

In every Member State the functional titles of senior civil servants and the amount of functional levels for SCS positions differ. In some Member States also politically appointed staff members at the highest level are included in the SCS group; however they will not be examined in this study.

- **Level 1+:** Secretary-General / Secretary of State / Permanent Secretary
- **Level 1:** Director-General / Head of Department
- **Level 2 :** Director / Head of Department
- **Level 3:** Head of Unit / Division
- **Level 4/5:** Senior Officers

In **Level 1+** there can be (partly) politically-appointed SCS in some of the Member States: **BE, DE, IT, LU, PT, SI** and **SK**. It is also often the case that SCS are appointed by government or a minister; however that does not imply that candidates are politically appointed, as governmental approval is only a formality.

Regarding **Levels 4/5**, few Member States include them in the SCS group. Therefore it can be said that the main focus of this study will mainly be on management positions at **Levels 1+, 1, 2 and 3**.

The overview of the chosen combination of SCS functional levels in the scheme below shows that nearly all Member States include Directors-General, Directors and Head of Departments in their SCS and the majority of Member States also include the level of Secretary-General.

*Table 1: Scheme of SCS functional levels\**

<b>Level 1 +</b>	1 MS	6 MS	10 MS	3 MS				
<b>Level 1</b>					1 MS	1 MS	2 MS	1 MS
<b>Level 2</b>								
<b>Level 3</b>								
<b>Level 4</b>								
<b>Level 5</b>								

\* **CZ, HU** and **LT** are not included in this overview because the SCS group is not recognised as such in these countries as no special status or conditions apply to the SCS. For the purpose of this study the positions in these Member States which could be a part of the SCS were determined; however there is no recognition of such a group at the national level.

#### **1.4. Concluding remarks**

Due to the broad spectrum of systems represented in the European Union and to the differing historical and cultural backgrounds of the Member States, it is challenging to reach a common definition of the (top) management group in the national civil services. The same applies to the functional titles of senior civil servants in the Member States and their hierarchical structure within the organisation. In this study a compromise definition was created including all the SCS systems in the EU with a focus on managers. However, for the future it could be suggested that a common European definition of the senior civil servants group be established for use in the European and/or international environment. This could be helpful for comparing and exchanging information on SCS positions and persons within the European Union.

The common scope of the SCS contains the levels of Directors-General, Directors and Head of Departments. This could be defined as the core group of the TCS in the European environment.

The typology of SCS models can be used to group Member States according to more common elements, to follow changes in the Member States and to identify trends.

## 2. ORGANISATION AND MANAGEMENT OF THE SENIOR CIVIL SERVICE

One of the main objectives of this study is to provide an overview of the senior civil service systems in the EU Member States. Due to differences in e.g. historical and political background, as well as the structure and management philosophy of public administration, every Member State has its own way of managing and organising its senior civil service or top managers. Based on the typology of 5 models in chapter 1, the 28 different systems of the Member States plus the EC will be systemised. Furthermore, the relation between the five models and the main employment systems as well as the common elements in recruitment, career development and other conditions will be explored. Finally, the main future trends will be indicated. Some examples from the Member States (in boxes) will illustrate these aspects.

### 2.1. Status of senior civil servants

A global trend can be seen in public administration for countries to consider making their civil services more productive and efficient and managing them in a more business-like manner. Civil service managers play a vital role in national developments, and are required for their ability to acquire special leadership skills. Due to this particular role of senior civil servants, they should have a special status as well as special recruitment and pay conditions in addition to other support arrangements within the civil service; and on account of their different profile to that of other civil servants they need a different employment and support framework to work in which would guarantee their better performance<sup>3</sup>.

With the exception of the Czech Republic, Hungary and Lithuania, a recognised group of SCS exists in all Member States and the European Commission. The majority of them have some special conditions for this civil service group (except Bulgaria, Cyprus, Czech Republic, European Commission, Hungary and Lithuania).

The largest group of countries (14 Member States) has no formal SCS status or centralised office, but does have special SCS conditions. A minority of countries (8 Member States, 2 of which also have a centralised SCS office) has formal SCS status. For an overview of the Member States' grouping by SCS models see Table 2.

In Member States with a special civil servant status this is often also the case for the SCS. However, in general the tendency of giving SCS special status is quite new. In Member States where the status of the civil service is fairly similar to the private market, there are more often special conditions for the SCS. The main reason for that is the flexibility of the position-based employment system and the need to motivate SCS more.

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<sup>3</sup> The Office for the Senior Public Service, Ministry of the Interior, *The Senior Civil Service – A Comparison of Personnel Development for Top Managers in Fourteen OECD Member Countries; “Conclusions and Summary”*. Carried out by: Berenschot B.V., The Hague, 1998.

Table 2: Grouping of Member States by typology of SCS models

	Formal SCS status	No formal SCS status
Special conditions for SCS	No.1 With central SCS office: NL, UK	AT, DE, EL, ES, FR, LU, IE DK, FI, SE, SI EE, LV, SK
	BE, IT, MT, PL, PT, RO No.2	
No special conditions for SCS	BG, CY, EC No.3	CZ, HU, LT No.5

## 2.2. Employment systems

In general, there are two types of employment systems – career-based and position-based. The career-based civil service system aims at building a coherent civil service with top executives who share the same culture, which makes working together and communication across government organisations easier and favours internal mobility.

The position-based civil service system aims to provide a wider choice of candidates, including those with specialist skills, which promotes competition, cultural renewal, and adaptation in the civil service<sup>4</sup>. This system enables decentralisation, makes it easier to adapt recruitment to specific competence needs in different activities, makes it easier to differentiate pay and other employment conditions in accordance with the market situation, and makes it easier to achieve a strong performance-orientation<sup>5</sup>.

Meanwhile, an increasing number of Member States are starting to combine elements of both these systems. They can be considered as mixed or *hybrid systems*, because the configuration of the civil services of some Member States shows a mix between the two types of system.

In reality, these employment models differ in nuance between Member States, and the grouping of countries according to one or other model can be difficult. Nonetheless, the main characteristics usually remain the same: in the career-based system a group of candidates is recruited for a career in the civil service, and in a position-based system candidates are selected for a particular position. In a hybrid model both these elements can be present in the recruitment of civil servants. Member States were divided among the three employment models based on these criteria: see table No.3.

<sup>4</sup> OECD (GOV/PUMA (2003) 17, *Managing Senior Management: Senior Civil Service Reform in OECD Member Countries; Background note*; Paris, 2003, p.5

<sup>5</sup> Rexed, K., *The Pros and Cons of Career- and Position-based Systems*; presentation at “Good governance for development in Arab countries” initiative; Rabat, 24 - 25 May 2007.

Table 3: The Member States with a career-based, position-based and hybrid systems for general civil servants

	Career-based	Hybrid	Position-based
<b>Member States + EC</b>	Austria Belgium Cyprus EC France Germany Greece Hungary Ireland Luxembourg Portugal Romania Spain	Bulgaria Italy Latvia Lithuania Malta Poland Slovakia Slovenia	The Czech Republic Denmark Estonia Finland The Netherlands Sweden The United Kingdom

Furthermore, in many Member States the recruitment procedures and career systems for the specific target group of senior civil servants differ from the general or main employment system. To improve their SCS, the Member States with a career-based employment system are moving in the direction of a position-based system for SCS positions in order to select candidates to a greater extent on the basis of merit and performance for short-term appointments and from outside the own organisation, corps or pools. Member States with position-based systems for the SCS are tending to move elements of the system towards the career-based system in order to ensure some kind of career path for the best employees and to strengthen the corporate identity of the group. Collective recruitment of young trainees or internal long and shortlists of candidates for specific positions have been introduced and combined with the open recruitment of external applicants for specific positions.

For example in **Belgium, Cyprus, Hungary, Ireland, Portugal, Romania, Spain, Italy and Malta** different selection procedures have been introduced for Senior Civil Servants to obtain more experienced and efficient management staff. The most commonly used element for SCS recruitment in a career-based or a hybrid system is an introduction of fixed-term performance contracts (**Belgium and Malta**) or the recruitment of external candidates for some of the SCS positions (**Austria, Cyprus, Italy, Ireland, Portugal, Romania and Spain**). These new selection methods show a trend towards moving to a more open recruitment process for higher civil service positions. A more definite change can be seen in **Hungary**, where top managers are recruited purely on the basis of their managerial skills and experience, with no previous experience in the civil service necessary for becoming a senior civil servant. Therefore, in this country SCS recruitment has become almost completely position-based.

In the **Netherlands** and **Poland**, the tendency to acquire some elements of a career-based system can be seen. For example, the Dutch have established a programme for young academic talent to start their career in the civil service with the aim of becoming public managers in several years. Also, in the case of vacancies for

management positions, the SCS office makes a shortlist of candidates from among the existing senior civil servants or promises to offer candidates at the level below SCS a better career path. Poland uses a State staffing pool system, from which the best candidates for SCS positions are selected and afterwards chosen when a position becomes available, therefore also guaranteeing a career in the senior civil service for the best candidates.

The main differences between and tendencies in SCS-level employment systems are shown in table No.4.

Table 4: *Employment tendencies for senior civil servants*

	Career	Hybrid	Position
<b>In general</b>	FR DE EL LU EC	BG LV SK SI LT >	CZ DK EE FI SE UK
<b>Tendencies of movement for SCS</b>	AT, BE, PT - - > IE, RO, ES - > CY - - - - - > HU - - - - - >	IT, MT > < PL > CY > HU	< NL

Based on the movement trends between SCS employment systems, it can be seen that Member States seem to be converging towards an increasingly similar, hybrid approach, combining elements of both basic employment systems.

Based on the information collected from the EU Member States, several common features of the senior civil service in the EU Member States can be identified which go some way to explaining the movement from one system to another, with the same criteria being met in the middle.

The main common elements of SCS employment are as follows:

- Selection of SCS is less based on duration of service
- Fixed-term contracts/appointments
- Performance assessment
- Internal and external applicants
- Mobility between public organisations and between public and private organisations
- Selection of candidates in accordance with their managerial skills and experience
- Willingness to attract or retain promising employees by offering a career path
- In-service training, e.g. on leadership, in order to strengthen corporate identity of SCS.

This means that Member States with a career-based system are choosing to limit the selection of SCS based on duration in service, and to increase the amount of fixed-

term contracts and appointments, to use performance assessments, and to open SCS positions to external applicants with managerial skills and experience. At the other end, Member States with position-based systems are willing to retain the best managers and to try to find a way of offering them a career perspective and in-service development. Similar SCS tendencies can also be seen among the Member States with a hybrid system.

### 2.3. Relation between the employment system and SCS organisation

In the previous section the differences between the two employment systems and their usage in the Member States were described and analysed. It highlighted the many different ways in which senior civil servants can be recruited and managed, and how elements of both SCS systems are merging in a more hybrid model. Another element to be examined is the relation between the chosen dominant employment system and the organisational model of senior civil servants. Is there a tendency for countries with a career-based employment system to choose one particular SCS organisational model and for countries with a position-based system to choose another?

To examine that, Member States were grouped in Table No.5 to see whether there were any similarities between the employment systems and the SCS models.

*Table 5: Relation between the dominant employment system for SCS and the SCS model:*

	Career-based	Hybrid	Position-based
<b>SCS model No.1&amp;2</b>	BE, PT, RO	IT, MT, PL	NL, UK
<b>SCS model No.3</b>	EC	BG, CY	
<b>SCS model No.4</b>	AT, DE, EL, ES, FR, IE, LU	LV, SI, SK	DK, EE, FI, SE
<b>SCS model No.5</b>		LT, HU	CZ

This table shows that most of the Member States with *career-based* systems have a “Recognised SCS organisation with special conditions” (model No. 4). Three countries – Belgium, Portugal and Romania – constitute an exception in that they also have a formal SCS status for this group. The common feature of these three countries is their efforts to make the recruitment for SCS positions more open and/or based on fixed-term contracts. However, it must be emphasised that all countries (apart from the European Commission) with career-based systems have organised some special conditions for the SCS group. The European Commission has to be seen as a special institution in comparison with national civil services due to the multicultural and multinational differences present in the organisation. Because of these differences, the recruitment of the SCS group has to follow the same rules as those applying to general civil servants. At the same time equal representation of Member States or geographical regions in SCS posts has to be achieved, which is achieved through benchmarking.

Most countries without special SCS conditions (No. 3 and 5) represent *hybrid* employment models for SCS, but some of them (CY, HU) come from career-based systems in general.

Regarding the *position-based* employment system, all Member States have special SCS conditions and in some of them the SCS also has a special status. The only two countries with a central SCS office (the Netherlands and the United Kingdom) have this employment system.

#### 2.4. Relation between the SCS model and the Public Administration tradition

Another aspect of comparison for SCS is the relation between the type of SCS organisational model chosen by certain Member States, and their public administration tradition or region in Europe. This relation is shown in Table 6.

Table 6: Relation between the SCS model and the public administration tradition<sup>6</sup>:

	Anglo - Saxon	Continental European	Scandina - vian	Mediterra - nean/South European	South - Eastern European	Eastern European
<b>SCS model No.1&amp;2</b>	UK, MT	BE, NL		IT, PT	RO	PL
<b>SCS model No.3</b>				CY	BG	
<b>SCS model No.4</b>	IE	AT, DE, FR, LU, SI	DK, EE, FI, SE	EL, ES		LV, SK
<b>SCS model No.5</b>						CZ, HU, LT

This table shows that Continental European countries, with the exception of Belgium and the Netherlands, and Scandinavian countries have a “Recognised SCS organisation with special conditions” (model No. 4). SCS systems in Anglo-Saxon countries are very similar to those of Continental Europe. The only countries with a No. 5 model – (no special SCS recognition and organisation) are from Eastern Europe. The main reason for that could be the continuous process of public administration reforms in this part of Europe.

In the future, it will be interesting to see whether greater convergence towards hybrid systems for SCS employment will also be mirrored by more divergence in SCS models used in the Member States, or by some main tendencies of moving into one or two directions (e.g. towards No. 2 and 4).

#### 2.5. Recruitment procedures

Recruitment methods differ between career-based and position-based employment systems, while the variety of recruitment procedures for senior civil service positions is increasing. Recruitment in the *career-based* employment system consists of regular examinations to recruit a group of candidates – potential leaders – straight from

<sup>6</sup> Demmke, C., Henokl, T., *What are Public Services Good at?* Study commissioned by the Slovenian EU presidency, May 2008.

university or early on in their careers. The examinations are designed to examine the general skills of candidates and to determine the best candidates for entering the civil service system (at the lowest level). In the career-based system, candidates are recruited to work in the civil service system as such, instead of for a specific post. Furthermore, once one is in the civil service system, the career continues with promotions in the rankings through for the most part such criteria as performance assessment and years in the service. Internal promotions are the main way of appointing SCS in the career-based employment system. 'In these systems a lot of resources are invested in the development and careers of senior civil servants to make them suitable for top executive positions. Management of senior civil servants tends to be rather centralised with clear career paths'<sup>7</sup>.

In *position-based* employment systems, recruitment consists of an open competition for vacant positions, for which everyone from outside or inside the civil service can apply. Candidates compete for vacant posts in the civil service, and specific knowledge and skills are usually required for each individual position. The best candidate is chosen and appointed on the basis of the competition results. Internal promotions are also possible in this system but are often based mainly on performance assessment rather than the years of service. 'In these systems the management of senior executives tends to be more decentralised'<sup>8</sup>.

The main concern is to ensure appropriate external checks and balances in the system in order to guarantee a fair degree of meritocracy and independence (formal and informal). This can be ensured through different means, such as: panels or selection committees, supervising bodies, a central organisational body or outsiders' involvement in the procedures. Most Member States have some kind of body or committee for recruiting or advising on the best candidates for senior civil service positions in order to ensure political neutrality and independence in the recruitment process of senior civil servants. In **Austria, Cyprus, Denmark, the European Commission, Malta and the United Kingdom** there is a body that advises the Appointing Authority on recruiting SCS. Normally, such a body gives recommendations on candidates' suitability for SCS positions, thereby influencing the Appointing Authority's decision.

In **Bulgaria, Estonia, Greece, Ireland, the Netherlands, Slovenia and Romania** there is a permanent recruitment committee or body for senior civil servants that organises the competitions for SCS positions and reaches a decision on one or more of the most qualified candidates. In other Member States, senior civil servants' recruitment is facilitated by the respective National School of Public Administration (**France, Italy, Poland and Spain**), the Federal selection and recruitment office (**Belgium**) or through an ad hoc competition commission for individual vacancies (**Hungary, Latvia, Lithuania, Portugal, Slovakia and Slovenia**).

13 Member States (**Belgium, Bulgaria, France, Greece, Hungary, Ireland, Italy, Lithuania, Poland, Romania, Slovakia and Spain**) and **the European Commission**, have a competition procedure or formal recruitment method. Competitions are mostly organised nationally to recruit the best candidates for a career in the civil service, and

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<sup>7</sup> OECD (GOV/PUMA (2003) 17, *Managing Senior Management: Senior Civil Service Reform in OECD Member Countries; Background note*; Paris, 2003, p. 4.

<sup>8</sup> Ibid.

most often describe career-based employment system. In 11 Member States (**Cyprus, Denmark, Estonia, Finland, Latvia, the Netherlands, Poland, Portugal, Slovakia, Slovenia and Sweden**) professional experience gained outside the public service is recognised in the recruitment process for senior civil service positions. This is mostly the case in position-based employment systems.

The most common recruitment procedures for the selection of SCS are:

- *A competitive examination* for a group at the beginning of a career in the (Senior) Civil Service (BE, DE, FR, EC, EL, IE, IT, LU, RO);
- *Promotion based* on the functional level/ranking in the civil service (AT, CY);
- *An individual competition* procedure at any level of career (AT, BG, CY, CZ, DK, EE, FI, LT, LV, SI, SE, SK, UK);
- *A staffing pool* where everyone can apply, but after the entry, selection for positions from the pool only (PL);
- *A virtual staffing pool* where anyone can be recognized as a participant (EE, NL);
- *Performance assessment* for selection for the SCS pool and then afterwards appointment to a position according to the ranking in the pool (IE);
- *Performance contracts* for SCS positions for which SCS have to reapply at the end of the contract. Selection takes place within the Civil Service (BE, MT);
- *Performance contracts* for SCS positions for which SCS have to reapply at the end of the contract or apply for a new position. Competition takes place together with external candidates (ES, PT).

**Career management of the high - ranking civil servants in ROMANIA**

The Statute of Civil Servants (Law no. 188/1999) defines high-ranking civil servants. This group was created to ensure neutrality and policy continuity when governments change. Civil servants in general are recruited by contest. Regarding their career, they can do a promotion exam to qualify as a high-ranking civil servant. Being selected doesn't automatically mean appointment to a public position. High ranking civil servants are subject to mobility for public interest by a government decision of 2007 and can be moved for such an interest, but no more than once a year. If they refuse they are dismissed. Romania has approximately 250 senior civil servants.

**Challenges for the future**

- What type of incentives should be used and in what size (promotion, performance pay, bonuses)?
- What are the most suitable training methods for SCS?
- What are the limits of mobility in the public interest procedure?

## 2.6. Appointment of senior civil servants

Due to the fact that civil servants in top management positions have a major impact on the government policy, they have to be selected carefully. With these positions it is important to ensure that political involvement is as limited as possible in order to ensure neutral policies. However, at the same time SCS have to gain the trust of ministers in order to be able to work together on specific issues.

The appointment of top managers can be highly political (e.g. in **Austria, France, Germany and Spain**) or highly merit-based (e.g. in **Denmark and the United Kingdom**). Political appointment implies a vacancy ultimately being filled on the basis of trust. Merit-based appointment implies a candidate being chosen in accordance with a competitive institutionalised procedure. There are significant differences between hybrid models, combining competitive recruitment procedures with the final, sometimes only formal, appointment by the government or relevant

minister (e.g. **European Commission, Ireland, Latvia, the Netherlands, Poland and Slovenia**).

The *appointment terms* of senior civil servants feature a range of periods. Mostly the SCS have a permanent appointment as civil servant, but a fixed-term appointment for a specific position.

- In 12 Member States SCS are recruited for permanent term: AT, BG, CY, FI, DE, HU, IE, LT, PL, RO, SK, as well as the EC.
- 14 Member States have fixed appointment terms: AT, BE, DK, FI, FR, EL, IT, LV, MT, NL, PT, SI, ES, SE
- In 5 more Member States (EE, HU, IE, LT, LU) fixed-term appointment applies on case-by-case basis.

The duration of fixed-term appointments varies from two years as a minimum (e.g. Italy) or three (e.g. Portugal) to five (e.g. Estonia) or seven years (e.g. NL) as a maximum term for a specific position.

In the case of fixed-term appointments, SCS have to renew their contracts for SCS posts or apply for other SCS posts. In this case if a contract is not renewed, the SCS has to leave the SCS group and in some cases the civil service too.

In several countries, at the end of their contracts senior civil servants remain within a (virtual) ‘pool’ of candidates for SCS positions from where they can be further selected for another SCS post. Such a system exists, for example, in the Netherlands and in Poland.

In some countries with career-based employment systems and strong *corps* presence, private contracts are sometimes introduced for external staff (e.g. Spain), including for management positions; however these persons do not become civil servants. The reason for such approach could be the strong traditionally-built career system for civil servants, which individuals can only enter almost exclusively at the lowest level and with special education credentials. This system does not allow skilled and experienced managers from the private market to enter the civil service, but with a view to the need for a new flow of ideas management contracts have been introduced.

## 2.7. Management of senior civil servants

Only two Member States – the Netherlands and the United Kingdom – have created a special, centralised office for the management of SCS. Such a centralised office makes it possible to pay special attention to the SCS group, to establish an ‘esprit de corps’ or corporate culture in the context of autonomous organisations, to increase mobility between several ministries through a centrally-guided recruitment procedure and to organise specific support and development activities.

In **the Netherlands**, the tasks of the Office for SCS (ABD), as part of the Ministry of Interior, is to organise the appointment process for top management positions, to offer career counselling to senior civil servants, and to carry out training and management development. The ABD also performs a number of specific tasks for the Top Management Group in terms of their legal status, remuneration and terms of employment both at the points of their appointment and resignation.

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### **The central office (ABD) for SCS in the NETHERLANDS**

Since 1995 the ABD exists to create more synergy, mobility and a common responsibility for the whole of government policy by central support of the autonomous Ministries. Since 2006 the Minister of the Interior is the official employer of and legally responsible for the working conditions of the Top Management Group (TMG) which include the 65 Secretaries-General and Directors-General of all Ministries. They are working for a specific Ministry in a position for 5 - 7 years. The whole group of 780 SCS includes also the Directors level of all Ministries.

### **Results in 2007**

The aim is to recruit partly external applicants and more women for the SCS. In 2007, out of 108 appointments, 65 % were internal transfers, 20% internal promotions and 15% external applicants. The representation of women has doubled since 2000 to 18,2 %.

**In the United Kingdom**, the creation of the SCS provided an opportunity to launch some initiatives specifically geared for senior civil servants. Although individual members of the SCS still work for a specific ministry, and human resources are generally managed by the ministry, their pay and conditions are covered by a single set of service-wide arrangements. The Civil Service Capability Group (CSCG) in the Cabinet Office is responsible for the leadership of the Civil Service and the management of SCS.

‘Besides the Cabinet Office, the Civil Service Commissioners play an important role in the management of the system as an independent body. These Commissioners are appointed by the Crown under royal prerogative, are not civil servants and are independent from ministers. They report to the Queen through annual public reports. The Commissioners take part directly in the selection procedure of the top approximately 160 positions at the highest two levels, and ensure that the rest of the appointments made at the departmental level happen according to fair and open competition and selection by merit’<sup>9</sup>.

In other EU Member States the SCS group is managed either in a mainly centralised (**Cyprus, Lithuania, Luxembourg, Malta, Poland, Portugal, Slovakia and the European Commission**) or decentralised way (**Austria, Belgium, Bulgaria, the Czech Republic, Denmark, Estonia, Finland, Germany, Greece, Hungary, Italy, Latvia, Romania, Spain and Sweden**). Nevertheless, a general tendency can be seen in most of the Member States to move towards a more centralised way of management for senior civil servants. For example, through the creation of the Top Level Appointments Committee (TLAC), which organises competitions for almost all appointments at assistant secretary level, **Ireland** has moved in the direction of a more centralised management system in relation to SCS recruitment and appointment.

### **Individual support towards the French Senior Civil Service**

A network assembles contacts from the Ministries in charge of the senior civil servants follow - up (all ministries, main jurisdiction institutions, general inter-ministerial inspections, The Council of Paris, France Telecom and local authorities) to support the career and professional development of individual senior civil servants, and to develop the footbridges between public service and private sector.

This network of HR experts focuses on the current issues of human resource management, concerning for example the follow-up of inter-ministerial measures and reforms. It is also a place for:

- Exchange of the best practices of management
- Information about vacancies and CV's
- Better knowledge of the policies implemented in the various ministries
- Free discussions where connections can be developed beyond the initial area
- A real laboratory where reforms can be tested

### **Example of Ministries of Economy and Budget**

For the 1300 SCS in these two Ministries together, the ‘delegation’ of HR experts define internal rules (e.g. for evaluation of individual performance and salary bonus), organise people reviews and give individual advice to senior civil servants looking for mobility or returning after external mobility. They use a variety of instruments such as interviews, tests and assessments, a competences database for matching of vacancies and individuals, and the intranet for a job exchange system.

## 2.8. Remuneration of senior civil servants

The most essential reward that employees receive for their work is pay. Many pay systems and structures have been developed. '*Graded and broad-banded pay structures* place a greater significance factors such as length of employment within the organisation (...) and progression through the organisational hierarchy. Structures such as *individual pay range* (...) give more weight (...) to market rates combined with individual characteristics, occupation and expertise (...). *Pay curves* (...) and *integrated pay* attempt to reconcile rewarding superior past performance and providing potential for increased rewards for employees who were not top-rated but may be the next time there is a pay review'<sup>10</sup>.

Recently *performance-related pay* (PRP) is becoming more popular in the EU Member States. PRP means that an individual's salary increase is dependent on his/her appraisal or merit rating. Such a rating may take into account not only individual output but also other performance indicators such as quality, flexibility, contribution to teamwork and the ability to meet the targets<sup>11</sup>. An advantage of PRP is that excellent individual performance is generated by a rewards system in which high performers are paid more than low performers.

Another more recent development is *competence-based pay* systems, which define standards of employees' behaviour and performance<sup>12</sup>. This system focuses on performance capabilities and inputs made by the employee.

In 16 Member States the salary system for civil servants is regulated by law. In this case pay categories or bands have been introduced, determining a specific amount of salary for each functional level or job category. **Germany** has a special remuneration system for senior civil servants – Scheme A – determines remuneration for civil servants and Scheme B for SCS. In **the Netherlands** the maximum remuneration for senior civil servants has recently been limited and should be lower than the salary of the Prime Minister. A European comparison shows that this is usually the case in most countries<sup>13</sup>.

In 10 Member States (**Austria, France, Greece, Hungary, Italy, Latvia, Lithuania, Luxembourg and Spain**) wage progression is determined by seniority or years of service in the organisation. In 16 Member States (**Austria, Denmark, Finland, France, Greece, Ireland, Italy, Latvia, Lithuania, Malta, the Netherlands, Portugal, Slovakia, Slovenia, Sweden and the United Kingdom**) positive performance assessment is used to determine wage progression or bonuses. In several countries both wage progression systems are used together. For example, in **France** poor performance assessment influences the size of a bonus or can even result in the termination of a contract for seconded manager positions. In **Lithuania** the salary scales are determined on the basis of qualifications and years of service, however a positive performance assessment can be awarded with a bonus and/or promotion.

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<sup>10</sup>Pinnington, A., Edwards, T., *Introduction to Human Resource Management*, Oxford: Oxford University Press, p.149

<sup>11</sup> Ibid, p.155

<sup>12</sup> Ibid.

<sup>13</sup> HayGroup, *A European Pay Comparison for Senior Politicians and Civil Servants 2007, Executive Summary*.

There is an interesting discussion related to fixed-term contracts and their relation to performance assessments. In many Member States, SCS contracts are related to their performance assessment, but this is a problem as assessment takes place every year while a contract is in force for several years. It is difficult to terminate the contract before the determined time, even if the performance has not been satisfactory. The most commonly used tool to motivate SCS is performance-related bonuses paid to the best SCS employees. In **the Netherlands**, performance contracts were introduced in 2000, however they are voluntary and a final decision is taken by each minister and not by the central SCS office.

### **2.9. Concluding remarks**

In general, a tendency can be seen in most of the Member States to accord special attention to the senior civil servants group. SCS have special status or special recruitment and pay conditions in many Member States, but most of them do not have a centralised SCS office. Although public administration systems are still in development in some Eastern European Member States, there appears to be no visible trend towards SCS organisation with more centralised offices, but more special conditions are being created or more support is offered for SCS, both as a group and as individuals. Greater attention is being paid towards SCS qualification and expertise in the Member States, by implementing the recruitment of external candidates, performance contracts and annual evaluations.

Furthermore, a tendency can be seen whereby traditional employment systems are merging towards a more hybrid model for the SCS group. Member States with a career-based employment system implement elements from the position-based system, and vice versa. Career-based systems tend to introduce more merit-based recruitment methods, wider use of fixed-term contracts for specific positions and more external applicants. Position-based systems tend to increase the career perspective of SCS in order to retain the best managers. This could lead to a relatively common employment model of top managers in European public administrations as they have particular needs and challenges in comparison with general civil servants. However, in any case, the public administration traditions and culture of each Member State still play a major role in determining the administration's objectives and working methods.

Recruitment procedures still differ between Member States. A variety of methods are used, from entrance competitions for groups to individual competitions for each position; from mobility through an automatic promotion process to reapplication for the position held when a fixed-term contract expires; some Member States use (virtual) staffing pools and/or performance contracts. Also, the length of appointment terms varies. Most often, a senior civil servant has a permanent appointment as a civil servant, but a fixed-term appointment for a specific position. The duration of fixed-term appointments vary from two to seven years.

### 3. WORKING CONDITIONS, WORK-LIFE BALANCE AND WOMEN IN TOP POSITIONS

With the accession of 12 EU Member States since 2004, the range of working conditions, especially in working arrangements, leave and the participation of women in high-level positions has increased.

In general, job satisfaction mainly depends on having greater autonomy and control over one's own work and working time, greater intellectual demands in the post, without excessive pressure or work intensity, with potential opportunities for career advancement and general satisfaction with work-life balance. Key factors influencing the work/life balance are the length of the working day and week, working time flexibility or arrangements, and leave conditions. Standard working hours, the extent of overtime, autonomy with regard to working hours and opportunities to work part time and at home (teleworking) differs between Member States. Although the formal conditions are mostly the same both for civil servants in general and for senior civil servants, very often they differ in fact as in practice it is not possible, not done or not allowed in the culture of several Member States to make use of such arrangements in higher management positions. For cultural or organisational reasons, flexible working arrangements or leaves do not apply to SCS level positions in several Member States.

A work-life balance is an important element in the employee organisation, especially if the goal is for more women to reach the highest positions. The lack of women in top positions has been identified as a problem in many EU Member States, and they try to solve it in different ways. One of the objectives of this section is to find out what the basic (working) conditions are and which specific policy instruments Member States use to ensure more women hold top management positions. To what extent is this determined by historical factors as well as the public administration's tradition in the Member State, which could constitute the basic conditions not allowing policy instruments to work properly? However, from an equal treatment perspective, some Member States are not willing to introduce specific measures or targets for women and some Member States do not feel any need to do so as the representation of women is high.

#### 3.1. Women in top positions

Due to the high workload and traditional division of tasks between women and men, more men are working in the high level positions than women. The presence of women in decision-making positions (top two levels) in the civil service is recognised as very important in the follow-up process to the Fourth World Conference on Women in Beijing (September 1995). Special indicators were adopted by the Council of the European Union in 1999<sup>14</sup>. Since that time, there has been a significant improvement in the gender balance at the top two levels of the civil service. In 1999, on average, 16.9% of the **highest-ranking positions** in the EU-15 were held by

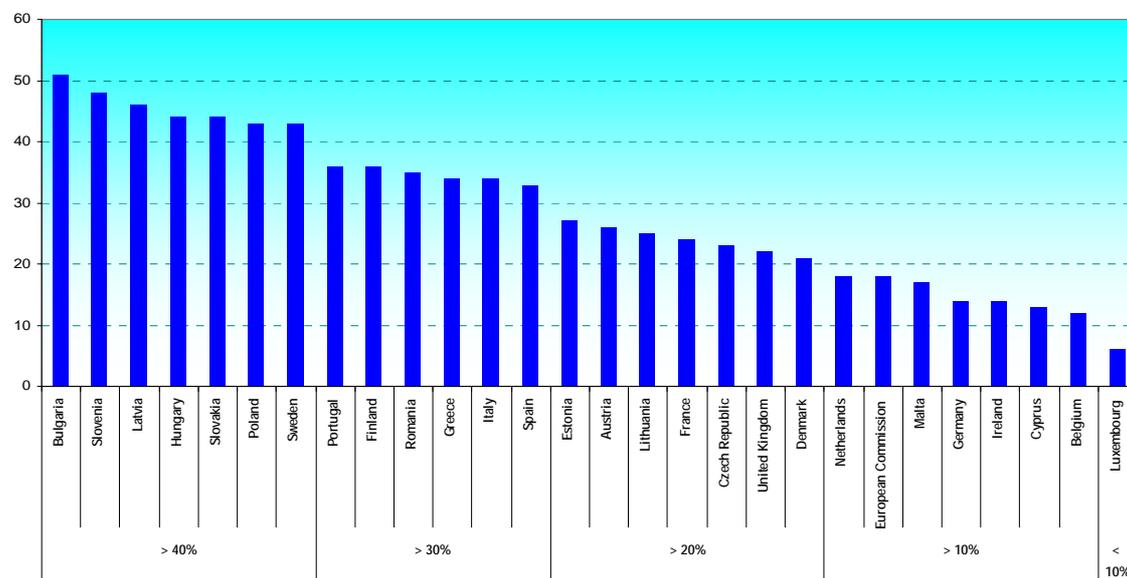
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<sup>14</sup> Council of the European Union, (11829/1/99), *Review of the Implementation by the Member States and the European Institutions of the Beijing Platform for Action*, Brussels, 1999.

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women. By 2007, the average proportion of women at the highest levels had increased to 32.9% in the EU-27 and 18% within the European Commission<sup>15</sup>. The proportion of women in the highest-ranking positions varies considerably within the European Union (see Figure 1).

Figure 1: Proportion of female civil servants in highest-ranking positions<sup>16</sup>



Source: European Commission, DG EMPL, Database on decision - making women and men (Data collected between 19/02/2008 - 13/03/2008)

Six of the seven most closely gender-balanced countries (in which over 40% of the highest civil service positions are held by women) are Member States that have joined the European Union since 2004 (Figure 1). At the other end of the scale, the proportion of women holding high positions in the civil service is still very low (under 15%) in Germany, Ireland, Cyprus, Belgium and Luxembourg.

### Women in top positions in LATVIA

The share of women in the civil service of Latvia is 73% and much higher than in the public sector and in employment in general. Traditionally, women in the public sector had held socially more responsible positions that are less paid (e.g. teachers, medicine).

The civil service (13% of the public sector) has a relatively young labour force and better social guarantees than in the private sector. It is a position-based system and has an open selection process; hard work and good performance make a quick career is possible. A lot of women have a career within the civil service, but their representation is higher in deputy positions than in the top manager positions. Latvia has no special policy for women and focuses more on professional competencies than gender.

According to an overview<sup>17</sup>, in the latest report of the European Commission on women in decision-making positions, the representation of women is higher in level 2 positions than in level 1 (the highest) positions (see Table 7). This suggests that Member States have to focus not only on the general amount of women in senior civil

<sup>15</sup> European Commission, DG for Employment, Social Affairs and Equal Opportunities, *Women and Men in Decision-making 2007, Analysis of the Situation and Trends*; Brussels/Luxembourg, 2008.

<sup>16</sup> This includes the civil servants in the two highest-ranking positions (posts of Director-General, Deputy Director-General, Director and Principal Advisor, or equivalent).

<sup>17</sup> European Commission, DG for Employment, Social Affairs and Equal Opportunities, *Women and Men in Decision-making 2007, Analysis of the Situation and Trends*; Brussels/Luxembourg, 2008.

service positions but also have to look at the positions women actually hold and try to ensure equality there as well.

Table 7: Representation of women at the top two levels of civil servants, 2007<sup>18</sup>

	Level 1	Level 2
>50%	Spain, Latvia	Slovakia, Bulgaria
>40%	Slovenia, Poland	Slovenia, Hungary, Poland, Latvia, Sweden, Portugal, Liechtenstein
30-40%	Sweden, Hungary, Romania, Estonia, Greece, Norway	Finland, Norway, Italy, Romania, Greece,
20-30%	Ireland, Portugal, Bulgaria	United Kingdom, Austria, France, Denmark, Croatia, Iceland, Lithuania, Estonia, Czech Republic, Netherlands
10-20%	Croatia, Italy, Cyprus, Iceland, Czech Republic, Lithuania, Finland, Slovakia, Austria, France,	Malta, Spain, Belgium, Cyprus, Ireland
<10%	Belgium, Netherlands, Malta, Denmark, United Kingdom	Germany, Luxembourg
None	Germany, Luxembourg, Turkey, Liechtenstein	Turkey

Note: Within each group countries ordered by decreasing share. Shares exactly on the border between groups promoted to the higher group.

### 3.2. Working conditions

It is suggested that flexible working conditions improve the performance of individuals, as they will work to achieve specific targets and will not to be in the office for fixed hours.

The working conditions of all civil servants, including SCS, are regulated in the same way in most Member States. Nevertheless, in practice flexible working arrangements such as flexible working time, teleworking or part-time work are often not an option for staff in SCS positions.

#### 3.2.1. Flexible working time

Flexible working times are a possibility in 12 Member States (**Austria, Belgium, Denmark, Estonia, Hungary, Ireland, Malta, the Netherlands, Romania, Slovakia and Sweden**) and **the European Commission**. In two other Member States (**Germany** and **Lithuania**) flexible working times are applied on a case-by-case basis, which basically means that it depends on an individual agreement with the employer (ministry) or that it is possible for certain SCS positions, but not all of them. For example in **Germany** both of these conditions apply, because in principle flexi time is a possibility for SCS; however, different regulations apply in the ministries. In many cases higher SCS positions (Deputy DG upwards) are exempt from flexitime arrangements made between the employer and the staff representatives. In **the Netherlands**, the introduction of flexible working arrangements has had an

<sup>18</sup> European Commission, DG for Employment, Social Affairs and Equal Opportunities, *Women and Men in Decision-making 2007, Analysis of the Situation and Trends*; Brussels/Luxembourg, 2008.

unexpected side effect on working schemes of SCS. Several female and male Directors and a few DGs chose a model of 4 days of 9 hours work a week with one day off.

**Flexible working time arrangements in the Irish (Senior) Civil Service**

The flexible work schemes were introduced to make the civil service an attractive employer, to improve the motivation of staff, to reduce absenteeism and to prepare for retirement and for the retention of women with families in workplace. Officially 42 working time patterns are possible in the civil service; in fact 200 different patterns are used. Much more women than men (92% to 8% in 2007) made use of several forms of work/life schemes and work-sharing. As most of these working time arrangements are not statutory, they do not apply to Senior Civil Servants. The application of flexible arrangements decreases at the management level positions. The political level does expect a 24-hour duty of their SCS and has not adopted equal opportunities and work/life balance for this particular group in the culture. Despite the enormous increase in the last four years of the representation of women in management positions, their share is still (too) low.

**Main work/life schemes for civil servants**

▪ *Non-statutory*

- Flexitime (flexible start/end times around core hours, additional leave can be worked up)
- Work-sharing (reduced working hours, reduced pay)
- Term-time (parents take 2 or 3 months off in summer with reduced pay, normally over the year)
- Career breaks (3 times, max. 5 years, to a total of 10 years)

▪ *Statutory*

- Maternity/Adoptive, Paternity, Parental, Carers, *Force Majeure*

**Challenges for the future**

- Pressure on line managers to manage business and staff expectations
- Impact of working time arrangements on other staff, particularly at holiday periods
- Impact on individual's opportunities for transfer and promotion (is negative, due to less broaden experiences)
- Need to review non-statutory schemes when statutory schemes are brought forward.

3.2.2. *Overtime*

In most Member States senior civil servants have to work overtime, but only in some of them (**Austria, Bulgaria, Denmark, Latvia, Portugal, Romania and the United Kingdom**) is the overtime additionally paid or otherwise rewarded. In **Lithuania** and **Slovakia** such matters are decided on a case-by-case basis; another type of reward would usually consist of extra holiday. This leads to the conclusion that in most EU countries senior civil servants have to work more and without additional pay, due to the fact that their responsibilities that cannot be taken over by someone else.

For example, in **Sweden**, a special arrangement has been introduced called "*working time based on trust*". Under this arrangement SCS can make their own decisions on working time. Managers working under this arrangement cannot be compensated for overtime, as they do not have fixed working hours.

Other options could be another division of tasks, or job-sharing. Ireland's experience in this regard shows that it is limited to certain models (two persons with complementary tasks, both working each day either in the morning or the afternoon. Furthermore, there is a cultural aspect, as it also depends on the expectations and behaviour of the political and administrative top managers themselves. In **the Netherlands**, for example, the 'availability' culture changed somewhat when a male minister requested that meetings be organised during regular working hours, so he would be able to fulfil his paternal duties.

### 3.2.3. *Teleworking*

One of the modern flexi-work methods is teleworking, working from home as opposed to at the office; however it is only used for senior civil servants in 7 Member States (**Belgium, Denmark, Estonia, Germany, Luxembourg, the Netherlands and Sweden**). In **Latvia** it is used on a case-by-case basis, mainly during trips abroad. In **the European Commission** a pilot project on teleworking has been carried out for officials in 2 Directorates-General which is now being evaluated so that arrangements for the systematic use of this type of work can be drawn up. In many cases the problem is that SCS responsibilities often involve meetings at the office during regular working hours, and as such it is often not possible or not used for this group of civil servants.

### 3.2.4. *Part-time work*

Part-time work is rarely possible for SCS, except for in the four countries – **Estonia, the Netherlands, Sweden and the United Kingdom** – where it is practiced. For example in **Estonia**, the possibility for SCS to work part-time (as is the case for teleworking and flexible working time) depends on the agency in which they are employed, but it is generally possible if agreed upon with a direct supervisor. In **Sweden**, part-time work is possible for family reasons, as the legislation enabling this applies both to senior civil servants and general civil servants. In **the Netherlands**, part-time work at the higher levels mostly means 28-32 hours a week, which makes it possible to work at least 4 days a week of 7-8 hours.

In **the European Commission** and **Luxembourg**, part-time work can be allowed on case-by-case basis. In **the European Commission** a new entitlement to work part time has been introduced for officials in six cases:

- Parents with children under 9 years of age
- To care for a child between 9-12 years of age
- To care for a sick or handicapped family member
- To follow training
- From the age of 55, during the last five years before retirement.
- Following parental leave.

In **Luxembourg** public servants are allowed to work for 25%, 50% or 75%. In principle, all public servants are allowed to make use of part-time employment; however, it can only be granted if it is compatible with the administration's interest.

## 3.3. **Maternal and parental leave**

In addition to flexible working arrangements, a good system of maternal and parental leave can also help senior civil servants achieve a work-life balance and increase the number of women in higher-level positions. In most Member States maternity and parental leave for civil servants does not differ from that of other citizens. However, in a few countries (**Bulgaria, Denmark, Latvia and Sweden**) civil servants and state/government employees receive some additional benefits.

For example, in **Bulgaria** civil servants have the right to additional leave according to their position; the higher the position, the more additional days they receive (maximum 15 days). In **Denmark**, if both parents are employed by the state, they can have a paternity leave of six weeks (instead of two weeks) and parental leave totalling 18 weeks (instead of 12 weeks). In **Latvia** a civil servant shall, in the case of the birth of a child, receive an allowance equivalent to six times the monthly salary. If both parents of the child are civil servants, the right to the allowance shall be for one of them. In **Sweden**, there is a special parental leave regulation for all government employees above a certain pay level. Employees in the Government sector are also compensated by collective agreements for the part of their income that exceeds this limit. Parents who take parental leave thereby have total compensation of almost 90% of their normal salary for up to 360 days without any limit as to the amount.

Further on the general national rules for maternal, paternal and parental leaves were examined to compare the leave systems in the Member States with a view to ascertaining which systems were best organised to contribute further to a work/life balance.

The length of paid *maternity leave* (before and after giving birth) varies from 98 days (**Malta**) to 273 days (**the United Kingdom**). Long maternity leaves can also be taken in **Ireland** (182 days + 112 days unpaid) and **Denmark** (182 days).

The length of paid *paternal leave* varies from 2 working days (**Malta**) and 10 working days (**Estonia, Sweden**) to 30 working days (**Denmark**) and a maximum of 35 working days, called 'father's month' (**Finland**). In **Cyprus**, for example, there are no regulations for paternal leave in place.

The length of paid *parental leave*, which in most of the cases can be taken either by the mother or father, varies from 42 days (**Denmark**) to 1.5 years (**Estonia**). Paid parental leave of 1 year can be taken in **Germany, Latvia** and **Sweden**. In addition, *unpaid leave* of another 1.5 years can be taken in **Estonia** and of another 6 months in **Latvia**.

### **3.4. Relation between the working arrangements, leave and higher numbers of women in top positions**

Diversity in public administration is a very topical issue in the EU. Women constitute one of the most discussed target group, as they are still underrepresented in the higher positions within the civil services. However, this tends to be of a particular interest for the Western and Northern Member States, rather than Eastern or Southern countries. One reason for this could be the different history, culture and public administration tradition in different European regions; another reason could be the labour market situation, as well as the image of and pay in the public administration. Due to their different background they have different problems and choose different policy instruments.

When looking at the percentage of women in the highest positions, links can be made between the working arrangements and the amount of women in top positions. By way of summary it could be said that most of the Member States have introduced one or more of the working time arrangements to increase the proportion of women in their SCS. But other measures have also been taken such as specific management training for women or coaching and mentoring (e.g. in Austria). Such arrangements are therefore seen as a way of ensuring that more women hold top positions. However the results are not always equally positive, as is evident in the data on women in the highest civil service positions (see Figure 1).

**Cross-mentoring within the Austrian Federal Public Administration**

In order to accelerate the take up by women of higher management positions, recently a special programme was created – the Cross Mentoring Programme.

Since 2007, 40-50 couples are made of a female public employee (mentoree), of one Ministry with a female or male manager (mentor) of another Ministry by E-matching. The personnel developers of all Federal Ministries coordinated by the Personnel Development Department support this programme by organising at least 4 meetings of mentor and mentoree, introductory workshops for mentors and for mentorees, network meetings and evaluations.

**Added value for mentorees**

- Better self-assessment of professional skills/qualifications
- Networking
- Encouragement for career advancement

**Added value for mentors**

- Systematic transfer of knowledge and know-how
- Networking
- Improvement of leadership competencies

For example, in **Denmark** and **Estonia**, all possible kinds of flexible working arrangements (and parental leave systems) have been developed, but women however only represent 20% of senior civil servants. Similar tendencies can also be seen in **the Netherlands, Belgium** and **the European Commission**.

**Equal opportunities & reconciliation of professional and private life in the EUROPEAN COMMISSION**

At DGs' level specific Action Plans on equal opportunities have been adopted and implemented in each service. They focus on e.g. development of female role models, implementation of flexible working conditions, code of conduct for meetings, missions, training (better planning of missions, respecting core-time for meetings, no training on Wednesday afternoons, etc.).

**Measures for improving rates of female appointments at management level**

- Since 2007, compulsory half-day training for managers on equal opportunities
- Since 2008, specific 5-day training for women Administrators (AD) for preparing them to management responsibilities with their own way of managing (breaking stereotypes) and more self-confidence
- Since 2007, implementation of binding measures applied to procedures for the appointment of middle managers: appointment of an equal opportunities Rapporteur in every selection panel, representation of both sexes in all panels, written justification in case there are female applicants and no women short-listed.
- Creation of a Women Senior Manager Network in 2006: development of role models for potential women managers.

In **Bulgaria, Latvia, Hungary, Slovakia** and **Sweden**, women represent more than 40% of senior civil servants, and in these countries only one of the possible working arrangements is used for SCS, therefore suggesting that such regulated arrangements are not the main reason for success in achieving a high proportion of women in top positions.

In **Cyprus, Finland, France, Greece, Poland** and **Slovenia** however, **none** of the flexible working arrangements are really available to SCS and the amount of women in top positions also varies between these countries, with over 40% in Poland and Slovenia, over 30% in Greece and Finland, over 20% in France and over 10% in Cyprus.

The above results show that flexible arrangements are not used or are little used both in the Member States with a high representation of women in top positions where additional efforts are not necessary and in the Member States with low representation of women in top positions, where such arrangements could improve the situation. At the same time it can be seen that the representation of women in top positions is also low in those Member States with numerous flexible working arrangements for senior civil servants.

There could be different reasons for the present situation in the Member States. Firstly, the historical and cultural background of the Member State determines women's representation in management positions. In many Member States which were accessed to the EU since 1<sup>st</sup> May 2004, the public sector is seen as a women's sector due to its lower pay and higher social security levels than in the private sector. For these reasons the public sector has traditionally been dominated by women, and special policies are not necessary in order to increase their number in higher positions; this topic is not on the agenda in countries with such a background. On the other hand, in countries where the participation of women on the labour market traditionally was low in the past (e.g. **Ireland** and **the Netherlands**) it takes a longer time to get more women in senior civil service positions.

Secondly, the type of employment system is very important in determining women representation in the senior civil service. In many career-based systems, women representation in management positions is low due to the general recruitment competition at the entry level. The competition is designed in the same way for all applicants (independent of gender) and where women are not equally represented at the entry level they also cannot be equally represented in the higher positions, as recruitment for SCS positions takes place through career progression. For this reason, the opening up of SCS positions also for external applicants could be a way of recruiting more women to higher positions.

In countries with a position-based system, the selection of women in high positions is not a problem as such, but in order to reach their equal or high representation this issue must be addressed by the setting of certain targets as part of national/government policy. However, this is not the case in all Member States with a position-based system and therefore in some of them women are not well represented in management positions. For example, in **Denmark** and **Latvia**, meritocracy is seen as the more important criterion in the recruitment process. Therefore, specific targets or quotas for women representation cannot be set, as recruitment has to be based on merit and qualification, not gender. Obviously this type of policy comes from the cultural background of equal rights and treatment being seen as the most important.

Political support and examples for work-life balance initiatives are very helpful and influential for increasing the amount of women in high positions, such as having several female ministers in the government (e.g. Spain) or male top managers with a good work-life balance and keeping to the regulated working times when planning meetings. Such examples can give a further impulse to work-life balance reforms in the civil service.

### **3.5. Concluding remarks**

The representation of women in senior civil service positions varies greatly between the Eastern and Southern and Western and Northern EU Member States. In most of the Western and Northern countries, women representation in senior posts is still low, while in the Eastern and Southern countries they do not have such a problem. Therefore, in the Western and Northern Member States more special policies and instruments are used for getting more women in senior posts. A tendency can be seen for the amount of women to increase in the higher-level positions in those countries but further progress still has to be made.

The reasons for these differences in the representation of women are to be found in the historical background and organisational tradition of the country concerned. In some Member States, the civil service has an image of female sector (and thus lower pay level); while in others it is the opposite – a male sector. Also, the chosen employment system model limits the possibilities of recruiting more women to the top positions. All these factors put together make it very difficult to achieve change quickly, but changes are nevertheless taking place and results will be seen in future.

The establishment of flexible working arrangements which help reconcile professional and private life is important for achieving more women in the top positions. Another stimulator worth mentioning is well-designed parental leave systems. In the countries with a well-established leave system, often in reality it is not part of the organisational culture to allow SCS to benefit from these working conditions. The main problem continues to exist as women or men taking care of a child often thereby limit their chances of promotion or career development. This is one of the elements which will have to be reflected on throughout the EU. Political support for changes in this area has been shown to be very important.

#### **4. COMPETENCES, LEADERSHIP AND CHANGE MANAGEMENT**

Normally, the senior civil service contains several levels of managers. The highest-level SCS lead reform processes and have to effectively manage organisational change in public administration. They therefore need to have a vision and strategy, strong leadership competences and people management skills, in addition to political and environmental awareness. Mid-level managers have to deal mainly with day-to-day management within the organisation, in order to do that need at least general management skills (e.g. HRM, finance and communication, team and relation-building). Depending on the functional level of SCS and also on their role, different competences and skills are necessary for specific positions. All levels need to be increasingly result-oriented, in order to ensure the effective and efficient organisation of processes in the public administration and to involve all stakeholders.

As the focus of this study is on senior civil servants at the highest level, emphasis will be put on the leadership and competences of the SCS. The top managers of public administrations in the Member States and the European Commission work within a European context with an increasing multicultural labour force. Competences related to this European context and diversity could well be needed for the success of future leaders.

Not only is the existence of a competence framework for SCS important when it comes to ensuring a common perspective and shared values within the organisation, but so is the relation with other HR instruments such as recruitment, training, and development.

##### **4.1. Leadership in the senior civil service**

The term “Leadership” is often used in literature and has a multitude of slightly different descriptions or definitions. It is not within the purpose or scope of this study to analyse such definitions, but some examples of leadership related to the SCS will be provided.

The establishment of a senior civil service is one way of obtaining leadership, which is consolidated by common public service values and experiences. If the system is well designed and has sufficient resources, it can give clear career prospects to the best employees of the existing civil service and attract outsiders or re-attract former members of the service.

‘Leadership is the capacity at both the individual and institutional levels to identify and define organisational goals and desired outcomes; develop strategies and plans to achieve those goals and deliver those outcomes; and guide the organisation and motivate its people in reaching those goals and outcomes. This requires energy,

commitment, persistence, integrity, intelligence and a capacity to inspire from the leader and the encouragement of these attributes from the organisation'<sup>19</sup>.

Effective public sector leaders identify and respond to the issues and challenges of the institutions within which they operate. While 'management' and 'leadership' are conceptually distinct qualities, in practice they share many characteristics<sup>20</sup>. 'While it is certainly possible for an individual to be a good manager - by harnessing and organising resources and actions to deliver pre-determined outputs - without necessarily being a good leader, it is unlikely that an effective senior manager would be able to operate without demonstrating at least some degree of leadership. Similarly, a good leader does not necessarily need to be a highly accomplished manager of resources, projects or programmes, but it is unlikely that such an individual (especially in the context of government administration) would be able to effectively identify and define organisational goals and desired outcomes without having a reasonable understanding of the managerial possibilities and constraints in delivering on those goals and outcomes. Particularly in the framework of government and public administration, it is important to see leadership in its managerial and organisational context'<sup>21</sup>.

**Leadership for change through a Code for chief executive excellence in DENMARK**

Almost two years ago, the heads of the Danish state, county and local administrations set themselves a common goal: under the title of Public Governance, they would develop a code for chief executive excellence which would apply across the entire Danish public sector. The background for this project was widespread recognition of the fact that excellence in executive management is a pre-requisite for meeting the current and future challenges faced by the public sector. The level of ambition was high: they wished to develop a code that would apply to the most important tasks of chief executives, but which at the same time would be specific enough to inspire individual top executives to reflect on and develop their managerial behaviour in their daily work. The nine recommendations for excellence in public sector executive management comprise the backbone of the Code. These recommendations are intended to function as a common set of norms defining the characteristics of a good public sector chief executive.

**Code for chief executive excellence in Denmark**

Nine recommendations



1. Clarify your management space with the political leader
2. Take responsibility for ensuring that the political goals are implemented throughout the organisation
3. Create an organisation which is responsive and capable of influencing the surrounding world
4. Create an organisation which acts as part of an integrated public sector
5. Require the organisation to focus on results and effects
6. Possess vision and work strategically to improve the way that your organisation accomplishes its assignments
7. Exercise your right and duty to lead the organisation
8. Display personal and professional integrity
9. Safeguard the public sector's legitimacy and democratic values

<sup>19</sup> National Institute for Governance, *Public Service Leadership: Emerging Issues*. Report for the Australian Public Service Commission; December 2003.

<sup>20</sup> Halligan, J., 'Leadership and the Senior Service from a Comparative Perspective', in *Handbook of Public Administration*, edited by B.G. Peters and J. Pierre, London: Sage Publications, 2003, p. 98–108.

<sup>21</sup> National Institute for Governance, *Public Service Leadership: Emerging Issues*. Report for the Australian Public Service Commission; December 2003.

The *main competences* of a good leader can be summarised as:

- Contributing to, shaping and championing the organisation's vision and goals;
- Critically evaluating information before reaching conclusions;
- Translating broad strategy into practical terms for others;
- Creating a shared understanding of what has to be achieved;
- Developing and overseeing the implementation of change in a fast-moving environment.

The development of a shared vision and shared values is a pre-condition for effective leadership in an organisation. These values should as far as possible be developed with all stakeholders involved, be communicated and linked to other activities and tools in the organisation, especially to the HR instruments, as competence profiles for SCS. An interesting example has been developed in Denmark (see box above).

#### 4.2. Competences of Senior Civil Servants

In the literature a distinction is made between competence(s) and competency(ies). Competence(s) are abilities, skills, behaviour and knowledge; competency(ies) deals with responsibility, accountability and authority. In other words, are you *able* to do and are you *allowed* to do. In practice, the distinction between each term is rarely made. The same practice will be followed in this study.

Competency-based management (CBM) is one of the change strategies aiming to improve HR systems. The process of implementing CBM tends to follow the tradition of the centralisation of public administration. There is a common tendency for the competency-based approach to only focus on certain types of entities/bodies, an incremental implementation process and on some professional groups and HR functions. Managers and senior and technical staff are the preferred targets<sup>22</sup>.

Competencies are defined as: *the ability to use knowledge and other capabilities, necessary for successful and efficient accomplishment of an appointed task, transaction of work, goal realisation, or performance of a certain role in the business process* (Gruban, 2003)<sup>23</sup>. In addition, the term competency is associated with individual attributes fostering excellent performance and behaviour to reach the strategic goals of the organisation (Hood and Lodge, 2003)<sup>24</sup>.

The competency framework is a list of competencies that are important for the organisation but which also can be used to express the strategic focus of the

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<sup>22</sup> Nunes, F., Martins, L. and Duarte, H., *Competency Management in EU Public Administrations*; survey commissioned by the Portuguese EU Presidency, EUPAN – Human Resource Working Group; December 2007.

<sup>23</sup> Pagon, M., Banutai, E., Bizjak, U., *Leadership Competencies for Successful Change Management*, a preliminary study report commissioned by the Slovenian Presidency of the EU, 2008.

<sup>24</sup> Frank, T., *The Conditions Shaping Different Forms of Convergence – Competency Frameworks for the Senior Civil Service in a Comparative Perspective*, presented in “Leading the Future of the Public Sector: the Third transatlantic Dialogue”, University of Delaware, Newark, Delaware, USA, 31 May – 2 June 2007, p.2

organisation and as a tool to assess and measure the organisational leaders' competencies (Horton, 2002)<sup>25</sup>.

The concept of New Public Management states that SCS should have certain competences and skills in order to deliver effective leadership and organisational management. A highly effective public sector increases the chances of having a competency framework for the senior civil service. This could imply that reforms in the domain of public leadership and adoption of competency framework for the senior civil service is only initiated when the comprehensive reform programmes are in place, thereby indicating that a country is ahead in the process of public sector reform<sup>26</sup>.

Today SCS are expected to be more performance-oriented and less process-compliant than in the general civil service. They should have a managerial focus, leadership skills, an innovation and communication focus, as well as professional competence. These competences are a prerequisite for productive senior civil servants. The traditional values such as hierarchy of control, authority through position, conformity and command-control paradigm are slowly going to be transformed into new cultural values within public administration, such as openness, transparency, efficiency, effectiveness, authority through leadership and managerial culture<sup>27</sup>.

However, previous research<sup>28</sup> in the context of Slovenian Presidency of the EU shows that the more traditional values are present, the less the new cultural values exist in a public administration institution. And the more the new cultural values exist in a public administration institution, the less fear and resistance to change there is in this institution. Managing change from traditional values to new cultural values enables us to examine and assess the success of change management in a particular public administration institution. This study of the Slovenian presidency on competency management in EU public administrations distinguished between old/classical and new/modern competencies necessary for public managers and leaders to obtain. New cultural values are positively associated with multicultural skills, people skills, understanding, innovating and changing the organisation, emotional intelligence and self-control<sup>29</sup>.

This part is an examination of whether Member States have competence profiles for SCS and what competences they contain. Some examples of how Member States work with competences will be provided.

13 Member States (BE, BG, CY, EE, HU, IE, IT, LV, NL, PT, SI, UK, EC) have a centrally-defined competence profile for senior civil servants. In **Romania** the

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<sup>25</sup> Frank, T., *The Conditions Shaping Different Forms of Convergence – Competency Frameworks for the Senior Civil Service in a Comparative Perspective*, presented in “Leading the Future of the Public Sector: the Third transatlantic Dialogue”, University of Delaware, Newark, Delaware, USA, 31 May – 2 June 2007, p.2

<sup>26</sup> Frank, T., *The Conditions Shaping Different Forms of Convergence – Competency Frameworks for the Senior Civil Service in a Comparative Perspective*.

<sup>27</sup> Pagon, M., Banutai, E., Bizjak, U., *Leadership Competencies for Successful Change Management*, a preliminary study report commissioned by the Slovenian Presidency of the EU, 2008.

<sup>28</sup> Ibid.

<sup>29</sup> Ibid, p. 23

competence profile is only designed for some of the SCS positions. In **Sweden** there is a competence profile for each position, however it is not centrally defined. In 9 countries there is no defined competence profile for senior civil servants, and in 3 Member States the answer was not given to this question.

Table 8 gives an overview of Member States with a central competence profile for SCS and also indicates their management training for SCS, other than entrance training. It does not mean that training is linked to the competence profile.

Table 8: Use of central competence profile and/or management training for SCS

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

\* Entrance training not included

In **Finland** for example there is no centrally-defined competence profile; however under the selection procedures for top government officials, top-level officials are required to have the sphere of competence of the department or agency concerned and the candidate must have proven managerial ability. Management skills consist of the ability to direct and manage operations, and of leadership and interpersonal skills. Teamwork skills are also required. Senior managers in central government must have a broad understanding of and cross-sectoral competence in central government, the economy and social phenomena in general to be able to manage extensive domestic and international networks that may cross employer boundaries.

**New competence framework for SCS in Bulgaria**  
 In 2006 a specific category of employees is defined as Senior Civil Servants, including Chief Secretary, Secretary of Municipality, Director-General and Director of Directorate. Special requirements were established, such as a competition procedure through a special selection committee by decision of Council of Ministers, specialised training programme and the elaboration of a new competence framework. In 2007 a management and development training programme started. The last two years more than 2600 SCS are trained in 3-day seminars on the main components: personal effectiveness (soft skills), administrative management (hard skills) and strategic management (future).  
 In 2008 the new competence framework was implemented, including training activities. Furthermore, a specialised training for SCS is developed, focussing on Strategic planning, Public Private Partnership, Management of the European Union Funds and Impact assessment.

In **Bulgaria**, a competence profile has been recently developed for senior civil servants. It includes eight sets of competences: communicative, strategic, relationship-building, effectiveness-related, analytical, stakeholder-awareness, general management and leadership. Each set of competences is defined and described by numerous actions.

In **Cyprus** there is a defined competence profile for senior civil servants. The profile provides that senior civil servants should have managerial abilities, at least eight years of relevant postgraduate experience in the case of senior officers and at least ten years of relevant postgraduate experience in the case of chief officers etc., very good knowledge of the relevant field and very good knowledge of Greek and of at least one of the working languages of the EU i.e. English, French, German.

In **Estonia**, a special electronic environment called the E-Competence Centre has been created in order to provide flexible and comfortable access to the management of the new assessment system. The E-Competence Centre makes it possible to determine the Senior Civil Servant's competency profile. The competence profile allows both the assessment of the competencies and to keep a record of planned and completed development activities. The Competency Framework is a list of Senior Civil Service competencies that are described by 2-4 activity indicators on the scale of extraordinary ("5"), good ("3") and poor ("1"). When describing the highest level, it is expected that the Senior Civil Servant masters everything described at the lower levels. The competencies profile for SCS includes five main competencies: *credibility, having a vision, innovation, leadership, and achievement orientation*.

In **the European Commission**, competences must be relevant to the function. The emphasis placed on relevant qualifications and experience seeks to guarantee that officials who were appointed have an adequate knowledge and skills in the policy area in which they are to be working. The assessment of merit involves not only taking account of the candidates' ability, efficiency and conduct within the service during their career to date, but also evaluating their capacity to undertake senior management duties (authority, leadership, ability to manage a team and to work in a multicultural, multilingual environment, etc.). The selection procedure includes tools to assess these qualities.

In **Ireland** there is a centrally-defined competence profile for senior civil servants – Secretaries-General and Assistant Secretaries, which are functional titles at level 1+ and level 1, according to table No.1, respectively. The resultant competency model for these positions has four main dimensions: *leadership, judgment, managing relationships and personal drive for results*.

In **Italy** there is a centrally defined competence profile for the two management levels. The rules are included in a specific article of legislative decree no. 165 of 30 March 2001.

In **Latvia** the State Administration Structure Law sets out the competences of the Head of Institution and the State Secretary, as they are the administrative managers of the institution. The head of the institution is responsible for financial, personnel and other resources; for the internal control system of the institution, determines the duties of the administrative officials and employees of the institution etc. The State Civil Service Law sets out the mandatory requirements for candidates, as well as the functions, basic duties and responsibilities of civil servant.

In **Portugal** there is a centrally-defined competence profile for senior civil servants. The competence profile for top management positions is provided for in Law 2/2004 of 15 January in article 18 – university degree and appropriate technical skills, ability,

professional experience and training for the post. The competence profile for middle management positions is provided for in article 20 of Law 2/2004 of 15 January – namely university degree, technical skills and capabilities with 4 to 6 years of professional experience in functions, positions, careers or categories for the performance of which or appointment to which a university degree is required, for grade 1 middle management positions (head of departments) and grade 2 (head of division) positions.

Member States can be grouped into 3 categories on the basis of the available information on elements in the competence profiles for SCS (see table 9).

*Table 9: Grouping of Member States according to common elements in competence profiles*

COMPETENCES	EE, BG, IE, UK, EC	RO, FI, NL, ES	BE, CY, IT, PT, SI
Leadership	Yes	Yes (except RO)	No (except BE, SI)
Strategic vision	Yes	No	No
Achieving results	Yes	Yes (except NL)	No
Communication	Yes	No (except RO)	No (except SI)
Managing relations, people, HRM	Yes	Yes	No (except BE)
General management	Yes	Yes	Yes
Knowledge	No	No	Yes
Awareness/sensitivity	BG, IE,	NL	BE
Integrity/ethics	EE, IE, UK	NL	-
Judgement/decisional	EE, IE, EC	RO, NL	-
Innovation	EE	FI	-
Self reflection/learning	UK	NL	-
EU-orientation	CY	-	SI
Diversity/multicultural	-	-	-

\* Not all Member States included.

In **Slovenia** for example there is a centrally-defined competence profile for senior civil servants “*Standards (no. 906 - 2/2003, 27.8.2003) of Professional Qualifications According to the Categories of Officials in the Positions*”. In all SCS competence profiles, management and leadership abilities as well as communication skills are required. Except for the principal of the Administrative Unit, all other top managers have to know at least one foreign language. Knowledge of the functioning and legal order of the EU institutions in the area of work is required for all top managers except for the principal of the Administrative Unit, who only has to have knowledge of the EU legal order in the area of work.

In the **United Kingdom** there is a centrally-defined competence profile for SCS. Senior civil servants need to be able to demonstrate skills and expertise in four areas: *leadership, core skills, job-related professional expertise, broader experience*; for SCS members and those aspiring to the SCS, work experience in more than one career group is important. Depth of knowledge is valuable, but as staff reach senior levels of the Civil Service, breadth of experience becomes vital. This broader experience could be from within the service or other sectors.

To sum up the main competences in SCS profiles (Table 9), most of the Member States have inserted some leadership elements in it or want to include these in the future, at least for the highest level. In relation to the results of the Slovenian study, many Member States did mention people skills, but very few mentioned innovation, emotional intelligence and self-control, while none of them mentioned multicultural skills. The European dimension is also absent from most of the competence profiles for SCS. Only a very few Member States have elements in their profile regarding languages and knowledge of European Institutions and Funds.

Table 9: Main competences for SCS in central competence profiles

✓ <b>Leadership</b> <ul style="list-style-type: none"> <li>• Establishes a vision</li> <li>• Can steer a group towards realisation</li> <li>• Leads the management of change</li> <li>• Builds and encourages the team</li> <li>• Develops networks of cooperation</li> <li>• Ensures staff development &amp; motivation</li> <li>• Displays integrity &amp; ethics</li> <li>• Committed to continuous learning and improvement</li> </ul>	✓ <b>Achieving results</b> ✓ <b>Communication</b> ✓ <b>Managing relations</b> ✓ <b>General management</b>
	<u>Sometimes (±) or not (-) mentioned:</u> ± <b>Knowledge (e.g. legal)</b> ± <b>Sensitivity, awareness</b> ± <b>Judgment</b> ± <b>Innovation</b> ± <b>European orientation</b> - <b>Diversity, multicultural</b>

### 4.3. Training for Senior Civil Servants

There are several ways of getting the right competences needed for the SCS. First of all, the competence profiles could and should be used in the recruitment process to define the requirements for specific vacancies or for a group of positions at a specific level. Furthermore, competences can be improved or developed through training and development activities for individuals or groups. Not all competences can be developed. Therefore, knowledge of which of the required competences can be developed and which are more basic personality characteristics (e.g. introvert/extrovert) and therefore can only be recruited can help the organisation in charge of recruitment, training and development. Especially in career-based systems, when recruiting future managers this has to be taken into account at a very early stage of the career. **Denmark** and **the Netherlands** for example have some experience of conducting research in this area.

Certainly, in all employment systems, knowledge of effective ways of developing competences is very important for introducing training and development activities

aimed at SCS. Evaluation of training and development activities is mostly an integral part of the system, but often only focuses on the short-term satisfaction of the participants, and not on the long-term effects and effectiveness on the performance of the individual Senior Civil Servant.

According to the fact sheets, SCS leadership and management training occurs in 19 Member States (see also Table 8), although this training is obviously not always related to the competence profiles. Most of the Member States train their SCS on (elements of) *leadership skills* and different types of *management skills*. Some other interesting topics are:

- Ethics and corruption prevention (BG)
- Transparency in public administration (PL)
- Cooperation with politicians (LT)
- Policy innovation programme (EE)
- Quality, innovation and modernisation (PT)
- Media training or communication with the mass media (DE, LT)
- Equal opportunities, diversity and well-being in the workplace (EC)
- (European) languages (EL, PL, BE)
- EU rules and regulations (PL)
- European business management and implications of European integration (RO)
- Preparing for the EU Presidency (SI)
- Pilot: the European SCS (IT)
- European competence and international cooperation (DE)
- Internationalisation (PT).

Sometimes Member States offer special management or leadership skills training for specific target groups such as women (e.g. AT, EC, NL) or promising candidates (e.g. NL, UK, ES).

Approaches towards the training of civil servants differ between career-based and position-based employment systems. In a career-based system, usually a common training system is built for all civil servants. However, the training is mostly done to become a civil servant and relates to the entry-level staff, as everyone starting to work for the civil service has to have the same level of knowledge and skills on general matters. Substantial generalist training is needed to achieve high standards wherever the possibility for advancement to the next appointment would be. A disadvantage of pre-civil service training is that 'ideas, skills and knowledge are not kept up-to-date so uniformly, as it relies more on the initiative and willingness of individuals to ensure they train themselves'<sup>30</sup>.

In a position-based system candidates are selected largely on the basis of their expertise prior to taking the job, and as such, in-service training is unlikely to be offered except at the very start of the service where special knowledge, skills or regulations have to be imparted to the individual<sup>31</sup>. In-service training systems traditionally take less notice of the original specialisation of individuals' prior training and education. To persist in this direction, however, would be to ignore the

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<sup>30</sup> UNDP, *Civil Service Training in the Context of Public Administration Reform. A Comparative Study of Selected Countries from Central and Eastern Europe, and the Former Soviet Union (1989 to 2003). Lessons on Best Practice in the Approach to Effective Civil Service Training*; New York, May 2003.

<sup>31</sup> Ibid.

advantages of recruiting people who have taken courses in public administration to degree level<sup>32</sup>.

In reality, nowadays very often a mixture of possibilities are available for SCS to follow in-service training or to register for external training, whether as individuals or within a specific group, to receive individual coaching or mentoring, or for specific tasks or exchanges with other organisations. Not only are “traditional” forms of training used, but also workshops, conferences, experience-sharing, group or individual feedback sessions and so on.

Some examples of types of training or development activities in the Member States are:

- Compulsory (regularly)
  - SI, SK
- Compulsory (introduction)
  - BG, FR, EL, IT, LT, PT, RO
- Bachelor’s/master’s degree programme on public management
  - AT, DK
- Individual mentor/coach – DE, EE
- Experience-sharing sessions
  - DE, EE
- Training programme for each SCS level (junior, middle, top)
  - DE, PT, SI, SE
- Workshops on specific topics
  - CY, EE
- Programme in conjunction with stakeholders – FI



**Change management programme in FINLAND – Cooperation between employers and trade unions**  
 In order to secure a smooth change process by involving all stakeholders concerned, management, employees and their representatives alike and to create a common understanding, vision and language the government decided in December 2006 to develop a joint training programme/platform.

In one year (mid 2007 - mid 2008) 1200 top and middle managers of state operating units and representatives of trade unions in the state sector participated in ministerial and/or cross-administrative thematic seminars.

**Elements of successful reform**

- political will
- joint vision
- strategic leadership
- open management and discussion culture
- continuous renewal.

In a many Member States, the National School of Public Administration is the main supplier of standard training and some of the specific activities, especially in Member States with career-based systems. But also external public and private organisations do deliver some of the training and development activities, especially in the Member States with a position-based system.

A considerable sum of money (some Member States mention 2.7 % of payroll) and days (on average 5-10 per person) is spent annually on training activities. One could therefore wonder why the *effectiveness* of training is seldom evaluated. Most evaluations measure participant-satisfaction only directly after the training, sometimes also its usefulness after some months.

In **the United Kingdom** Kirkpatrick’s model of levels or steps of evaluation is used, but the highest level – stage four (results; effects on individual behaviour and organisation), is not reached yet. ‘What is still needed is an evaluation approach that monitors how well the organisation is learning and how well it uses that learning to achieve its strategic objectives’ (...) ‘For the SCS it may be to demonstrate that is has

<sup>32</sup> UNDP, *Civil Service Training in the Context of Public Administration Reform. A Comparative Study of Selected Countries from Central and Eastern Europe, and the Former Soviet Union (1989 to 2003). Lessons on Best Practice in the Approach to Effective Civil Service Training*; New York, May 2003.

the skills and leadership abilities to deliver what the government wants it to do. In which case the leadership development programme can be seen as a survival strategy and its success could be assessed in terms of ability of the civil service in general and the SCS in particular to survive in its present form<sup>33</sup>.

#### 4.4. Concluding remarks

The highest-level SCS lead reform processes and have to effectively manage organisational change in the public administration. They therefore need to have a vision and strategy, strong leadership competences and people management skills, as well as political and environmental awareness. The top managers of public administrations in the Member States and the European Commission work within the European context with an increasing multicultural labour force. Competences related to this European context and diversity could be needed for successful leaders for the future.

Half the Member States have a central competence profile for the SCS; some have decentralised competence profiles, other have none at all. In those countries that do have a competence profile, some elements of leadership are included in it or are planned for inclusion in the future, at least for the highest level. In related to the results of the study under the Slovenian Presidency, many Member States mention people skills, but very few mention innovation, emotional intelligence and self-control, and none of them multicultural skills. The European dimension is also absent from most of the competence profiles for SCS. Only a very few Member States have elements in their competence profiles regarding languages and knowledge of European Institutions and Funds.

There are several ways of achieving the right competences for the SCS. First of all, in the recruitment process the competence profiles could and should be used in the definition of the requirements for specific vacancies or for a group of positions at a specific level. Furthermore, competences can be improved upon or developed through training and development activities for individuals or groups.

SCS leadership and management training is offered in the majority of Member States, although this training is not always related to the competence profiles. Most of the Member States train their SCS in (elements of) *leadership skills* and different types of *management skills*, but many other interesting topics are also offered to SCS. Not only are “traditional” forms of training used, but also workshops, conferences, experience-sharing, group or individual feedback sessions etc.

Training and development activities are costly both in terms of money and of the spare time of the SCS. How effective those activities are for individual SCS, as well as for the organisation remains to be seen.

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<sup>33</sup> Horton, S., *Evaluation of Leadership Development and Training in the British Senior Civil Service: the Search for the Holy Grail*, Paper for the Third Transatlantic Dialogue, USA, 2007

## 5. WORK-RELATED STRESS AND SCS

There are many elements that contribute to work-related stress, but it is not the aim of this study to examine them in an elaborate way. However, a few observations will be made in relation to senior civil servants in the framework of this study.

Stress at work can be caused by a multitude of factors. Some common ones include:

- Over- and under-load;
- Over- and under-qualification;
- Inadequate time to complete one's job to one's own and others' satisfaction;
- Lack of a clear job description, or chain of command;
- No recognition, or reward, for good job performance;
- No opportunity to voice complaints;
- Many responsibilities, but little authority or decision-making capacity;
- Uncooperative or unsupportive superiors, co-workers, or subordinates;
- No control, or pride, over the finished product of your work;
- Job insecurity, no permanence of position;
- Exposure to prejudice regarding age, gender, race, ethnicity, or religion;
- Exposure to violence, threats, or bullying;
- Unpleasant or hazardous physical work conditions;
- No opportunity to utilise personal talents or abilities effectively;
- Chances of a small error or momentary lapse of attention having serious or even disastrous consequences;
- Any combination of the above<sup>34</sup>.

Causes of work stress are linked to the work itself – increasing demands, less freedom to control one's work – and also to the person – insufficient capacity to cope with time pressures<sup>35</sup>. Very often work-related stress occurs due to too little autonomy and flexibility at work. It is important that individuals have the freedom to organise their own work and time. This also allows for a work and personal life balance, therefore avoiding stress.

To achieve a balance between professional and private life is often difficult in the management positions when workload is very heavy. This is a particular problem for women, who in most cases have to choose between their career and family. There is pressure to spend all their time at work to achieve promotion or receive a bonus, and often even if flexible working arrangements are applicable to SCS positions, in reality senior officers cannot make use of them if they are interested in developing their career. Such an imbalance between work and private life often creates stress for senior civil servants.

SCS pay and awards can also be decisive factors in work-related stress. Pay should be determined according to their performance and responsibilities as little recognition or

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<sup>34</sup> European Commission, *Guidance on Work-related Stress - Spice of Life or Kiss of Death?* 2002.

<sup>35</sup> Ibid.

reward for good job performance is one of the stress stimulators. In public administrations it is important to create a package of benefits that would attract good managers. In comparison with the private sector where salaries are very high but where is little place for a work-life balance, public administration can gain by emphasising and introducing more special bonuses and possibilities to reconcile professional and private life.

Work-related stress is a pattern of reactions that occurs when workers are presented with work demands that do not match their knowledge, skills or abilities, and which challenge their ability to cope. These demands may be related to time pressure, to the amount of work (quantitative demands), or may refer to the difficulty of the work (cognitive demands), the empathy required (emotional demands), or even to the inability to show one's emotions at work<sup>36</sup>.

As stress often arises from the lack of competences, it is important to see whether a defined competence profile exists for senior civil servants in Member States and whether SCS are able to fulfil it and how they deal with competence changes. Lack of the right competences may create work-related stress, as individuals cannot perform well in particular positions due to a gap between what people are asked to do and what their skills and capacities are to do the work. In some countries defined competences necessary for SCS position may differ due to the different employment systems and related values. These values also determine what competences are important in each system. Today new cultural values are prevailing over traditional ones in terms of the productivity and effectiveness of SCS. But historically-built employment systems cannot be so easily changed or merged, and as such therefore other methods, like training, should be embraced.

When demands exceed one's abilities and knowledge, but one is able to perceive this as an opportunity to work towards achieving a state of balance, a situation of learning and development may arise<sup>37</sup>. It is important in situations where there is a lack of competences in a SCS positions to provide learning and training for those people and in that way building up the necessary skills for the senior positions. But this can only be effective if these competences can be developed. Otherwise, only the recruitment of new staff can help.

Nevertheless, in relation to learning the time factor should be always taken into account. The learning methods and time should be in balance with the workload to avoid work-related stress.

Work-related stress is also linked to change management. As SCS are often supposed to be change managers and have to deal both with their employees' as well as their own fear and uncertainties, they are more prone to work-related stress as well.

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<sup>36</sup> European Foundation for the Improvement of Living and Working Conditions, *Work-related stress*, Dublin, 2007.

<sup>37</sup> Ibid.

## CONCLUSIONS

The Senior Civil Service in the Member States of the EU and the European Commission may differ in the names and definition of the group, but nearly all have in common that the SCS include top managers in the national or federal public administration at the level of Director-General, Director and Head of Department. SCS are mostly recognised as a special group, with special employment, recruitment, career and development conditions, sometimes with a special status. Although the traditional differences between career-based and position-based systems still exist, a convergent tendency moving to a more hybrid approach can be seen in both systems for the SCS. An increasing number of common elements can be noted in terms of their recruitment (more based on managerial skills and including external applicants), appointment (more fixed term), assessment (more performance-based) and mobility (more between public organisations and between public and private organisations).

Competence frameworks and centrally-defined competence profiles are used for SCS in many countries as well as management and leadership training, but they are not always linked. Some groups of Member States can be distinguished when looking at the competence in the profiles: those who focus more on general management and those who focus more on strategic management, vision and leadership. Only in a few countries can the European, innovative or multi-cultural component be found. According to the study carried out under the Slovenian Presidency “Leadership Competencies for Successful Change Management”, and given the importance of the European environment of the public administrations, more emphasis should be placed on this dimension for the future. SCS competency profiles and training activities are very similar in many MS: a more common approach at European level aids the cooperation and exchange of PA top leaders.

SCS training and development is very common in all Member States albeit using different methods and sometimes focusing on different topics. The effectiveness of those training and development activities could be evaluated to a greater extent in terms of their costs and both in terms of money and time for SCS with already a huge workload.

Although most of the Member States offer their civil servants flexible working time arrangements and several kinds of (parental) leave, these often do not apply to SCS. It is still not seen as possible for those in high-level positions to work less than full time (plus overtime), do teleworking or have very flexible working hours. As such it is difficult, mostly for women to reconcile professional and private life. The main problem continues to exist as women or men taking care of a child often limit their chances for promotion or career development. This is one of the elements that will have to be reflected on throughout the EU. Political support in this area is very important.

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## **ANNEX 1 – METHODOLOGY**

Regarding the methodology of this study, the existing questionnaire fatigue in the concerning units of the public administrations of the Member States had to be taken into account. Therefore, questionnaires or interviews were not an option for collecting the relevant information. Instead, first of all, information on SCS systems in the Member States was gathered through desk research of different sources (e.g. books, websites, reports, contact persons of the Member States) and was compiled in the form of fact sheets on each country. Afterwards, these fact sheets were sent to the experts on SCS in each Member State to check, complete and verify. Some questions were added to the fact sheets if additional information was needed for a particular Member State. Each Member State's representative was approached individually, thereby guaranteeing better communication and credible information.

Furthermore, in the second part of the study three specific topics were selected for elaboration. Interesting Member States' cases were added to provide greater insight into the national approaches and to use their experience for the conclusions. The three main topics to be focused on were the organisation and management of SCS, working conditions, women at the top, SCS competences, leadership and change management. For each of these topics three relevant cases have been chosen which were presented by the selected Member States in workshops at the EUPAN/HRWG meeting of November 2008. Furthermore, the workshops were organised in a proactive way with the results being included in the final report, which will be available on the EUPAN website. Finally, the study authors provide an overview of common cultural or system-related elements, differences, challenges and tendencies, and have analysed the confirmed, concise fact sheets on each Member State.

The results will be presented in a form of report focusing on practically applicable experiences and solutions to improve the SCS structure and working conditions in the EU Member States.

## ANNEX 2 – COUNTRY FACT SHEETS

*Fact sheets can be found in the following order:*

BE:	Belgium
BG:	Bulgaria
CZ:	The Czech Republic
DK:	Denmark
DE:	Germany
EE:	Estonia
IE:	Ireland
EL:	Greece
ES:	Spain
FR:	France
IT:	Italy
CY:	Cyprus
LV:	Latvia
LT:	Lithuania
LU:	Luxembourg
HU:	Hungary
MT:	Malta
NL:	The Netherlands
AT:	Austria
PL:	Poland
PT:	Portugal
RO:	Romania
SI:	Slovenia
SK:	Slovakia
FI:	Finland
SE:	Sweden
UK:	The United Kingdom
EC:	The European Commission

**Top Public Managers in Europe**  
**Fact sheet BELGIUM**

**Fact Sheet: Belgium**

<p><b>SCS status &amp; positions</b></p>	<p>The Belgian law has a distinct senior civil servant status. SCS are recruited differently than civil servants in general.</p> <table border="1" data-bbox="488 367 1278 707"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>Chairman</td> <td>yes</td> <td>yes</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Director-General</td> <td>yes</td> <td>no</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Director</td> <td>yes</td> <td>no</td> </tr> <tr> <td>4<sup>th</sup> level</td> <td>Advisor general</td> <td>no</td> <td>no</td> </tr> <tr> <td>5<sup>th</sup> level</td> <td>Advisor</td> <td>no</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Chairman	yes	yes	2 <sup>nd</sup> level	Director-General	yes	no	3 <sup>rd</sup> level	Director	yes	no	4 <sup>th</sup> level	Advisor general	no	no	5 <sup>th</sup> level	Advisor	no	No
Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)																						
1 <sup>st</sup> level	Chairman	yes	yes																						
2 <sup>nd</sup> level	Director-General	yes	no																						
3 <sup>rd</sup> level	Director	yes	no																						
4 <sup>th</sup> level	Advisor general	no	no																						
5 <sup>th</sup> level	Advisor	no	No																						
<p><b>Recruitment</b></p>	<p>The Belgian civil service is a career-based employment system. A major overhaul was introduced in 2000 regarding the recruitment of senior civil servants. To improve efficiency and effectiveness of service delivery, mandates and limited term contracts were introduced. To achieve these goals, mandates are linked to performance contracts for senior civil servants.</p> <p>Recruitment is based on performance assessment (reference checks, diploma checks, tests, interviews). Competitive examinations are organised by the federal selection and recruitment office (SELOR). The selection is done by SELOR on a basis of a job description, required profile and competencies as described by the Federal Public Service (FPS). The minister or chairperson of the Board of Directors takes the final decision.</p> <p>The average age upon entering the senior civil service group is between 40-50 years and 50 years or over.</p>																								
<p><b>Appointment</b></p>	<p>SCS mandate holders are appointed for a period of six years by a decentralised authority. After six years they need to reapply, unless their performance is evaluated as excellent.</p>																								
<p><b>Management</b></p>	<p>The actual day-to-day management of federal top civil servants is done by the administration to which the senior civil servant is appointed.</p> <p>The selection, the compensation, benefits, regulations, as well as centrally organised network activities, are handled by central bodies belonging to the federal public service of personnel and organisation (SELOR for selection and P&amp;O itself for the rest).</p>																								
<p><b>Assessment</b></p>	<p>The initial assessment procedures began operating in May 2005. The broad principles of the system are as follows:</p> <ul style="list-style-type: none"> <li>• An assessment every two years and a final assessment six months before the end of the term of office;</li> <li>• An assessment by the relevant minister(s) for management committee chairmen aided by an external bureau;</li> <li>• An assessment by the chairman of the management committee, the first assessor, and the relevant minister(s), the second assessor for the Directors-General;</li> <li>• An assessment based on goal achievement, or, if agreed to, on certain items included in the management plan and the operational plan, as well as the personal contribution that the office holder has brought to the achievement of these objectives. The way in which he/she has developed his skills is also assessed;</li> <li>• If the final analysis is “very good”, and the office holder re-applies for his post, he will automatically be granted a fresh term of office. If the final assessment is “satisfactory” the term of office will not be renewed, but the office holder may re-apply for his position.</li> <li>• An appeal system is provided for.</li> </ul> <p>Job evaluations are carried out again every six years.</p>																								

**Top Public Managers in Europe**  
**Fact sheet BELGIUM**

<b>Training incl. leadership programs</b>	The federal Administrative Training Institute (ATI) provides training modules for all civil servants in various fields: ICT, languages, administration, management, communication and personnel management. No specific training courses have been designed for managerial civil servants. Senior civil servants may either take part in a "standard" training course offered by the ATI, or, if they wish, take external courses at universities or private training organisations. Network and skill development activities are proposed for senior civil servants by FPS P&O and within each federal public service.
<b>Remuneration</b>	Government decides on the pay for senior government positions, specifically the Minister for Civil Service. Base salary levels for senior civil servants vary by band (1-7). Currently, all top civil servants are allocated to band 7. The job evaluation of the top civil servants (Chairmen of a Federal Government Department) is the responsibility of the Minister in charge (the process is monitored by the Federal Government Department for Personnel and Organisation). Senior civil servants receive base salary only. There is no merit increase or variable income (either short or long term).
<b>Policy on diversity</b>	The action plan <i>Valoriser la diversité 2005-2007</i> aimed to introduce a policy on diversity and equal opportunities in all fields of public administration. In 2007, the National Campaign for Equal Opportunities continued under the motto "Diversity enriches" in order to align the federal administration on the real sociological composition of society and to combat established opinions and attitudes. An active nationwide communication policy was undertaken. In addition, the network for women active within the federal authority – FELINK – was created. It gives women the opportunity to meet, to exchange contacts and experiences
<b>Work - Life Balance</b>	<p><u>Overtime</u> Senior civil servants regularly work overtime; this overtime work is never paid for anybody, however, there is a policy of recovery time for all civil servants. The organisation of this recovery time may be different in each department, and sometimes not available for top management positions.</p> <p><u>Tele-work, part-time work, flexible working time</u> Tele-work and flexi-working time is possible for SCS; Part-time work is not an option for SCS.</p> <p><u>Childcare, parental leave</u> In some departments a childcare programme is organised in July/August – top management may also use this opportunity. Career interruption for parent leave is possible for a child of up to six years.</p>
<b>Mobility Programs</b>	There exists an inter-federal mobility and "absentee replacement" system, under which civil servants can be released for periods of time to work in political cabinets or in international organisations.
<b>Statistics</b>	There are 209 senior civil servants in Belgium: on the first level - 47, second level -123, third level - 39. Women make up 19% of senior civil servants and 51.7% of civil servants in general. Data: June 2008

**Top Public Managers in Europe  
Fact sheet BULGARIA**

**Fact Sheet: Bulgaria**

<p><b>SCS status &amp; positions</b></p>	<p>The senior rank of civil servants is defined in Bulgarian Law. There are no special conditions laid down for the SCS group.</p> <table border="1" data-bbox="456 360 1310 633"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>Secretary-General</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Director-General</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Director</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>4<sup>th</sup> level</td> <td>Head of Department</td> <td>No</td> <td>No</td> </tr> <tr> <td>5<sup>th</sup> level</td> <td>Head of Unit</td> <td>No</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Secretary-General	Yes	No	2 <sup>nd</sup> level	Director-General	Yes	No	3 <sup>rd</sup> level	Director	Yes	No	4 <sup>th</sup> level	Head of Department	No	No	5 <sup>th</sup> level	Head of Unit	No	No
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<p><b>Recruitment</b></p>	<p>Competitions for the position of Secretary-General of the administration are to be held by a special committee set up by the Council of Ministers. The same committee is responsible for organising competitions for senior appointments in newly-created administrations. The recruitment of the SCS is only carried out through individual competition procedures, and all senior management positions are open to external recruitment.</p> <p>Competition is compulsory for all civil servant positions. The appointing authority announces the competition by issuing an order which determines the specific position, the requirements, the steps of the competition and the necessary documentation. The stages of the competition can include a test, an essay on a given subject, a defence of a strategic management concept or a practical exam. The interview is a compulsory stage of the competition. The appointing authority also determines the composition of the Competition Committee, which consists of 3 to 7 members. The Competition Committee examines the candidates' documents and prepares lists of those candidates admitted and those not admitted to the next stage, stating the reasons for non-admission where this is the case. Subsequent to the competition, the competition committee places the successful candidates from 1<sup>st</sup> to 3<sup>rd</sup> place according to the achieved results and presents them to the appointing authority. Within a 14-day period the appointing authority issues an act for recruitment of the 1<sup>st</sup> place candidate.</p> <p>The average age upon entering the senior civil service group is 30-40 years.</p>																								
<p><b>Appointment</b></p>	<p>SCS are appointed for a permanent term (with one year probationary period if the person has not been a civil servant before) by the appointing authority of the corresponding administration.</p> <p>All civil servants are appointed subject to a competition procedure. In 14 days period, after receiving the competition's protocol and results, the appointing authority issues an act for recruitment of the 1<sup>st</sup> place candidate. Then the selected candidate has a 10-day period in which to commence his/her duties and he/she has to sign a declaration on oath to serve according to the Constitution and the laws and in the interest of the state.</p>																								
<p><b>Management</b></p>	<p>Civil servants are managed by the Secretary-General of the corresponding administration. The Ministry of State Administration and Administrative Reform is the institution responsible for human resources management policy in the state administration.</p>																								
<p><b>Assessment</b></p>	<p>The work of all civil servants is assessed through an attestation. There are 3 phases of this – making a draft and co-ordinating a working plan at the beginning of the period, meeting in the middle of the period, concluding meeting and assessment – before giving a final score at the end of the period (1-30 November).</p> <p>This procedure assesses:</p> <ul style="list-style-type: none"> <li>• The degree of fulfilment of the aims set out in the working plan,</li> <li>• The degree of fulfilment of the obligations laid down for this post,</li> </ul>																								

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	<ul style="list-style-type: none"> <li>• The necessary competence for this post.</li> </ul> <p>The assessment is carried out by the evaluation leader, under the supervision of the controlling leader and representatives of unions in the administration. The Secretary-General's evaluation leader is the person who appointed him/her. Where the appointing authority is an evaluation leader, there is no controlling leader. For the positions of Director-General and Director of Directorate, the evaluation leader is normally the Secretary-General, his/her the controlling leader being the appointing authority.</p>
<b>Training incl. leadership programmes</b>	<p>The Institute of Public Administration enhances the qualifications and skills of civil servants. According to the Law on Civil Servants, the civil servants appointed to managerial positions for the first time are subject to compulsory training on managerial skills, including leadership, planning and programming, staff management, conflict management, ethics and corruption prevention. The senior civil servants must pass a training programme organised by the IPA at least once a year. For 2008 such a special training programme is strategic planning and performance management, divided into 3 modules.</p>
<b>Remuneration</b>	<p>The payment of the servants in the State administration (who work according to the Labour Code and those who work according to the Law on Civil Servants) is made up of the basic monthly salary for the specific position and additional payment (for example, for length of service). Those working under the Law on Civil Servants have their social security paid by the State.</p>
<b>Policy on diversity</b>	<p>There is no special diversity policy for women in senior civil service positions.</p>
<b>Work – Life Balance</b>	<p><u>Overtime</u></p> <ul style="list-style-type: none"> <li>• According to the Bulgarian Labour Code, each administration reports the overtime record of its employees over a 6-month period to the Chief Labour Inspectorate.</li> <li>• There is no practice of collecting such information on the servants appointed under the Law on Civil Servants.</li> <li>• Overtime work is remunerated, the amount of which is regulated by Law.</li> </ul> <p><u>Additional Leave</u></p> <ul style="list-style-type: none"> <li>• Civil servants have the right for additional leave (next to the general leave determined in the Labour Law and in the Law on Civil Servants) according to their position, and the higher the position the more the days, up to a maximum 15 days.</li> </ul> <p><u>Part-time Employment</u></p> <ul style="list-style-type: none"> <li>• Civil servants are not allowed to work part-time for another employer except as a university lecturer.</li> <li>• The Law does not prohibit civil servants from providing certain services under a civil labour contract. He/she should inform the institution about any possible conflict of interests.</li> </ul>
<b>Mobility Programmes</b>	<p>There are mobility programmes for all civil servants, including Senior Civil Servants, which are regulated in the Law on Civil Servants. All Civil Servants who work in the administration and whose 1 year probationary period come to an end can be appointed to another administration after signing a written agreement with both administrations; it is obligatory for the Civil Servant in question to be eligible for the position. The Law regulates permanent and temporary mobility.</p>

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<b>Statistics</b>	<p>Although information on the number of senior civil servants in Bulgaria is not available, information can however be provided concerning <b>manager positions</b>, and the SCS are counted as holding manager positions. Nevertheless, managerial positions also include positions such as Head of Department, Head of Unit, etc.</p> <p>In 2007, 8,350 people (4,980 women and 3,550 men) were working in management positions under the Law on Civil Servants while 2,801 (977 women and 1,824 men) people were working in management positions under the Labour Code.</p> <p>The percentage of female civil servants in general is 60.68%. The percentage of women with management positions is 52.57%.</p> <p>(Source: Report on the Status of the State Administration for 2007).</p>
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## Fact Sheet: Czech Republic

<p><b>SCS status &amp; positions</b></p>	<p>Senior civil servants In the Czech Republic have neither differentiated status nor special conditions.</p> <p>The labour relations of the officials of the territorial self-governing units are governed by the Labour Code and a special legal regulation – Act No. 312/2002 Coll. on officials of territorial self-governing units and on the amendment of certain other acts, which regulates the employment of officials of territorial self-governing units and their education.</p> <p>Act No. 218/2002 Coll. on the Service of Civil Servants in the Administrative Authorities and on the Remuneration of Civil Servants and Other Employees in the Administrative Authorities, does not come into force until 2012.</p> <table border="1" data-bbox="453 622 1337 949"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>Deputy Minister</td> <td>-</td> <td>Yes</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Director of Section</td> <td>-</td> <td>Yes</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Director of Department</td> <td>-</td> <td>No</td> </tr> <tr> <td>4<sup>th</sup> level</td> <td>Head of Unit</td> <td>-</td> <td>No</td> </tr> <tr> <td>5<sup>th</sup> level</td> <td>Official</td> <td>-</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Deputy Minister	-	Yes	2 <sup>nd</sup> level	Director of Section	-	Yes	3 <sup>rd</sup> level	Director of Department	-	No	4 <sup>th</sup> level	Head of Unit	-	No	5 <sup>th</sup> level	Official	-	No
Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)																						
1 <sup>st</sup> level	Deputy Minister	-	Yes																						
2 <sup>nd</sup> level	Director of Section	-	Yes																						
3 <sup>rd</sup> level	Director of Department	-	No																						
4 <sup>th</sup> level	Head of Unit	-	No																						
5 <sup>th</sup> level	Official	-	No																						
<p><b>Recruitment</b></p>	<p>There is no official procedure or law on how to recruit state employees. Basically, there is an entrance interview. All senior management positions are open to external recruitment.</p> <p>Act No. 312/2002 Coll., on the officials of territorial self-governing units defines clear rules of the public call and recruitment procedure.</p>																								
<p><b>Appointment</b></p>	<p>Senior positions are politically appointed. To be accepted at a managerial position in the central state administrative authority, the candidate has to be appointed by the relevant minister. This applies to the positions of Head of Unit, Director of Department and Director of Section.</p>																								
<p><b>Management</b></p>	<p>Personnel management is decentralised. Although the state is formally the only employer of public employees in the state administration since January 2001, there is currently no functioning central management capacity.</p> <p>Each ministry or other state body acts de facto as an independent employer, with the power to recruit, promote and dismiss its employees based on the Labour Code and on the independent internal working rules of each administrative authority.</p>																								
<p><b>Assessment</b></p>	<p>There are no rules or regulations in force governing performance appraisal. Consequently, a uniform appraisal system is not in operation, but several organisations have established their own job descriptions, which are used to assess the performance of the employees. In these organisations, the assessments are said to be used as a basis for granting extra performance-related payments. However, in general, the granting of such payments is largely at the discretion of the head of the institution; neither the criteria used nor the amounts paid are disclosed.</p> <p>Extra payment for extraordinary performance can constitute up to 20 % of the basic salary for extraordinary performance. Reward, also for extraordinary performance, which may reach 100 % of the basic salary – extra pay for management is included therein in the case of “principals”.</p>																								

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<b>Training incl. leadership programmes</b>	Training is mainly provided and funded by individual ministries. Within the framework of enhancing the professional skills of the public administration employees, it has been proposed that civil servants demonstrate their general as well as professional competencies in examinations. That appears to be a new concept of training of the officials in public administration.
<b>Remuneration</b>	As a part of the letter of appointment there is also a salary assessment. The SCS has a basic salary according to his/her managerial position; further, he/she receives an additional pay supplement according to the number of officials he/she manages. And the managers receive extra pay for his/her individual performance. These three components make up the final manager's salary.
<b>Policy on diversity</b>	There is a special policy on the equality of women and men; no targets are set for this.
<b>Work – Life Balance</b>	According to the Labour Code, it is obligatory to work 40 hours per week.
<b>Mobility Programmes</b>	Currently, mobility is rare. Even within the same institution, mobility is not used as a means of increasing skills and knowledge, i.e. the professionalism, of public employees. Transfers are not possible without the consent of the employee, and secondments are rarely used, although redeployment is possible with the consent of the employee.
<b>Statistics</b>	There are approximately 148,000 public officials in the Czech Republic. In the central state administration there are 94,000 state employees and in the self-territorial units there are 54,000 officials.

## Fact Sheet: Denmark

SCS status & positions	<p>The SCS has no formal status in Denmark, but some special conditions do apply to higher positions.</p> <table border="1" data-bbox="451 365 1331 719"> <thead> <tr> <th data-bbox="451 365 587 461">Functional level</th> <th data-bbox="587 365 847 461">Typical title</th> <th data-bbox="847 365 1086 461">Belonging to senior civil service (yes/no)</th> <th data-bbox="1086 365 1331 461">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td data-bbox="451 461 587 506">1<sup>st</sup> level</td> <td data-bbox="587 461 847 506">Minister of Finance</td> <td data-bbox="847 461 1086 506">No</td> <td data-bbox="1086 461 1331 506">Yes</td> </tr> <tr> <td data-bbox="451 506 587 551">2<sup>nd</sup> level</td> <td data-bbox="587 506 847 551">Permanent Secretary</td> <td data-bbox="847 506 1086 551">Yes</td> <td data-bbox="1086 506 1331 551">No</td> </tr> <tr> <td data-bbox="451 551 587 595">3<sup>rd</sup> level</td> <td data-bbox="587 551 847 595">Head of Department</td> <td data-bbox="847 551 1086 595">Yes</td> <td data-bbox="1086 551 1331 595">No</td> </tr> <tr> <td data-bbox="451 595 587 640">4<sup>th</sup> level</td> <td data-bbox="587 595 847 640">Head of Division</td> <td data-bbox="847 595 1086 640">Yes</td> <td data-bbox="1086 595 1331 640">No</td> </tr> <tr> <td data-bbox="451 640 587 719">5<sup>th</sup> level</td> <td data-bbox="587 640 847 719">Head of Section/Advisor</td> <td data-bbox="847 640 1086 719">No</td> <td data-bbox="1086 640 1331 719">No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Minister of Finance	No	Yes	2 <sup>nd</sup> level	Permanent Secretary	Yes	No	3 <sup>rd</sup> level	Head of Department	Yes	No	4 <sup>th</sup> level	Head of Division	Yes	No	5 <sup>th</sup> level	Head of Section/Advisor	No	No
Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)																						
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4 <sup>th</sup> level	Head of Division	Yes	No																						
5 <sup>th</sup> level	Head of Section/Advisor	No	No																						
Recruitment	<p>All recruitment is based on open positions. All vacancies are published on the internet. Employment in the Danish state sector, as a rule, requires a public notice to be issued for a vacancy. This is to ensure that everybody has the opportunity to apply for the post. The State Employer's Authority has created rules for vacancy notices. These rules contain a duty to advertise as well as stating specific requirements regarding the notice.</p> <p>Positions are filled by the best-qualified applicants. Applicants who are already employed in the central government have no preferential right to vacant positions.</p> <p>The Danish system is primarily based on a policy of "open recruitment", i.e. recruiting according to a specific evaluation of professional and personal experience. This means that there are rather few rules stipulating specific conditions regarding education, diplomas, experience etc. for employment at beginning or during the career. The employment authority has free choice to a large extent. Interviews are the most common selection method. Tests and the use of external consultants are more common methods of recruiting SCS.</p> <p>The average age upon entering the senior civil service group is 30-40 years.</p>																								
Appointment	<p>Top managers are appointed by HRM the Queen on the basis of a recommendation from a special executive group. Top managers are often appointed to the position for a fixed term of 3 to 6 years. Prolongation is possible for maximum of 3 more years.</p> <p>Fixed-term contracts normally include:</p> <ul style="list-style-type: none"> <li>• An agreement on a position after the fixed term</li> <li>• A bonus during the fixed term (maximum 25% of the salary on a permanent position.</li> <li>• A bonus after the fulfilled term.</li> </ul>																								
Management	<p>Permanent secretaries manage the agency directors; permanent secretaries themselves are – in principle – managed by their minister, though the permanent secretary in the Prime Minister's office chairs the group of permanent secretaries and participates e.g. in their recruitment.</p> <p>In August 2007 the government presented its strategy for the new reform of the public sector – "Quality Reform" – including 180 specific initiatives. The Danish government has decided to create two shared service centres, which will perform a number of administrative tasks for the ministries. One shared service centre will be responsible for finance, salary and travel while the other will be responsible for IT. The overall vision is to create a streamlined and efficient government administration.</p>																								
Assessment	<p>Recruitment and promotion for top positions are based mainly on a mix of seniority, or length of service, and qualifications (primarily professional skills rather than leaderships skills) on the basis of merit (qualification + experience in the specific post). This system creates a loyal bureaucracy, but the disadvantages are that SCS resist</p>																								

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	<p>mobility as they could lose senior status if specific position and qualification criteria were not used over the seniority factor. Performance assessment for SCS takes place annually. The evaluation of SCS is performed by the closest (in the hierarchy) manager.</p>
<b>Training incl. leadership programmes</b>	<p>Leadership is one of its main themes of the new Quality Reform, because great leaders are crucial for successfully implementing changes in the public sector, and the vast majority of public managers currently have no formal training in leadership and management. The government together with the employee organisations have therefore decided to improve the supplementary training of public sector managers and have developed several leadership training activities for SCS.</p>
<b>Remuneration</b>	<p>The tendency over recent years has been to accommodate a more decentralised, individualistic stipulation of wages for top civil servants, based upon individual performance. Alongside the salary, SCS get a figure pension and different bonus plans, e.g. top management bonuses, individual bonuses, top leader pools etc.</p>
<b>Policy on diversity</b>	<p>Concerning women, the State Employer's Authority has developed a pilot project with a view to more women becoming top managers in government institutions. This goal should be achieved by supporting network and mentor tools and "member lists" among current female top managers and female management talent.</p>
<b>Work – Life Balance</b>	<p><u>Overtime Work</u> In practice working hours SCS very often exceed the usual 37 hours full-time employment. The additional work is considerable. SCS are not entitled to overtime remuneration, but they may be granted a one-off payment following hard work, a particular effort etc; or they may be awarded with performance-related pay based on the achievement of specific targets.</p> <p><u>Part-time Employment, Teleworking, Flexible Working Hours</u> Senior Civil Servants have the possibility to ask the employer to work part-time. However, the part-time employment of SCS is not widespread. Working at home (teleworking) and flexi-working time is possible for SCS.</p> <p><u>Maternity/Paternity Leave</u> Women employees have a right to paid maternity leave beginning six weeks before childbirth. In addition, the mother has a right to 14 weeks pay after the birth of the child, and the father is entitled to two weeks' paid leave within the same period (this also applies to registered partners who have been living together for 2½ years). With the 2008 collective agreement, the regulations concerning paid maternity and paternity have been altered. After the 14th week new regulations apply which allow 6 weeks maternity leave and 6 weeks earmarked paternity leave to be taken. In addition another 6-week leave can be taken either as maternity or paternity leave or divided between the parents. The new regulations increase the paternity leave from two to six weeks and increase the total from 12 to 18 weeks if both parents are employed by the state. If only one parent is employed by the state, he/she can take 12 weeks leave.</p>
<b>Mobility</b>	<p>There are no formal cross-ministry mobility schemes, but the use of fixed-term employment supports mobility and flexibility.</p>
<b>Statistics</b>	<p>There are 4,057 senior civil servants in Denmark (2006). The proportion of women to men in 2006 was: women 851, men 3,200.</p>

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**Fact Sheet: Germany**

<b>SCS status &amp; positions</b>	<p><i>The information provided hereafter is restricted to the level of the Federal Government and Administration.</i></p> <p>There is no formal SCS status in Germany; however, there are some special conditions for highest positions.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Functional level</th> <th style="text-align: center;">Typical title</th> <th style="text-align: center;">Belonging to senior civil service</th> <th style="text-align: center;">Political appointment</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1<sup>st</sup> level</td> <td>Secretary of State</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">Yes</td> </tr> <tr> <td style="text-align: center;">2<sup>nd</sup> level</td> <td>Director-General</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">In principle yes</td> </tr> <tr> <td style="text-align: center;">3<sup>rd</sup> level</td> <td>Dep. Director-General</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">In principle no</td> </tr> <tr> <td style="text-align: center;">4<sup>th</sup> level</td> <td>Head of Division</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">5<sup>th</sup> level</td> <td>Desk Officer</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">6<sup>th</sup> level</td> <td>Assistant desk officer</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">7<sup>th</sup> level</td> <td>Office clerk</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">8<sup>th</sup> level</td> <td>Messenger</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service	Political appointment	1 <sup>st</sup> level	Secretary of State	Yes	Yes	2 <sup>nd</sup> level	Director-General	Yes	In principle yes	3 <sup>rd</sup> level	Dep. Director-General	Yes	In principle no	4 <sup>th</sup> level	Head of Division	Yes	No	5 <sup>th</sup> level	Desk Officer	No	No	6 <sup>th</sup> level	Assistant desk officer	No	No	7 <sup>th</sup> level	Office clerk	No	No	8 <sup>th</sup> level	Messenger	No	No
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8 <sup>th</sup> level	Messenger	No	No																																		
<b>Recruitment</b>	<p>Senior civil servants are recruited through career progression within the public service. Access to SCS positions (starting at "Head of division/Division") through career progression requires regularly verified high professional performance with excellent performance appraisals over the years. The issue of the announcement of SCS vacancies is handled differently within the different ministries: some ministries announce SCS positions (Heads of Division, Deputy DG) internally. Top SCS positions (especially Secretary of States) are recruited regularly on a political basis.</p> <p>A career which can lead to a SCS position in Germany regularly follows the general recruitment procedures of the 1<sup>st</sup> category 'Higher Service'. The law stipulates who may, in principle, be recruited for the higher civil service, at what level, and under what conditions; but leaves broad discretion to the individual ministries when it comes to the question of how the recruitment process is to be organised and how the substantive qualifications of candidates are to be assessed.</p> <p>The average age upon entering the senior civil service group is 40-50 years.</p>																																				
<b>Appointment</b>	<p>SCS appointments are decided on by the Federal Cabinet on the proposal of the minister of the relevant ministry (decentralised authority). Germany makes permanent appointments in order to ensure a stable and uniform civil service body. However, employment in a high SCS position (DG) can be terminated without providing reasons for that ("preliminary retirement"). Top SCS positions (Secretary of State) are appointed and terminated on a political basis. Furthermore, SCS appointed to higher SCS positions (Deputy DG, DG, President of federal agencies/bodies etc., except Secretary of State) have to pass a probationary period which regularly lasts for two years and aims at testing and enhancing their management and leadership capacity.</p> <p>The appointment is brought into effect by the issuance of a certificate of appointment to the civil servant.</p>																																				
<b>Management</b>	<p>Day-to-day management is carried out by each particular ministry independently. Who is a direct manager of senior civil servants depends on the position of the senior civil servant: In the ministry the Secretary of State is the superior of the DG, the DG is the superior of the Deputy DG etc. This hierarchical principle applies to all administrative bodies.</p>																																				
<b>Assessment</b>	<p>Though the federal ministries have different regulations and procedures for performance assessment, they follow common principles stipulated in the Federal</p>																																				

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	<p>Career Ordinance. Most assessment guidelines/regulations provide for two categories of criteria: performance criteria (i.e. results in the assessment period) and capacity criteria (i.e. potential for future development).</p> <p>Performance appraisals are prepared regularly every 2-3 years. For lower SCS positions (Head of Division) performance appraisals are carried out in accordance with the general regulations. Higher SCS positions (Deputy DG and upward) are regularly exempted from regular appraisals.</p>
<p><b>Training incl. leadership programs</b></p>	<p>The Federal Academy's leadership training programmes are constantly updated and enhanced. The training is geared towards the changing profile of modern leadership, which increasingly depends on management skills. The Federal Academy offers comprehensive training courses on all relevant aspects of leadership for managers seeking further qualifications.</p>
<p><b>Remuneration</b></p>	<p>For the area of general administration, including the federal administration, two pay schemes exist:</p> <ul style="list-style-type: none"> <li>• Scheme A (A1-A16) covers the vast majority of German civil servants. Civil servants in grades A1 to A16 receive incremental salaries,</li> <li>• Scheme B (B1-B11) covers civil servants in senior positions. Civil servants in grades B have fixed salaries.</li> </ul> <p>The basic salary is supplemented by the family allowance, as well as other specific allowances. Special expatriation allowances apply to assignments abroad. In addition, civil servants receive special annual payments and capital-forming benefits.</p> <p>In order to reward outstanding performance, elements of performance-related pay were introduced in 1997 and enhanced in 2002: performance steps (merit increment), performance bonuses (one-off payment) and performance allowances (paid continuously up to 12 months). However, these performance pay elements are not foreseen for SCS positions.</p>
<p><b>Policy on diversity</b></p>	<p>Germany has well-developed institutional and legal instruments to guarantee the equal treatment of women and men and to cope with diversity. The Law on the Enforcement of Equality between Men and Women of 30.11.2001 aims at implementing equality in all public service areas. It contains the obligation to appoint a commissioner on women's affairs who has the task of promoting and monitoring the implementation of the law.</p> <p>Amongst other provisions, the law stipulates that women who are equally suitable, qualified and capable as men shall be given preferential treatment in areas where they are underrepresented. This applies to training, recruitment, employment and promotion.</p> <p>Furthermore, it sets regulations concerning the reconciliation of family both for women and men. Employees with familial duties are entitled to part-time employment or special leave. Part-time employees who wish to return to work full time and employees on leave who wish to return ahead of time need to be given preferential treatment when it comes to filling positions.</p>
<p><b>Work – Life Balance</b></p>	<p><u>Working time</u></p> <p>The normal working week for civil servants in Germany is 41 hours. Civil Servants with children under the age of 12 (or with other close relatives in need of care) can opt for a 40-hour week without a reduction of salary.</p> <p><u>Flexible working time</u></p> <p>It is possible to forego core times and to allow for up to 24 flexi-days a year. For SCS flexi-working time is, in principle also possible. However, ministerial regulations differ. In many cases higher SCS positions (Deputy DG upward) are exempt from flexi-working time in the arrangement between the employer and the staff representation.</p> <p><u>Teleworking</u></p> <p>Teleworking is becoming increasingly important. On the basis of general arrangements between the employer and the staff representation, both civil servants</p>

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	<p>and public employees may conclude individual teleworking agreements with their employer if the duties related to their function can be fulfilled this way. In order to maintain the employee's integration and identification with the agency, teleworking arrangements usually involve alternating between workplaces at home and the office.</p> <p><u>Part-time work</u></p> <p>The Act on Part-time Work and Limited Employment grants public employees the right to part-time work on the basis of consensus between employers and employees. The employer can reject the employee's application for part-time work only on operational grounds. For SCS, in principle part-time work is possible, but in practice it seldom happens at this level of positions. For higher SCS positions (deputy DG upwards) it is all but excluded in practical life.</p> <p><u>Parental leave</u></p> <p>All employees in the public service are entitled to parental leave. The entitlement exists until the child has completed his 3<sup>rd</sup> year; a period of up to 12 months of parental leave can be taken at a later point in time. Whilst on parental leave employees have the possibility to work part-time up to 30 hours per week.</p>														
<p><b>Mobility Programs</b></p>	<p>There are no fixed mobility programmes, but there are a number of provisions (e.g. equal pay for similar positions) in force which enable mobility.</p> <p>For operational reasons, or at the request of the civil servant, he/she:</p> <ul style="list-style-type: none"> <li>• may be temporarily or permanently moved to another post within the same authority,</li> <li>• may be temporarily seconded to another authority within the remit of his/her employer or to another employer (e.g. from the Federation to a Land or to a European/international organisation), or</li> <li>• may be permanently transferred to another authority within the remit of his/her employer or of another employer.</li> </ul>														
<p><b>Statistics</b></p>	<p>The data covers the Federal Government and Administration, <b>civil servants <u>and</u> public employees</b>, (30.06.2007).</p> <p><u>The number of senior civil servants (30.06.2007):</u> (salary scheme B) – 2,956.</p> <p><u>The number of civil servants at each functional level:</u></p> <table border="0"> <tr><td>• Higher service</td><td style="text-align: right;">25,486</td></tr> <tr><td>• Higher intermediate service</td><td style="text-align: right;">69,687</td></tr> <tr><td>• Intermediate service</td><td style="text-align: right;">147,538</td></tr> <tr><td>• Ordinary service</td><td style="text-align: right;">30,963</td></tr> <tr><td>• Others</td><td style="text-align: right;">5,738</td></tr> <tr><td>• Total</td><td style="text-align: right;">289,412</td></tr> <tr><td>• Total</td><td style="text-align: right;">305,059</td></tr> </table> <p><u>The number of men and women in SCS positions (2007):</u> SCS (salary scheme B), date 30.06.2007: Men: 2,526 Women: 430 (14, 5 %)</p>	• Higher service	25,486	• Higher intermediate service	69,687	• Intermediate service	147,538	• Ordinary service	30,963	• Others	5,738	• Total	289,412	• Total	305,059
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**Fact Sheet: Estonia**

<p><b>SCS status &amp; positions</b></p>	<p>In Estonia the top public service group is not defined by the Public Service Act, however some special conditions do apply to the SCS.</p> <table border="1" data-bbox="453 365 1283 741"> <thead> <tr> <th data-bbox="453 365 632 461">Functional level</th> <th data-bbox="632 365 898 461">Typical title</th> <th data-bbox="898 365 1090 461">Belonging to senior civil service (yes/no)</th> <th data-bbox="1090 365 1283 461">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td data-bbox="453 461 632 533">1<sup>st</sup> level</td> <td data-bbox="632 461 898 533">Secretary General of Ministries</td> <td data-bbox="898 461 1090 533" style="text-align: center;">-</td> <td data-bbox="1090 461 1283 533" style="text-align: center;">-</td> </tr> <tr> <td data-bbox="453 533 632 604">2<sup>nd</sup> level</td> <td data-bbox="632 533 898 604">Deputy Secretary-General of Ministries</td> <td data-bbox="898 533 1090 604" style="text-align: center;">-</td> <td data-bbox="1090 533 1283 604" style="text-align: center;">-</td> </tr> <tr> <td data-bbox="453 604 632 701">3<sup>rd</sup> level</td> <td data-bbox="632 604 898 701">Director-General of agencies and inspectorates</td> <td data-bbox="898 604 1090 701" style="text-align: center;">-</td> <td data-bbox="1090 604 1283 701" style="text-align: center;">-</td> </tr> <tr> <td data-bbox="453 701 632 741">4<sup>th</sup> level</td> <td data-bbox="632 701 898 741">County Governors</td> <td data-bbox="898 701 1090 741" style="text-align: center;">-</td> <td data-bbox="1090 701 1283 741" style="text-align: center;">-</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Secretary General of Ministries	-	-	2 <sup>nd</sup> level	Deputy Secretary-General of Ministries	-	-	3 <sup>rd</sup> level	Director-General of agencies and inspectorates	-	-	4 <sup>th</sup> level	County Governors	-	-
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4 <sup>th</sup> level	County Governors	-	-																		
<p><b>Recruitment</b></p>	<p>The Estonian public service is an open, position-based system. Candidates with suitable skills and competencies can enter the system at every level, including the highest. For higher civil service posts, open application procedures are required by law for recruitment.</p> <p>When the positions of <u>Deputy Secretary-General of the ministries</u> or <u>Director General of agencies and inspectorates</u> are free or is expected to become free, the Management Consultant of the State Chancellery (MC) together with the authority's personnel manager review or compile the requirements for that position; they decide on the most suitable recruitment and selection methods and the electing board. The requirements and selection methods are presented to the Competition and Evaluation Committee at the State Chancellery, which selects higher officials. Next, the State Chancellery announces an open competition for a vacant position. The evaluation of the candidates is carried out by the Competition and Evaluation Committee of the Higher State Officials. The Management Consultant ensures the evaluation of candidates' competencies during the selection process of top public officials.</p> <p>The competition and evaluation committee is not involved in the recruitment of the <u>Secretaries-General</u> or the <u>County Governors</u>.</p>																				
<p><b>Appointment</b></p>	<p>According to the Public Service Act, higher state officials, with few exceptions, are appointed on the basis of a public competition. In case of <u>Deputy Secretaries-General</u> and <u>Directors-General of agencies and inspectorates</u>, a competition and evaluation committee presents one or several candidates for a position or declines to present a candidate. Candidates presented for a position submit an application to a person with appointment authority. The person with appointment authority then appoints one of the candidates put forward.</p>																				
<p><b>Management</b></p>	<p>Human resources management is decentralised. Every ministry and executive agency is responsible for the recruitment, evaluation and career development of its officials, guided by the legal framework and centrally set advisory guidelines. Minor exceptions concern top officials (e.g. Deputy Secretaries-General of ministries, Directors-General of executive agencies, Heads of Departments of ministries) – candidates for any of these posts are evaluated by the Competition and Evaluation Committee of Higher State Public Servants at the State Chancellery.</p> <p>The immediate superior of top civil servants are:</p> <ul style="list-style-type: none"> <li>• For the Deputy Secretary-General, Director-General and County Governors – the Minister;</li> <li>• For the Deputy Secretary-General – the Chancellor.</li> </ul>																				
<p><b>Assessment</b></p>	<p>Senior executives have a development discussion once a year. Participation in competency assessment is voluntary for senior executives and the results of assessment are taken into account in those discussions.</p>																				

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	<p>The nominated top public official, together with his/her superior, prepare his/her development portfolio taking into account the evaluation results of his/her competencies for the next evaluation period.</p> <p>The SCS Competency profile consists of:</p> <ol style="list-style-type: none"> <li>1. The senior executive's self-assessment,</li> <li>2. His/her immediate superior's assessment,</li> <li>3. The summary assessment and comments of subordinates and colleagues.</li> </ol>
<p><b>Training incl. leadership programmes</b></p>	<p><u>Development Activities</u> are created to support senior executives in understanding and solving the challenges facing Estonia. Development activities are offered at various levels:</p> <ul style="list-style-type: none"> <li>• <u>Individual development tasks</u> – A mentor or management coach can support the senior executive in adjusting to the new position, implementing changes and developing leadership competencies. A mentor is a senior executive with experience in management in either the public or private sector. Management consultants from Estonia and other countries are used as management coaches.</li> <li>• <u>Multi-staged development programmes</u> – Their purpose is to support the implementation of government action plans by developing senior executives' competencies, increasing their capacity and promoting cooperation.</li> </ul> <p><u>Workshops</u> Short seminars on important or topical issues conducted by experts in their fields offer participants an opportunity to exchange experiences and to get acquainted with best practices, learn something new, discuss problems occurring in everyday work, receive feedback from colleagues, develop cooperation and alleviate work stress.</p>
<p><b>Remuneration</b></p>	<p>There is no special pay system solely applicable to top civil servants. Although there is only one pay scale for positions at all levels, in practice the final remuneration is based on mutual agreement between the top civil servant and his or her superior.</p>
<p><b>Policy on diversity</b></p>	<p>When looking at the target group of top civil servants, one can say that around 25% of them are women. Out of the highest non-political positions (Secretaries-General) 4 out of 11 are women. There is no diversity policy for the civil service in general or senior civil service.</p>
<p><b>Work-Life Balance</b></p>	<p><u>Maternity/Paternity Leave</u> In case of maternity/paternity leave, top civil servants have the same rights as other civil servants. <i>Pregnancy leave and maternity leave</i> – women are granted pregnancy leave of 70 calendar days before giving birth and maternity leave of 56 calendar days after giving birth. In the case of multiple births or a delivery with complications, a maternity leave of 70 calendar days is granted. Fathers can take 10 weekdays of paid leave. <i>Parental leave</i> – a mother or father is granted parental leave at his or her request until the child for whom the leave is granted reaches 3 years of age. The employment contract is suspended for the duration of the parental leave and the employee is a paid childcare allowance for this period of time. According to the Parental Benefit Act, a parent who stays at home with a child will retain his or her income for up to 1.5 years (also, another possibility is e.g. for the mother to stay at home half of the time and vice versa).</p> <p><u>Overtime Work</u> There are no statistics on the overtime hours of top officials. The general national standard working time of employees shall not exceed eight hours per day and forty hours per week; in practice overtime is not paid.</p> <p><u>Flexi-working time, teleworking, part-time work</u> Teleworking, part-time work and flexi-working time for SCS depends on the agency</p>

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	for which they work, but is generally possible if agreed with the direct supervisor.
<b>Mobility Programmes</b>	<p>No specific programmes have been developed yet for the highest positions. At the moment, Estonia is trying to support the idea on a case-by-case basis. Some proposals were recently made to enhance mobility, but it's too early to talk about the approach developed.</p> <p>There is wide mobility between the different sectors (e.g. in 2005 31% of the people recruited to the public service came from the private companies).</p>
<b>Statistics</b>	<p>There are 100 senior civil servants in Estonia (year 2007). The number of higher public servants (including top public servants) in 2003 was 4,125.</p> <p>There are no statistics on the distribution of top public officials by gender. Regarding the group of higher public servants, the proportion of men to women is as follows: 44,9% men and 55,1% women (2007).</p> <p><u>Number of SCS by functional levels (2008):</u>  1st level: Secretary-General of ministries – 11  2nd level: Deputy Secretary-General of ministries – 43  3rd level: Director-General of agencies and inspectorates – 31  4<sup>th</sup> level: County Governors – 15</p>

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**Fact Sheet: Ireland**

<b>SCS status &amp; positions</b>	<p>In Ireland there is no formally defined SCS group, but some special conditions exist for high-level positions.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Functional level</th> <th style="text-align: center;">Typical title</th> <th style="text-align: center;">Belonging to senior civil service (yes/no)</th> <th style="text-align: center;">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1<sup>st</sup> level</td> <td style="text-align: center;">Secretary General</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">2<sup>nd</sup> level</td> <td style="text-align: center;">Assistant Secretary</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">3<sup>rd</sup> level</td> <td style="text-align: center;">Principal Officer</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">4<sup>th</sup> level</td> <td style="text-align: center;">Assistant principal</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">5<sup>th</sup> level</td> <td style="text-align: center;">Higher executive officer/Administrative officer</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Secretary General	Yes	No	2 <sup>nd</sup> level	Assistant Secretary	Yes	No	3 <sup>rd</sup> level	Principal Officer	No	No	4 <sup>th</sup> level	Assistant principal	No	No	5 <sup>th</sup> level	Higher executive officer/Administrative officer	No	No
Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)																						
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<b>Recruitment</b>	<p>In general, the civil service operates a career-based system. Recruitment to the civil service is through open competition; however, promotion, depending on the circumstances, can be reserved for staff in the recruiting entity or be open to all civil servants by way of inter-departmental competition. Open recruitment has been introduced for a number of grades that were previously filled through promotion within the civil service. Posts at the most senior level are often advertised openly.</p> <p>The Public Appointments Service (PAS) – acting as a recruitment service – carries out competitive examinations for most civil service posts as well as for senior levels of the local government sector. The competitive process in the civil service is overseen by the Commission for Public Service Appointments.</p> <p>The Top Level Appointments Committee (TLAC) oversees recruitment at senior level. Subject to certain exceptions, TLAC deals with all posts at or above Assistant Secretary level or equivalent across the civil service. TLAC has the discretion to decide whether posts should be filled by open competition or by a competition run amongst eligible officers across the civil service.</p>																								
<b>Appointment</b>	<p>The government is the appointing authority for posts at Secretary General level. In accordance with a decision of the government, TLAC recommends up to three candidates, if found suitable, for posts at this level. The government appoints the Secretary General from among the recommended candidates.</p> <p>In the case of posts below Secretary General level, e.g. Assistant Secretary posts, the appropriate Minister is the appointing authority. One candidate is recommended by TLAC to the Minister for appointment.</p> <p>Senior civil servants are appointed for a permanent term (Assistant Secretaries), and for a fixed term (not exceeding 7 years) for appointments at Secretary General level.</p>																								
<b>Management</b>	<p>The Department of the Taoiseach (Prime Minister) and the Department of Finance are referred to as the “Centre”. There is significant variation in how governance structures operate between the Centre and other departments, and between departments and bodies under their aegis. The level of control by and devolution from the Centre also varies depending on the policy area involved.</p> <p>In 2005, the <i>Civil Service Regulation (Amendment) Act</i> further supported the vision of devolving authority for certain management decisions first set out in the <i>Report Delivering Better Government</i> (DBG) 1996. In relation to appointments, performance, discipline and dismissal of civil servants, this Act provides that each Minister is the appropriate authority regarding the management of staff at the grade of Principal Officer level and above, and each Secretary-General is responsible for staff below the level of Principal Officer.</p>																								
<b>Assessment</b>	<p>The Performance Management and Development System (PMDS) was introduced as part of an integrated overall human resource management (HRM) strategy that would allow for the devolution of authority and responsibility for staff to individual line managers. PMDS is a top-down process and applies to all staff up to senior management level.</p> <p>The Committee for Performance Awards (CPA) oversees a scheme of performance-related awards for Assistant Secretaries and Deputy Secretaries in the civil service. Under the scheme,</p>																								

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	<p>the pool for performance awards for Assistant Secretaries is 10% of the pay bill for the group concerned. Within that overall limit, individuals can receive payments of up to 20% of pay.</p>
<p><b>Training incl. leadership programs</b></p>	<p>Existing training and development arrangements to develop knowledge and share experiences at Secretary General and Assistant Secretary level include:</p> <ul style="list-style-type: none"> <li>• The annual conference of Secretaries General – This provides an opportunity to share knowledge and experiences with regard to important developments in public policy.</li> <li>• The MSc (Mgmt) Programme for the Public Sector for Assistant Secretaries (and equivalents) – This addresses the common development needs of those in the grade of Assistant Secretary in the civil service and at that level across the wider public service. This is generally delivered every two years by Trinity College in Dublin, in association with the Irish Management Institute.</li> <li>• The Assistant Secretary Network – This is a forum for the sharing of information, views and opinions on public policy and related issues.</li> <li>• Participation in high-level seminars both nationally and internationally.</li> </ul> <p>Ireland is focusing a great deal on lifelong training: 4% of payroll costs are set aside for training.</p>
<p><b>Remuneration</b></p>	<p>The remuneration system consists of centrally determined grading systems and pay scales. Salaries for politicians and senior civil servants are reviewed approximately once every four years by the advisory Review Body on Higher Remuneration in the Public Sector. Its recommendations are generally approved by government, which is the primary decision maker in this area, though normally on a phased basis. Base salary only is paid to Secretaries General. There are three bands of Secretary General, each of which has a different fixed rate of base salary. Base salaries are also paid to the Assistant Secretary grade and are related to a five-point scale. Since 2002, a variable annual performance award may be paid to Deputy Secretaries and Assistant Secretaries in addition to their base salary. These performance awards can reach up to a maximum of 20% of the base salary, with a limit of 10% of the payroll for the group as a whole.</p>
<p><b>Policy on diversity Diversity</b></p>	<p>The Irish civil service operates a number of equal opportunity policies on diversity, gender equality, disability, anti-harassment and bullying, as well as policies promoting work-life balance. These policies apply to <u>all</u> civil servants.</p> <p>The Diversity policy, introduced in July 2002, commits the civil service to ensuring equality of opportunity in such key HR areas as: recruitment, promotion, training and development, family friendly working arrangements and achieving work-life balance, etc.</p> <p><u>The Gender Equality policy</u> (2001) states that the promotion of gender equality in employment should be:</p> <ul style="list-style-type: none"> <li>• Advanced by setting strategic objectives at departmental level, including equality goals for a more balanced representation between men and women;</li> <li>• Attained through the development of an organisational culture which supports gender equality and which maximises the potential of all civil servants;</li> <li>• Assisted through commitments to equality in the main human resource management policy areas of recruitment, placement and mobility, training and staff development, promotion, work and family issues, and policies to deal with harassment;</li> <li>• Aided by a programme of affirmative action in the main human resource management policy areas.</li> </ul>
<p><b>Work - Life Balance</b></p>	<p>While the flexible and family friendly working arrangement schemes are available to all civil servants, it is likely that an analysis of participation in schemes would indicate a low participation at senior management level.</p> <p><u>Flexi-time</u> Provides arrangements where staff are at work during defined core times but have flexibility to vary their starting and finishing times. Same arrangements as for civil servants in general. However, in practice this scheme is not applicable to SCS.</p>

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	<p><u>Work Sharing</u> Scheme that allows staff to avail of an attendance pattern other than full-time.</p> <p><u>Term Time</u> Allows staff to take 8, 10 or 13 weeks of unpaid leave from June until the end of August allowing parents to match their working arrangements to their children's summer holidays. To be eligible, a member of staff must have a child or children (up to 18 years of age) or be acting in <i>loco parentis</i> or be the primary carer for a person with a disability who needs care on a continuing or frequent basis.</p> <p><u>Career Break</u> A career break is a period of unpaid leave from work of between six months and five years. A member of staff may take two career breaks during their career. This may be allowed for child care, domestic reasons, educational purposes and travel abroad.</p> <p><u>Paternity Leave</u> Three days special leave with pay is available to a member of staff who is the father of a child born on or after 1 January 2000.</p> <p><u>Maternity Protection (Amendment) Act, 2004</u> Since 1 March 2007, staff are entitled to 26 weeks of paid maternity leave and 16 weeks of unpaid maternity leave.</p> <p>With the exception of flexi-time, these arrangements apply to all civil servants regardless of grade/level. No data available on overtime worked by senior civil servants. Overtime does not benefit from additional pay.</p>
<b>Mobility Programs</b>	<p>Almost all civil servants spend their whole careers within the civil service, and there are currently few opportunities for mobility outside of the core civil service. The recently published report of the government Taskforce on the Public Service recommended the establishment of a senior public service and increased mobility across the public service.</p>
<b>Statistics</b>	<p><u>June 2008</u>: 53 Senior Civil Servants are women (18%); 238 Male senior civil servants; total 291 senior civil servants.</p> <p><u>The percentage of women amongst civil servants in general and amongst SCS (end of 2007)</u>: 63% of staff in the Civil Service are women. 34% of Assistant Principals in the civil service are women. 24% of Principal Officers in the civil service are women. 17% of Assistant Secretaries in the civil service are women.</p>

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Fact Sheet GREECE**

**Fact Sheet: Greece**

<p><b>SCS status &amp; positions</b></p>	<p>There is no formal SCS status in Greece; however some special conditions apply to higher positions.</p> <table border="1" data-bbox="453 365 1315 678"> <thead> <tr> <th data-bbox="453 365 608 495">Functional level</th> <th data-bbox="608 365 975 495">Typical title</th> <th data-bbox="975 365 1158 495">Belonging to senior civil service (yes/no)</th> <th data-bbox="1158 365 1315 495">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td data-bbox="453 495 608 539">1<sup>st</sup> level</td> <td data-bbox="608 495 975 539">Secretary-General</td> <td data-bbox="975 495 1158 539">No</td> <td data-bbox="1158 495 1315 539">Yes</td> </tr> <tr> <td data-bbox="453 539 608 584">2<sup>nd</sup> level</td> <td data-bbox="608 539 975 584">Director-General</td> <td data-bbox="975 539 1158 584">Yes</td> <td data-bbox="1158 539 1315 584">No</td> </tr> <tr> <td data-bbox="453 584 608 629">3<sup>rd</sup> level</td> <td data-bbox="608 584 975 629">Director</td> <td data-bbox="975 584 1158 629">Yes</td> <td data-bbox="1158 584 1315 629">No</td> </tr> <tr> <td data-bbox="453 629 608 678">4<sup>th</sup> level</td> <td data-bbox="608 629 975 678">Head of Section or Head of Unit</td> <td data-bbox="975 629 1158 678">Yes</td> <td data-bbox="1158 629 1315 678">No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Secretary-General	No	Yes	2 <sup>nd</sup> level	Director-General	Yes	No	3 <sup>rd</sup> level	Director	Yes	No	4 <sup>th</sup> level	Head of Section or Head of Unit	Yes	No
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<p><b>Recruitment</b></p>	<p>Civil servants are recruited to the public sector either through examinations conducted by the Personnel Selection Board (Independent Recruitment Authority) or through the Greek National School of Public Administration. The SCS are career public employees. All recruitment to the higher civil service is internal. The recruitment and promotion methods in the Greek higher civil service are provided for by the Civil Service Code (Law 2683/1999) passed in early 1999.</p> <p>Since 2007 there is a new Civil Servants Code, Law 3528/2007. A basic innovation of the new Civil Servants Code is the selection system for the heads of units. Under the new system, three groups of criteria are taken into account and each submitted to different coefficient factors. Every criterion is marked in relation to a different coefficient factor, which is determined by the Civil Servants Code, for example, the basic diploma takes 300 marks for full marks, 250 marks for B-b, 200 marks for a common pass.</p> <p>Promotion in the grade scale (up to A) is dependent on the number of years in service and the educational qualifications. Promotion in the pay scale (up to grade A) depends on seniority (nr. of years in service) and is quasi-automatic with the passage of time. The heads of Directorates-General are selected by an interdepartmental 'special service council'.</p> <p>The High Council for the Selection of Personnel closely monitors recruitment and selection.</p>																				
<p><b>Appointment</b></p>	<p>Civil servants are selected for managerial posts either by the Service Council or by the Special Service Council for a three-year term of office. After this three-year period, they will be assessed once again and will probably be selected again by the Service Council or the Special Service Council for another three-year term of office. It must be stated that they only get a permanent term if they are selected three times by the Service Council or Special Service Council. Finally, it must be clear that though SCS are selected by administrative bodies such as the Service Council or Special Service Council, they are only placed in specific managerial posts subsequent to a Ministerial decision.</p>																				
<p><b>Management</b></p>	<p>The direct manager of Directors-General is the Secretary-General. The direct manager of Directors is the General-Director. The direct manager of Heads of Section is the Director.</p> <p>The Minister himself/herself is an overall manager of senior civil servants.</p>																				
<p><b>Assessment</b></p>	<p>The SCS performance is assessed annually. The evaluation of SCS is performed by the direct manager of the SCS. The following are assessment criteria are:</p> <ul style="list-style-type: none"> <li>• knowledge of subject</li> <li>• effectiveness</li> <li>• behaviour</li> <li>• interest and creativity</li> <li>• participation in committees and working groups.</li> </ul>																				

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<b>Training incl. leadership programs</b>	<p>During the 3-year probationary period civil servants are required to follow introductory training programmes. Personnel training may be general or specialised in the subject matter relevant to the civil servants duties.</p> <p>For promotion to the rank of Director-General, the professional training of the candidate, his/her scientific knowledge and his proficiency in one or more European languages are the main criteria. The National Centre of Public Administration is currently working on a training programme the content of which is increasingly adapted to the specific challenges SCS have to face as leaders in constantly changing public organisations and which aims at developing their competences, skills and knowledge in this field.</p>
<b>Remuneration</b>	<p>Apart from the regular responsibility bonus given to the SCS (recent law 3205/2003), there is no specific pay policy for civil servants meaning that there is no generalised provision that the remuneration of civil servants is linked to their performance. In addition, SCS acquire economic benefits by their participation ex-officio in the collective councils (for instance, Service Council, Special Service Council).</p>
<b>Policy on diversity</b>	<p>There is no special policy on diversity for civil servants in general or senior civil servants in particular.</p>
<b>Work – Life Balance</b>	<p>The regulated working time for SCS: 7:30 to 3:00 or 9:00 to 4:30. SCS regularly work overtime (in the evenings, in weekends). Working at home (teleworking), part-time work, and flexi-working time is not possible for SCS.</p>
<b>Mobility Programmes</b>	<p>There is no interdepartmental mobility for SCS. A civil servant's career is most likely to start and finish within the same ministry. There is no inter-ministerial corps, although this possibility has often been envisaged and the relevant legal provisions are already in place.</p> <p>The Civil Service Code also regulates the possibility of reassignments from one unit to another under the same authority, the transfer upon request of civil servant or ex officio by the service as well as secondments in cases of serious and urgent temporary official needs.</p>
<b>Statistics</b>	<p>The gender balance in the central administration (based on functions) in Greece (total of 13 out of 18 ministries): at A-1 level (1 level below the Minister) in 4 basic ministries there are 0% women and 100% men; in 2 economic ministries women represent 8% and men 92%; in 3 infrastructure ministries 22% are women and 78% are men; in 4 socio-cultural ministries 44% are women and 56% are men (data 2004).</p>

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**Fact sheet SPAIN**

**Fact Sheet: Spain**

<p><b>Territorial and administrative organisation of Spain</b></p>	<p>Spain is a decentralised State with three differentiated levels of autonomy: the State, the Autonomous Communities, and the Provinces and Municipalities making up the Local Administration. The Autonomous Cities of Ceuta and Melilla must be added to these three levels.</p> <p>Spain is at this time organised territorially into 17 Autonomous Communities, 2 Autonomous Cities, 50 Provinces and 8,111 Municipalities.</p>											
<p><b>Civil servants' status / positions in the State Administration</b></p>	<p>The State Administration is one of the three Territorial Public Administrations in place in Spain, entrusted with the countrywide management of services and functions considered fundamental to the very existence of the national community. The following are its most characteristic features:</p> <ul style="list-style-type: none"> <li>• The State Administration is managed by the Government.</li> <li>• The General State Administration is organised in functional terms into Ministerial Departments.</li> </ul> <p><b>The Internal Organisation of Ministries</b></p> <p>The following superior and management bodies form part of the Central Organisation of Ministries:</p> <table border="1" data-bbox="539 882 1259 1171" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Type of Body</th> <th style="text-align: center;">Post or public service employment</th> </tr> </thead> <tbody> <tr> <td rowspan="2" style="text-align: center; vertical-align: middle;">SUPERIOR BODIES</td> <td>MINISTERS</td> </tr> <tr> <td>SECRETARIES OF STATE</td> </tr> <tr> <td rowspan="5" style="text-align: center; vertical-align: middle;">MANAGEMENT BODIES</td> <td>SECRETARIES-GENERAL</td> </tr> <tr> <td>UNDER-SECRETARIES</td> </tr> <tr> <td>TECHNICAL SECRETARIES-GENERAL</td> </tr> <tr> <td>DIRECTORS-GENERAL</td> </tr> <tr> <td>DEPUTY DIRECTORS-GENERAL</td> </tr> </tbody> </table>	Type of Body	Post or public service employment	SUPERIOR BODIES	MINISTERS	SECRETARIES OF STATE	MANAGEMENT BODIES	SECRETARIES-GENERAL	UNDER-SECRETARIES	TECHNICAL SECRETARIES-GENERAL	DIRECTORS-GENERAL	DEPUTY DIRECTORS-GENERAL
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<p><b>Recruitment and appointment</b></p>	<p>The Constitution establishes the legal principles governing the Public Service:</p> <ul style="list-style-type: none"> <li>• The Law regulates the Public Servants' Statute and access to the Public Service according to the principles of merit and ability.</li> <li>• All citizens are entitled to access the Public Service in conditions of equality.</li> <li>• There is a statutory regime for public servants.</li> </ul> <p><b>The Organisation of the Public Service</b></p> <p>The structure of the public service system is mixed, involving corps and grades for public servants, as well as contractual employees.</p>											

**Top Public Managers in Europe**  
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<b>Types of post according to allocation procedures</b>									
<p><b>Allocation procedures</b> Related to the aim of this study, the following procedures are used depending on the reasons for an appointment:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Reason for the Allocation</th> <th style="width: 35%;">Cases</th> <th style="width: 40%;">Procedures</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Vacancies</td> <td>Managerial and pre-managerial jobs, and those involving special responsibility and trust.</td> <td><b>Open appointment:</b> applying both to appointment and discharge. An exceptional system for the allocation of posts.</td> </tr> <tr> <td>Other jobs.</td> <td><b>Competition:</b> the normal procedure for allocation, based on an assessment of candidates' merits.</td> </tr> </tbody> </table>		Reason for the Allocation	Cases	Procedures	Vacancies	Managerial and pre-managerial jobs, and those involving special responsibility and trust.	<b>Open appointment:</b> applying both to appointment and discharge. An exceptional system for the allocation of posts.	Other jobs.	<b>Competition:</b> the normal procedure for allocation, based on an assessment of candidates' merits.
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	Other jobs.	<b>Competition:</b> the normal procedure for allocation, based on an assessment of candidates' merits.							
<p><b>Management personnel</b> The category of management personnel is incorporated in the Basic Public Service Personnel Statute, in the following terms:</p> <ol style="list-style-type: none"> <li>1. Management personnel carry out professional management functions in the Public Administrations, defined as such in provisions specific to each administration.</li> <li>2. They are appointed according to the principles of merit and ability as well as to suitability criteria, using procedures guaranteeing publication and competition.</li> <li>3. Management personnel are evaluated according to the criteria of efficiency, responsibility in their management and the monitoring of results against set targets.</li> </ol>									
<b>Assessment</b>	<p>The professional career encompasses an ordered set of opportunities for promotion and perspectives for professional progress according to the principles of equality, merit and ability.</p> <p>The Basic Public Service Personnel Statute deals jointly with the career and promotion of all public employees, incorporating them into the rights enjoyed by those working in the Public Administration as public servants and as contracted employees.</p>								
<b>Training</b>	<p>The National Institute of Public Administration (INAP) is responsible for civil servants' training. Its main goals are:</p> <ol style="list-style-type: none"> <li>1. Developing training policies particularly for the higher public functions and the General State Administration;</li> <li>2. Recruiting civil servants for the bodies falling under the Ministry of Public Administration.</li> </ol>								
<b>Remuneration</b>	<p>Remuneration is the most significant compensation public servants receive for their work.</p> <p>The following are the basic principles defining the system for the remuneration of public servants:</p> <ol style="list-style-type: none"> <li>1. Remuneration must be legal. According to this principle, public servants may only receive such remuneration as is provided for by law.</li> <li>2. The remuneration figures must be published. This principle is fulfilled basically with the inclusion of remuneration figures (the basic sum and the posting allowance) in the State Budget or in the Budgets of the Autonomous Communities.</li> <li>3. Basic remuneration levels must be uniform throughout all Public Administrations and comprise the salary assigned to each Subgroup or Group and three-year bonuses.</li> <li>4. Remuneration is updated each year in the annual State Budget, which fixes the overall increase in remuneration to apply to all Public Service personnel.</li> </ol>								

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<b>Policy on diversity</b>	The principle of equal opportunities is applied during the selection procedure. Special efforts are being made for disabled candidates, with 5% of vacancies being reserved for them; exams may also be adapted for them.															
<b>Work – Life Balance</b>	Civil servants usually work overtime but there are special vacations and leave. The Spanish Public Administration is making a big effort to reconcile family and working life in the so-called Conciliation Plan.															
<b>Statistics</b>	<p>The Spanish Civil Service: Data broken down by public administration levels.</p> <p>Seeing to the needs of 45 million inhabitants, Spain has 2.5 million civil servants. Their distribution is shown in the following chart:</p> <table border="1" data-bbox="507 595 1299 869"> <thead> <tr> <th></th> <th style="text-align: center;"><b>1983</b></th> <th style="text-align: center;"><b>2007</b></th> </tr> </thead> <tbody> <tr> <td>National Civil Service <sup>(1)</sup></td> <td style="text-align: center;">1,357,000 (80%)</td> <td style="text-align: center;">553,206 (22.90%)</td> </tr> <tr> <td>Regional Civil Service <sup>(2)</sup></td> <td style="text-align: center;">107,000 (6%)</td> <td style="text-align: center;">1,260,575 (52.18%)</td> </tr> <tr> <td>Local Civil Service</td> <td style="text-align: center;">232,000 (14%)</td> <td style="text-align: center;">602,001 (24.92%)</td> </tr> <tr> <td><b>PERMANENT STAFF TOTAL</b></td> <td style="text-align: center;"><b>1,696,000</b></td> <td style="text-align: center;"><b>2,415,782 <sup>(3)</sup></b></td> </tr> </tbody> </table>		<b>1983</b>	<b>2007</b>	National Civil Service <sup>(1)</sup>	1,357,000 (80%)	553,206 (22.90%)	Regional Civil Service <sup>(2)</sup>	107,000 (6%)	1,260,575 (52.18%)	Local Civil Service	232,000 (14%)	602,001 (24.92%)	<b>PERMANENT STAFF TOTAL</b>	<b>1,696,000</b>	<b>2,415,782 <sup>(3)</sup></b>
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Top Public Managers in Europe  
Fact sheet FRANCE

## Fact Sheet: France

SCS status & positions	<p>The notion of senior civil service is not legally defined in the French civil service; however, high-level positions do have some special conditions.</p> <table border="1" data-bbox="549 360 1378 730"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>Secretary General of the Ministry</td> <td></td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Director-General</td> <td></td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Director</td> <td></td> </tr> <tr> <td>4<sup>th</sup> level</td> <td>Deputy director</td> <td></td> </tr> <tr> <td>5<sup>th</sup> level</td> <td>Head of service</td> <td>In certain cases</td> </tr> <tr> <td>6<sup>th</sup> level</td> <td>Deputy head of service</td> <td>In certain cases</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	1 <sup>st</sup> level	Secretary General of the Ministry		2 <sup>nd</sup> level	Director-General		3 <sup>rd</sup> level	Director		4 <sup>th</sup> level	Deputy director		5 <sup>th</sup> level	Head of service	In certain cases	6 <sup>th</sup> level	Deputy head of service	In certain cases
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Recruitment	<p>French civil service is a career-based system. Recruitment procedure remains essentially centralised. Civil servants are mainly recruited at the beginning of their careers, through highly competitive examinations and training, through special (elite graduate) institutes. Most important <i>grandes ecoles</i> are: Ecole nationale d'administration (ENA) and the Ecole polytechnique (EP). Entrants to <i>grandes ecoles</i> immediately become salaried civil servants. The top 20% (ENA) and top 25% (EP) are appointed to the most prestigious <i>grands corps</i>.</p> <p>ENA is the principal means for accessing the high-level civil service functions. However, there is also the possibility to become a civil administrator through specific recruitment systems opened to civil servants during their career (Tour extérieur). Specific examination is also carried out for technical corps, like those from the Ecole Polytechnique, and specific competitions are organised by ministries such as Foreign affairs, in order to recruit agents with specific competencies (e.g., Foreign affairs, competition to recruit specialists of specific languages and cultures).</p> <p>Entry selection:</p> <ul style="list-style-type: none"> <li>• ENA &gt; At least a higher education diploma and competitive selection by examination. The proportion of posts via external examination is 50%, 40% from internal and 10% from a third way opened to candidates from the private sector or have had an elected mandate.</li> <li>• EP &gt; secondary diploma, two years of preparatory classes and competitive selection.</li> </ul> <p>The average age upon entering the senior civil service group in France is 20-30 (for entrants from ENA) and 30-40 (for others).</p>																					
Appointment	<p>Directors-General, directors of central state administrations and other positions listed in a government decree are appointed by government. Appointments are revocable (even if in practice, it is extremely rare) and open to non-career civil servants. It is necessary to distinguish the corps (life-long) and the appointment, and within this category, there are two possibilities: discretionary appointments by the government (e.g. prefects, directors of central administrations and ambassadors do not have a fixed term contract and are revocable at any time), and classical direction appointments with a defined duration (three years, renewable once).</p> <p>For discretionary appointments by the government, a formalised procedure does not exist; for other appointments, there is a very limited procedure (call for application, nomination, validation by the Prime Minister and the Minister concerned after consultation of the DGAFP).</p>																					
Management	<p>SCS are recruited with a more centralised process than general civil servants. They are identified early on in their careers and more attention is paid to the management of their careers.</p>																					

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<b>Assessment</b>	<p>The evaluation of performance takes place annually. The evaluation interview takes place between the programme manager and the senior civil servant, or at the very top level, between the Minister and the Director of central administration.</p> <p>There are three core elements (each has the same weight) to the annual Director's performance assessment, each containing 1/3 of the total objectives:</p> <ol style="list-style-type: none"> <li>1. Indicator-based objectives</li> <li>2. The quality of the operation of service and the capacity of the Director to organise it.</li> <li>3. The assessment carried out by the hierarchy/leaders.</li> </ol> <p>The assessment is used to define the amount of the performance-based reward, which can be up to a maximum of 20% of the total pay package.</p>
<b>Training incl. leadership</b>	<p>ENA and EP already carry out training at the entry level. All new central administration Directors, Deputy Directors and Assistant Directors should receive training within six months of their appointment. Leadership training for senior civil servants consists of training on negotiation, communication skills, public governance, and exchange of experiences with personalities who have successfully managed changes.</p>
<b>Remuneration</b>	<p>There is performance-related pay for Directors and Directors-General. Civil servants' remuneration is based on three components:</p> <ol style="list-style-type: none"> <li>1. A basic salary resulting from each corps</li> <li>2. Two different levels of bonuses (premia) added to the base salary:</li> </ol> <ul style="list-style-type: none"> <li>- At the so called <i>inter-ministerial level</i> a fixed premium for additional work (IFTS) is used, the premium being defined as a percentage of the base salaries of the different pay grades.</li> <li>- At <i>ministerial level</i> an efficiency premium is used (Prime de rendement), which is also defined as a percentage of the base salaries of the different pay grades.</li> </ul> <p>The upper limit of bonuses may in some cases and for some ministries be removed or increased, but only by authority of the ministry of Finance.</p>
<b>Policy on diversity</b>	<p>There is no special policy on diversity for civil servants in general or senior civil servants, even if the concern is emerging. Open competition remains the main way to recruit civil servants.</p>
<b>Work - Life Balance</b>	<p><u>Overtime</u> SCS usually work overtime, but specific data does not exist on this aspect.</p> <p><u>Working at home (tele-work), Part-time work</u> Working at home is not really possible for SCS, as it depends on the functions. For example, it is a common practice among those with jurisdictional functions. However, for the majority of senior civil servants, it is impossible because of a very important number of meetings during which they have to coordinate teams and actions.</p> <p>Part-time work for SCS is allowed by (general CS) Law, but in practice, it is impossible due to the amount of work and commitments.</p> <p><u>Special leave</u> SCS have more free days to compensate for the flat-rate time worked, but in practice many executives are unable to take their days off, hence they have a possibility to open a day accumulating account.</p> <p>There is organised individualised support towards SCS set up to manage their careers. In each ministry, agents responsible for the individualised support give a clear vision of the needs, and help SCS to conciliate their career and personal aspirations. This decentralised action (at ministerial level) is coordinated by DG Public Administration through a network of correspondents exchanging good practices.</p>
<b>Mobility</b>	<p>For the members of the <i>grands corps</i> there is mobility between ministries and various positions within the administrative system. By means of "secondment" i.e. temporary duty assignment, they can be loaned to other ministries to enhance their experience and knowledge. They are permitted to take leaves of absence to hold political office or work in the private sector while maintaining their benefits, rate of pay and level of seniority upon</p>

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	return.
<b>Statistics</b>	<p>In France there are 5065 senior civil servants in central administration. The number of SCS was approximately the same five years ago. Within senior civil service positions there are 695 women and 4370 men for the central administration. In general civil service, 57% are women and in SCS - 15%.</p> <p>(Data 31.12.2005)</p>

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Fact sheet ITALY

**Fact Sheet: Italy**

<p><b>SCS status &amp; positions</b></p>	<p>The creation of the Senior Civil Service in Italy (the <i>dirigenza</i>) dates back to the 1970s and has experienced several legislative changes since then (in 1972, 1993-1998 and 2002). The status of senior executives has been governed by laws and private contracts since 1998. Therefore it can be said that there is a formal SCS status in Italy, and there are also some special conditions for the SCS group.</p> <table border="1" data-bbox="453 461 1294 734"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>Secretary-General or Head of Department</td> <td>Both</td> <td>Yes</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Director-General (upper level)</td> <td>Both</td> <td>Yes</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Executive (lower level)</td> <td>Both</td> <td>No</td> </tr> </tbody> </table> <p>The Secretary-General or Director-General (Upper level) or executive (Lower-level) functions could be carried out both by SCS and by politically-appointed experts. The lower level is excluded from political appointment and is chosen by the Upper level, including certain number of experts.</p>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Secretary-General or Head of Department	Both	Yes	2 <sup>nd</sup> level	Director-General (upper level)	Both	Yes	3 <sup>rd</sup> level	Executive (lower level)	Both	No
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2 <sup>nd</sup> level	Director-General (upper level)	Both	Yes														
3 <sup>rd</sup> level	Executive (lower level)	Both	No														
<p><b>Recruitment</b></p>	<p>There are two ways to be recruited into the <i>dirigenza</i>: the <i>concorso per esami</i> – a public competition exam – and the <i>corso-concorso</i> – a combination of a course (in the SSPA – public administration school), exams and practical experience (internship) in a public or private organisation. For both entry channels, candidates must have a university degree. In addition, for the public competition exam route, candidates need a minimum of two to five years managerial experience. The competitive examination is published by the Prime Minister's Office.</p> <p>Once a candidate qualifies, he/she will sign a contract with the administration (normally with the department in which the vacancy was created) and will obtain the status of <i>dirigente</i> of <i>seconda fascia</i> (second level). This contract determines full-time employment. A specific contract of appointment, based on private law, is signed later. Only those <i>dirigenti</i> of <i>prima fascia</i> (first level) or external experts can access the posts at the level of Secretary-General and Head of Department. However, at these levels, senior civil servants are in fact political appointees, as ministers can dismiss them when they come to office.</p> <p>SCS are contracted for a period of three to five years for a top management position and renewal of the contract is supposed to be based on adequate performance. External candidates can only be hired for a fixed term, and for no longer than three years.</p>																
<p><b>Appointment</b></p>	<p>A senior executive in ministries signs two contracts:</p> <ul style="list-style-type: none"> <li>• A permanent contract with the ministry in which he/she is employed;</li> <li>• A fixed-term contract with his or her supervisor (Secretary-General or Head of Department of the ministry for senior executives and senior executives for executives).</li> </ul> <p>Fixed-term contracts are from three to five years both for senior executives and executives.</p> <p>Prior to the appointment the manager's CV is verified in relation to the specific post to be covered. The appointment is made by a specific act, followed by a private contract establishing the goals to be reached and the pay. For senior managers the appointment act is signed by the Minister of Public Administration upon the proposal of the competent minister, and the contract is signed by the competent Minister and the manager concerned. For executives the Director-General of the administration to which the executive is assigned signs the act. Even if the appointment has not yet been made, all managers retain their qualifications, their pay and the right to be appointed.</p>																

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<b>Management</b>	<p>Full responsibility for the administration and management of labour relations lies with each individual department. The Department for Public Administration is the unit devoted to the human resource issues of all civil servants. It is in charge of defining the methods of selecting and recruiting public personnel. It also carries out certain general management functions related to senior officials.</p> <p>Until October 2002, the management of senior executives was an inter-ministerial matter co-ordinated by a specific Directorate, known as the <i>ruolo unico dei dirigenti</i>. The creation of this structure was the backbone of the reform conducted from 1993 till 2002. It was underpinned by a database of jobs and profiles. This tool allowed the government to publish available positions in real time and to establish a labour market for managers and also to provide mobility in and between Italian and international public administrations. The new text adopted in 2002 replaced the inter-ministerial management of senior executives with ministerial management. However, the inter-ministerial database and the labour market for senior executives have been retained.</p>
<b>Assessment</b>	<p>Performance assessment for the SCS takes place annually. An internal control service in each Ministry (composed of an internal executive and certain experts) supports the evaluation process. This is carried out by Heads of Department/Secretary-General for senior executives and by the senior executives for executives.</p> <p>Each Minister annually fixes the planning and the goals to be reached (descending phase) in one directive. At the end of the period the executive discusses the performed goals with his senior executive, and the senior executive discusses them with the Head of the Department/Secretary-General. The attribution of performance-related pay may follow this.</p>
<b>Training incl. leadership programs</b>	<p>The National School of Public Administration is a top-level cultural and training school for senior civil servants. It organises initial training courses for public executives and offers on-going training courses for senior public administrators and officers. The initial training phase is carried out in formative cycles of no less than 1 year, and is offered to all new senior government officers and executives from public non-profit organisations who have passed the competitive examination published by the Prime Minister's Office.</p> <p>There is currently a pilot training course entitled "The European Senior Civil Servant", run by the Department of Public Administration and the National School for Public Administration.</p>
<b>Remuneration</b>	<p>The salaries of senior civil servants are partly determined at the macro-level through a collective bargaining system and by decentralised, sometimes individual, bargaining at the departmental level. The negotiation process starts with the establishment of the budgetary objectives by the government. Sectoral committees grouped into areas forward their calculations and proposals to the Agency for the Representation of Public Administrations, the organisation in charge of negotiating with the trade unions. Afterwards, the salary bargaining continues at the departmental level. These negotiations allow ministers to use variable pay for senior civil servants besides the general increase negotiated centrally. The variable part of pay is often the result of individual bargaining between senior civil servants and the politicians who appoint them.</p>
<b>Policy on diversity</b>	<p>There is a special policy on diversity (for women) both for civil servants in general and senior civil servants ensuring equal opportunities.</p>
<b>Work – Life Balance</b>	<p><u>Working time</u></p> <p>SCS working time is not related to specific times, even if they have to prove their presence at office, but they organise their working time according to the goals and structure of their units.</p> <p>SCS very often work overtime in the evenings. At weekends they can work at home because most offices are closed.</p> <p><u>Teleworking, part-time work</u></p> <p>Teleworking is only possible for non-line posts.</p>

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	Part-time work is only possible for “non-line executives” who are charged for studies, research or inspection functions. In that case they have reduced pay, according to collective bargaining.
<b>Mobility</b>	The mobility of senior civil servants is modest. 46.2% of central senior civil servants have never changed departments and 62.2% have never worked in at a different administrative level. Further, 57.1% of central senior civil servants considered it highly improbable that they would change their post to another administrative level or move to another department in the next three years. 92.8% of them also considered it improbable that they could move to the private sector during that period (data 2003).
<b>Statistics</b>	There are about 3,200 senior civil servants in Italy's central government.  At the lower level: there are about 2,900 executives; At the upper level: there are 304 senior executives.  There are 1,100 women and 2,100 men in SCS positions. Women represent about 25% of senior executives (2008); and about 55% of executives (2008 – provisional data).

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**Fact Sheet: Cyprus**

<p><b>SCS status &amp; positions</b></p>	<p>There is formal SCS status in Cyprus; however no special conditions apply to the SCS.</p> <table border="1" data-bbox="451 365 1331 779"> <thead> <tr> <th data-bbox="451 365 587 461">Functional level</th> <th data-bbox="587 365 940 461">Typical title</th> <th data-bbox="940 365 1157 461">Belonging to senior civil service (yes/no)</th> <th data-bbox="1157 365 1331 461">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td data-bbox="451 461 587 533">1<sup>st</sup> level</td> <td data-bbox="587 461 940 533">Directors-General of Ministries (Permanent Secretaries)</td> <td data-bbox="940 461 1157 533">Yes</td> <td data-bbox="1157 461 1331 533">No</td> </tr> <tr> <td data-bbox="451 533 587 600">2<sup>nd</sup> level</td> <td data-bbox="587 533 940 600">Directors of Departments /Services</td> <td data-bbox="940 533 1157 600">Yes</td> <td data-bbox="1157 533 1331 600">No</td> </tr> <tr> <td data-bbox="451 600 587 645">3<sup>rd</sup> level</td> <td data-bbox="587 600 940 645">Internal Directors of Ministries</td> <td data-bbox="940 600 1157 645">Yes</td> <td data-bbox="1157 600 1331 645">No</td> </tr> <tr> <td data-bbox="451 645 587 712">4<sup>th</sup> level</td> <td data-bbox="587 645 940 712">Chief Officers in Ministries/Departments</td> <td data-bbox="940 645 1157 712">Yes</td> <td data-bbox="1157 645 1331 712">No</td> </tr> <tr> <td data-bbox="451 712 587 779">5<sup>th</sup> level</td> <td data-bbox="587 712 940 779">Senior Officers in Ministries/Departments</td> <td data-bbox="940 712 1157 779">Yes</td> <td data-bbox="1157 712 1331 779">No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Directors-General of Ministries (Permanent Secretaries)	Yes	No	2 <sup>nd</sup> level	Directors of Departments /Services	Yes	No	3 <sup>rd</sup> level	Internal Directors of Ministries	Yes	No	4 <sup>th</sup> level	Chief Officers in Ministries/Departments	Yes	No	5 <sup>th</sup> level	Senior Officers in Ministries/Departments	Yes	No
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<p><b>Recruitment</b></p>	<p>The recruitment system in Cyprus, in the case of the above posts, could be characterised as mostly position based). These posts are classified as First Entry and Promotion posts, which means that they are open both to candidates within the civil service and to outside candidates, provided that they possess the required qualifications for the specific post (in accordance with the job description). However, it is noted that the posts of "Senior Officers" are mostly Promotion posts, i.e., they are only available to those serving in the immediately lower position in a given department/ministry. A vacant Promotion post shall be filled without publication by the promotion of an officer serving in the grade or post immediately below the section or subsection of the public service concerned.</p> <p>The claims of officers to promotion shall be considered on the basis of merit, qualifications and seniority. In making the promotion, the Public Service Commission shall have due regard for the content of the Personal Files and of the Annual Appraisal Reports Files of the candidates, to the reasoned recommendations made in this respect by the Head of the Department in which the vacancy exists and the impression conveyed to the Commission by the candidates during interview, if any.</p> <p>The average age upon entering the senior civil service group is 40-50 years.</p>																								
<p><b>Appointment</b></p>	<p>The final decision on the appointment/promotion of any public servant belongs to the Public Service Commission, which is the constitutionally assigned independent authority for the appointment of public servants (among other competencies).</p> <p>Up to the level of Senior Officers, appointment is made by promotion by the Public Service Commission. In the case of Chief Officers (one level above Senior Officers), the posts are classified as First Entry and Promotion posts, and the Public Service Commission is assisted in the recruitment process by the so-called "Advisory Committees" which are set up in each Ministry/Department whenever there is a vacancy and which are responsible for the initial screening of candidates.</p> <p>The composition of the Advisory Committees is dependent on the level of the post, and there is a detailed procedure described in the Public Service Law regarding the filling of various categories of post. In any case, the Committee members have to be at a higher level in the hierarchy than the post concerned.</p> <p>SCS are appointed for permanent terms.</p>																								
<p><b>Management</b></p>	<p>For administrative purposes, Cyprus is divided into six districts. Each district is headed by a District Officer, who is a senior civil servant appointed by the Government as its local representative. The District Officer is the chief coordinator and liaison officer for the activities of all Ministries in the District and is accountable to the Ministry of Interior.</p> <p>There is no specific management of the senior civil service. In general, the policies regarding personnel administration are decided centrally by the Public Administration</p>																								

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	and Personnel Department and they apply equally across the entire civil service. Regarding specific areas (supervision, performance evaluation, etc), the management of senior civil servants depends on the existing hierarchy in the Ministry/Department to which they are appointed, with the Head of Department usually being directly involved.
<b>Assessment</b>	Under the current scheme, performance appraisal in each Ministry/Department is carried out once a year by a 3-party committee (where possible), consisting of the immediated supervisor of the employee concerned, as well as the Head of the Division concerned, and the Head of the Department (or Permanent Secretary in case of a Ministry). Permanent Secretaries, as top managers directly referring to Ministers, are not assessed.
<b>Training incl. leadership programs</b>	Most learning activities are offered by the Cyprus Academy of Public Administration (CAPA). <u>Management Development</u> is an important field of training. The topics on which Management Development workshops focus are: <ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Strategic Management</li> <li>3. Management of Change</li> <li>4. Planning</li> <li>5. Teamwork</li> <li>6. Human Resource Management</li> <li>7. Empowerment</li> <li>8. Time Management</li> </ol>
<b>Remuneration</b>	Under the general salary scheme, each post in the public service has a grading scale or fixed salary with the corresponding monetary amount assigned to it.
<b>Policy on diversity</b>	There is no special policy on diversity for civil servants in general or SCS in Cyprus.
<b>Work – Life Balance</b>	<p><u>Overtime</u></p> <ul style="list-style-type: none"> <li>• According to the relevant regulations, senior civil servants are not paid for overtime related to their duties, unless under extraordinary circumstances and provided that they have special approval of the Council of Ministers.</li> <li>• There are no available statistics concerning overtime, but in any case these exceptional cases are very few.</li> </ul> <p><u>Teleworking, part-time work, flexi-working time</u></p> <p>Working at home (teleworking) is not possible for SCS. Flexi-working time is not possible for SCS. Regarding part-time work, the same regulations apply to all civil servants.</p> <p><u>Maternity/Paternity Leave</u></p> <ul style="list-style-type: none"> <li>• The general law applicable both to private and public sectors provides for 18 weeks of maternity leave. Regarding female public servants, the first 12 weeks of this leave are on full pay, while for the remaining 6 weeks an allowance is paid under the provisions of the Social Security Law.</li> <li>• Currently there is no "paternity" leave, according to the Cypriot legislation, however, under the provisions of the law on "parental" leave (which is applicable both to the private and public sector), each employed parent, whether male or female, is allowed up to 13 weeks of leave of absence (unpaid) for the purpose of childcare, until the child reaches the age of 6.</li> </ul>
<b>Mobility Programs</b>	No mobility programmes have been specifically put in place for senior civil servants. However, the posts of Directors-General are interchangeable, meaning that the Council of Ministers, which is the appropriate authority for these posts, may move the Directors-General from one ministry to another.
<b>Statistics</b>	There are 914 senior civil servant posts in Cyprus in the 2007 budget. The

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	<p>percentage of female civil servants in general is 53% and female SCS is 30% (2008). The number of civil servants at each functional level is as follows (2007 figures): Directors-General of Ministries – 12; Directors of Departments/Services – 59; Internal Directors of Ministries – 251; Chief Officers in Ministries/Departments – 98 and Senior Officers in Ministries/Departments – 494.</p>
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## Fact Sheet: Latvia

<p><b>SCS status &amp; positions</b></p>	<p>In Latvia the term SCS has not yet been clearly defined. There are, however, some special conditions for the SCS group.</p> <table border="1" data-bbox="453 365 1326 779"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>State Secretary Head of Institution</td> <td>Yes Yes</td> <td>No No</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Deputy State Secretary Deputy Head of Institution Head of Department</td> <td>Yes Yes No</td> <td>No No No</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Head of Unit/Sector</td> <td>No</td> <td>No</td> </tr> <tr> <td>4<sup>th</sup> level</td> <td>Senior Specialists/Experts</td> <td>No</td> <td>No</td> </tr> <tr> <td>5<sup>th</sup> level</td> <td>Technical Specialists</td> <td>No</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	State Secretary Head of Institution	Yes Yes	No No	2 <sup>nd</sup> level	Deputy State Secretary Deputy Head of Institution Head of Department	Yes Yes No	No No No	3 <sup>rd</sup> level	Head of Unit/Sector	No	No	4 <sup>th</sup> level	Senior Specialists/Experts	No	No	5 <sup>th</sup> level	Technical Specialists	No	No
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<p><b>Recruitment</b></p>	<p>Recruitment procedures are regulated by the Law on the State Civil Service. Recruitment is the responsibility of each ministry and institution and can be reviewed by the State Civil Service Administration.</p> <p>According to State Civil Service Law, there are 2 recruitment methods :</p> <p>1.) open competition for candidates; 2.) transfer to another position in the interests of the State.</p> <p>An <u>open competition for candidates</u> is announced in the official gazette of the Government of Latvia by the relevant institution. The suitability of candidates for a civil service vacancy is assessed by a Commission for the assessment of candidates and civil servants. The Commission for a position of the head of an institution is established by the relevant minister. The Commission selects one or more candidates who best meet the requirements set out in the job description of the vacancy and, in the case of an appointment to the position of Director of the State Chancellery, recommends them to the Prime Minister, or in the case of an appointment to a position of head of an institution, to a minister.</p> <p>The average age upon entering the senior civil service group is 30 – 40 years.</p>																								
<p><b>Appointment</b></p>	<p>The relevant official appoints a candidate to the position of State Secretary of a ministry, Head of the Secretariat of a Minister for Special Assignments, Head of the Secretariat of a Deputy Prime Minister, Director of the State Chancellery and Head of an Institution under their supervision subsequent to Cabinet approval. A candidate shall be appointed to the position of head of an institution for a term of five years by a minister. Six months prior to the expiry of the term, the minister or the Prime Minister respectively takes a decision to extend the term for five years or a substantiated decision to dismiss the person in question from his or her position, informing the State Civil Service Administration and the person concerned of this.</p>																								
<p><b>Management</b></p>	<p>There is no special institution responsible for managing Senior Civil Servants. They should account to the relevant ministers.</p>																								
<p><b>Assessment</b></p>	<p>The assessment of the performance and results of the head of an institution should be carried out at least once every two years by an assessment commission established by the relevant minister in accordance with procedures prescribed by the Cabinet of Ministers. "Deputies" are evaluated by the assessment commission established by the head of an institution.</p> <p>The assessment procedure can be divided into three parts: preparation, discussion and agreement. The members of the commission and the SCS fill in an evaluation form</p>																								

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	<p>divided into 3 main parts: analysis of target achievement and task accomplishment; measurement of competencies (behaviour and attitude); determination of development needs (training, coaching, mentoring, literature, conferences and exchanges of experience).</p> <p>After that the commission and SCS meet to discuss the issues and to come to an agreement on the tasks for the next appraisal period, the changes in the job description (if necessary); training needs and career development are also set during the discussion. The performance appraisal is related to the salary – it composes 23% of SCS monthly salary.</p>
<p><b>Training incl. leadership programs</b></p>	<p>The School of Public Administration provides the training courses for senior civil servants. They are not obligatory.</p>
<p><b>Remuneration</b></p>	<p>The salary of senior civil servants depends on:</p> <ol style="list-style-type: none"> <li>1. The level of position classification (there are 16 wage groups) – SCS will be from 12–16</li> <li>2. the length of service in the civil service and performance assessment.</li> </ol> <p>Senior civil servants can get additional pay according to management contracts. The amount of agreements will be restricted from 2009 – after which they may not exceed 50% of monthly salary; and from 2010 they may not exceed 40%.</p>
<p><b>Policy on diversity</b></p>	<p>There is a special policy on diversity for civil servants in general, but not specifically for SCS. There are no special criteria for diversity policy. Labour Law provides that differential treatment based on the gender of an employee is prohibited when establishing legal employment relationships. Furthermore, a job interview may not include questions from the employer that do not apply to the performance of the intended work or which are not related to the suitability of the employee for such work, as well as questions which are directly or indirectly discriminatory, in particular questions concerning:</p> <ol style="list-style-type: none"> <li>1. pregnancy;</li> <li>2. family or marital status;</li> <li>3. a previous conviction, except in cases where this may be of essential importance to the work to be performed;</li> <li>4. religious conviction or belonging to a religious denomination;</li> <li>5. affiliation with a political party, employee trade union or other public organisation; and</li> <li>6. national or ethnic origin.</li> </ol>
<p><b>Work – Life Balance</b></p>	<p><u>Overtime</u> Work exceeding the daily working time of 8 hours is considered to be overtime. Overtime may not exceed 144 hours within a four-month period. Although SCS are not paid for overtime, they nevertheless perform it regularly. Management contracts are used to pay supplementary or overtime work.</p> <p><u>Teleworking, part-time work, flexi-working times</u> Working at home (teleworking) can be used during missions abroad. Part-time work (also for SCS) is also allowed by legislation, but there is no such practice. Flexi-working time is also theoretically possible for SCS, but is not used in practice due to the amount of responsibilities they have.</p> <p><u>Maternity/Paternity Leave</u> Remuneration for maternity leave is 100% of average earnings, which is payable for 112 calendar days (56 days prior to and 56 days subsequent to the expected date of childbirth). The father of a child is entitled to leave of 10 calendar days within a two-month period of the birth of a child. Every employee has an individual right to parental leave in connection with the birth or adoption of a child for a period of up to one and a half years until the child reaches the age of eight. Additional security guarantees are the inclusion of the time spent by an employee on parental leave in the total length of</p>

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	<p>service and the retention of the previous job. Where this is impossible, the employer has a duty to ensure equivalent or similar work. Remuneration for parental leave is 100% of salary (the first year).</p> <p>A civil servant shall, in the case of the birth of a child, receive an allowance of six times the monthly salary. If both parents of the child are civil servants, the right to the allowance is allocated to one of them.</p>
<b>Mobility Programs</b>	<p>There are no special mobility programmes, but a procedure is used for civil servant transfer.</p>
<b>Statistics</b>	<p>In Latvia there are approximately 341 senior civil servants (including State Secretaries, Deputy State Secretaries, Heads of Institutions and Deputy Heads of Institution), approximately 112 are 1<sup>st</sup> level SCS and the rest are 2<sup>nd</sup> level.</p> <p>In 2007 in the SCS 45 % were women in the 1<sup>st</sup> level and 56% were women in the 2<sup>nd</sup> level.</p> <p>In 2007 73% of all civil servants were female and 27% were male.</p> <p>On 31.08.2008 there were 34% of women in the 1<sup>st</sup> level SCS and 56% in the 2<sup>nd</sup> level SCS.</p>

## Fact Sheet: Lithuania

<p><b>SCS status &amp; positions</b></p>	<p>In general, the Senior Civil Service as such doesn't exist in Lithuania. Grouping typical titles of civil servants according to functional level is very complicated, because institutions in which civil servants can work in positions of grades 18–20 are at different levels.</p> <table border="1" data-bbox="453 432 1331 1111"> <thead> <tr> <th data-bbox="453 432 592 595">Functional level</th> <th data-bbox="592 432 1007 595">(The most typical civil servants (heads of institutions, career civil servants and civil servants of political (personal) confidence in positions of grades 18–20):</th> <th data-bbox="1007 432 1158 595">Belonging to senior civil service (yes/no)</th> <th data-bbox="1158 432 1331 595">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td data-bbox="453 595 592 819">1<sup>st</sup> level</td> <td data-bbox="592 595 1007 819">Chancellor (Head of Government Office, Head of President Office, Head of Parliament Office), State Secretary of the ministry, Director (head of institution)*, etc. <u>Political confidence level:</u> Vice-minister etc.</td> <td data-bbox="1007 595 1158 819" style="text-align: center;">No</td> <td data-bbox="1158 595 1331 819" style="text-align: center;">No  Yes</td> </tr> <tr> <td data-bbox="453 819 592 983">2<sup>nd</sup> level</td> <td data-bbox="592 819 1007 983">Secretary of the Ministry Director (Head of Institution)*, Deputy Head of Institution*, etc. <u>Political confidence level:</u> Some advisers etc.</td> <td data-bbox="1007 819 1158 983" style="text-align: center;">No</td> <td data-bbox="1158 819 1331 983" style="text-align: center;">No  Yes</td> </tr> <tr> <td data-bbox="453 983 592 1111">3<sup>rd</sup> level</td> <td data-bbox="592 983 1007 1111">Deputy Head of Institution*, Director (of interior department)*, etc. <u>Political confidence level:</u> Some advisers etc.</td> <td data-bbox="1007 983 1158 1111" style="text-align: center;">No</td> <td data-bbox="1158 983 1331 1111" style="text-align: center;">No  Yes</td> </tr> </tbody> </table> <p>* they could also have a lower category</p> <p><b>Head of Institution</b> means a civil servant recruited to head a state or municipal institution or agency.</p> <p><b>Career Civil Servant</b> means a civil servant admitted to a position for an open-ended term with the opportunity for career development in the civil service in accordance with the procedure prescribed by the Law on Civil Service.</p> <p><b>Civil Servant of Political (or Personal) Confidence</b> means a civil servant recruited for the term of office of the appointing state politician or the appointing collegiate state institution or for a term set out by law.</p>	Functional level	(The most typical civil servants (heads of institutions, career civil servants and civil servants of political (personal) confidence in positions of grades 18–20):	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Chancellor (Head of Government Office, Head of President Office, Head of Parliament Office), State Secretary of the ministry, Director (head of institution)*, etc. <u>Political confidence level:</u> Vice-minister etc.	No	No  Yes	2 <sup>nd</sup> level	Secretary of the Ministry Director (Head of Institution)*, Deputy Head of Institution*, etc. <u>Political confidence level:</u> Some advisers etc.	No	No  Yes	3 <sup>rd</sup> level	Deputy Head of Institution*, Director (of interior department)*, etc. <u>Political confidence level:</u> Some advisers etc.	No	No  Yes
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2 <sup>nd</sup> level	Secretary of the Ministry Director (Head of Institution)*, Deputy Head of Institution*, etc. <u>Political confidence level:</u> Some advisers etc.	No	No  Yes														
3 <sup>rd</sup> level	Deputy Head of Institution*, Director (of interior department)*, etc. <u>Political confidence level:</u> Some advisers etc.	No	No  Yes														
<p><b>Recruitment</b></p>	<p>In Lithuania there is a mixed recruitment system, combining elements of both the career and position-based systems. Persons are only recruited to the civil service for already existing and approved positions. Pursuant to the Law on Civil Service, persons entering the civil service must comply with the <u>general</u> and specific requirements set out in a particular job description for ensuring the efficient and effective performance of the functions specified in that job description. The procedure of recruitment in the civil service depends on the group of civil service positions a person is recruited for:</p> <p><u>Without participating in a competition</u>, persons are recruited to the following positions:</p> <ul style="list-style-type: none"> <li>• Acting civil servants (a civil servant substituting for a career civil servant or civil servant of political (or personal) confidence temporarily unable to perform his duties as well as those recruited temporarily until the procedure of competition is completed).</li> <li>• Former career civil servants (except for career civil servants who are over 65 years of age) or former heads of institutions (except for heads of institutions recruited to a position of political (personal) confidence or for the term of office or heads of institutions who are 65 years old) whose positions were cancelled.</li> </ul>																

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	<ul style="list-style-type: none"> <li>• Persons who re-gain the status of a civil servant,</li> <li>• Civil servants of political (or personal) confidence.</li> </ul> <p>The procedure of recruitment of persons without competition is not regulated – the entire procedure only covers the adoption of a recruitment order by the person recruiting civil servants.</p> <p><u>Through competition</u> persons are recruited as:</p> <ul style="list-style-type: none"> <li>• Career civil servants,</li> <li>• Heads of institutions.</li> </ul> <p>The procedure of civil service recruitment on a competitive basis covers the following stages:</p> <ol style="list-style-type: none"> <li>1. competition notice,</li> <li>2. acceptance of documents to be submitted for competition,</li> <li>3. formation of recruitment commission,</li> <li>4. competition,</li> <li>5. adoption of a recruitment decision by a recruiting person or a collegial public or municipal institution.</li> </ol> <p>The competition consists of two parts: written examination (test) and oral examination (interview).</p>
<b>Appointment</b>	<p>In Lithuania assignment to a position is open-ended, except in the case of civil servants of political (personal) confidence, heads of institutions recruited to positions of political (personal) confidence or for the term of office provided in the law.</p> <p>Depending on their institution, <u>heads of institutions</u> are recruited either by the President of Republic, the Government, higher heads of State institutions etc. Depending on their institution, <u>career civil servants</u> are recruited either by the Secretary-General of the Parliament, the Head of the Administration, the Government, heads of State and municipal institutions etc. <u>Civil servants of political (or personal) confidence</u> are recruited by the President, Prime Minister, Minister or the government or persons authorised by them to do so.</p>
<b>Management</b>	<p>The managerial structure of the civil service is now hierarchically well defined in legislation. The Government is responsible for adopting civil service policies and civil service management guidelines for the Ministry of the Interior. The latter is responsible for preparing legal acts, coordinating and controlling the implementation of the civil service system and legislation, and for the central implementation of certain key tasks concerning civil service management. The Agency for Civil Service Management (CSD) is the central state executive body responsible for managing the civil service.</p>
<b>Assessment</b>	<p>The performance of the Head of the Institution, a Career Civil Servant or an Acting Civil Servant, recruited to the position of a Career Public Servant, is evaluated by his/her immediate superior, if this person served as a civil servant in the institution for no less than 6 months per calendar year. The immediate superior of the civil servants performs these evaluations annually.</p> <p>According to the instruction on the assignment of civil servants to qualification grades and the evaluation of civil servants' performance, the:</p> <ul style="list-style-type: none"> <li>• <u>Criteria</u> for the evaluation of the performance of <b>heads of institutions</b> are: the implementation of the institutional strategic objects, as well as management and leading skills.</li> <li>• <u>Criteria</u> for the evaluation of the performance of <b>career civil servants or acting civil servants</b> are: the productivity of the performance, competence and quality of the performance.</li> </ul>
<b>Training incl. leadership programs</b>	<p>On assuming positions at grades 18-20 or becoming heads of institutions at lower grades, civil servants complete the approved training programmes for these grades within two years of their appointment to this office.</p> <p>In 2001 the Institute prepared a long-term training programme for public administration leaders aimed in particular at top-level career civil servants – OLYMP.</p>

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	<p>The programme includes leadership modules on, personal development, change management, the impact of EU integration on public administration etc. The Institute offers those who have completed the OLYMP programme the opportunity to participate in the training programme OLYMP plus, which enables participants to update and improve their skills in different areas, such as internal audit, allocation management etc.</p>
<b>Remuneration</b>	<p>A unified pay scheme has been set up for the entire civil service which was applied in 2002. The basic salary is determined on the basis of the grade of the position and is the same for all positions of the same grade. Remuneration consists of the basic salary, a bonus (for the length of service, qualification class or category, degree, rank, one-off basic salary bonus) and additional pay (work during holidays and days off, night shifts, detrimental or dangerous work, additional tasks). The amount of bonuses and additional payments may not exceed 70% of the basic salary, not including bonuses for the length of service in the Public Administration and the one-off basic salary bonus.</p>
<b>Policy on diversity</b>	<p>In Lithuania there is no special diversity policy for civil servants or senior civil servants.</p>
<b>Work – Life Balance</b>	<p>Working <u>overtime</u> is not regulated by The Law on Civil Service for all positions in the civil service. Additional pay is possible for work carried out during holidays and on days off, night shifts, as well as for additional tasks.</p> <p>Working at home (<u>teleworking</u>) is not regulated by The Law on Civil Service.</p> <p>There is no specific <u>part-time work</u> regulation for heads of institutions or career civil servants in the 18-20 grades. Pursuant to the Labour Code, part-time work on a daily or weekly basis is set:</p> <ol style="list-style-type: none"> <li>1. by agreement between the employee and the employer;</li> <li>2. at the request of the employee on health grounds in accordance with the conclusions of a medical institution;</li> <li>3. at the request of a pregnant woman, a woman who has recently given birth, a woman who is breastfeeding, an employee raising a child under the age of three, as well as an employee who raising a child alone until it reaches fourteen years of age or a child with limited functional capacities until it reaches eighteen years of age;</li> <li>4. at the request of an employee under eighteen years of age;</li> <li>5. at the request of a person with limited functional capacity according to the conclusions of a health care institution;</li> <li>6. at the request of an employee nursing a sick member of his/her family, in accordance with the conclusions of a health care institution.</li> </ol>
<b>Mobility Programs</b>	<p>The Executive Manager of a public administration institution (except for one holding a position of political (or personal) confidence may at his/her request be transferred to another vacant position of a career civil servant at the same or lower grade within the same or to another state or municipal institution or agency. He/she has to meet the requirements specified in the job description. Since 2004, Lithuanian civil servants can be employed in the EU and in international institutions as seconded national experts.</p>
<b>Statistics</b>	<p><u>Number of civil servants (2007):</u>  20 category: 26 (20 men, 6 – women)  19 category: 88 (64 men, 24 – women)  18 category: 239 (151 men, 88 – women)  Total: 353 (253 men, 118 – women).</p> <p>In the civil service in general are employed 72,8% women, and 27,2% men ( statutory civil servants are not included).</p>

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Fact sheet LUXEMBOURG

## Fact Sheet: Luxembourg

<b>SCS status &amp; positions</b>	<p>In Luxembourg there is no formal SCS status, although some special conditions do apply to high-level positions. The titles differ but the functions fit into grades 15-17:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Functional level</th> <th style="width: 40%;">Typical title</th> <th style="width: 20%;">Belonging to senior civil service (yes/no)</th> <th style="width: 25%;">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>General Administrator or similar (grade 18)</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">Yes</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>First Adviser of the Government or similar (grades 17 + 17B)</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">Yes</td> </tr> <tr> <td rowspan="2">3<sup>rd</sup> level</td> <td>Adviser of Government 1st class;</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">Yes</td> </tr> <tr> <td>Adviser of the Direction 1st class or similar (grades 16 + 16B)</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td rowspan="2">4<sup>th</sup> level</td> <td>Adviser of Government;</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">Yes</td> </tr> <tr> <td>Adviser of the Direction or similar (grade 15 + 15B)</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	General Administrator or similar (grade 18)	Yes	Yes	2 <sup>nd</sup> level	First Adviser of the Government or similar (grades 17 + 17B)	Yes	Yes	3 <sup>rd</sup> level	Adviser of Government 1st class;	Yes	Yes	Adviser of the Direction 1st class or similar (grades 16 + 16B)	Yes	No	4 <sup>th</sup> level	Adviser of Government;	Yes	Yes	Adviser of the Direction or similar (grade 15 + 15B)	Yes	No
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<b>Recruitment</b>	<p>The Luxembourg civil service per se has a fully career-based system.</p> <p>Recruitment in general, excluding nominations to the SCS, is mostly done from outside the public service. Public service personnel is either centrally recruited by the Ministry of Public Administration or directly by the ministries/administrations themselves. Potential civil servants have to fulfil special conditions to be recruited as a "fonctionnaire-stagiaire"; at their final nomination they enter the first grade of their career scale and then move up in the grades with their acquired seniority.</p> <p>Civil servants reach the SCS grades through career progression. Political appointments can be made at any stage of the career.</p> <p>The common age at which to enter the senior civil service group is in general 34-40 years for grades 15+16 and 40-50 years for grades 16B+17.</p>																										
<b>Appointment</b>	<p>All civil servants are appointed for life. Within the civil service, there are high-level positions to which civil servants may be appointed for a renewable period of seven years. If this is not renewed, the civil servant is reinstated in the highest position of the academic career in his original administration.</p>																										
<b>Management</b>	<p>Civil servants are for the most part administratively managed by the Ministry of Public Administration.</p>																										
<b>Assessment</b>	<p>Personal discussions take place on an annual basis between the head of administration and the senior civil servants.</p>																										
<b>Training incl. leadership programs</b>	<p>All training courses/programmes are organised by the National Institute of Public Administration (INAP, Institut National d'Administration Publique) in cooperation with the public administrations. In order to advance to the SCS, a certificate of public management issued by the INAP is required.</p> <p>No specific leadership training is given at the moment, but it is planned for the future.</p>																										

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<b>Remuneration</b>	The base salary is set according to the hierarchical position of the public servant (no result-oriented pay).
<b>Policy on diversity</b>	There are no specific policies on diversity. However, a delegate is appointed in each ministerial department who is in charge of overseeing the equal treatment of women and men in recruitment, training, promotion and working conditions.
<b>Work – Life Balance</b>	<p><u>Overtime</u> Overtime is not paid.</p> <p><u>Teleworking</u> Public servants may be allowed to perform some of their work from home by means of teleworking. The approval is made by the head of administration.</p> <p><u>Part-Time Employment</u> This allows public servants to work for 25%, 50% or 75%. In principle, all public servants are allowed to make use of part-time employment, however it can only be granted if it is compatible with the administration's interests.</p> <p><u>Maternity Leave</u> 16 weeks in total (8 weeks prenatal and 8 weeks postnatal). The postnatal leave may be prolonged by up to 12 weeks.</p> <p><u>Part-Time Work (50%)</u> Every civil servant (including SCS) has the right to work part-time (50%) following parental leave in order to cover the education of one or more children. This can also be granted for family-related or professional reasons.</p>
<b>Mobility</b>	Mobility either results from the initiative of the authority or from the senior civil servant himself/herself applying for a published vacancy in another administration. The objective is to offer the civil servant the possibility of professional reorientation or a new professional challenge.
<b>Statistics</b>	<p>In Luxembourg there are 501 SC servants (<i>Data: June 2008</i>). The number of civil servants <u>at each functional level</u> is:</p> <p>Grade 18: 37 Grade 17B: 9 Grade 17: 43 Grade 16B: 80 Grade 16: 193 Grade 15B: 11 Grade 15: 128</p> <p>The percentage of women among civil servants in general is 30%, for the SCS it is 18.6%.</p> <p>There are currently 408 men and 93 women in SCS positions.</p>

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## Fact Sheet: Hungary

SCS status & positions	<p>In Hungary there is no special "senior civil servant" group.</p> <p>The functional levels in the Hungarian ministries/civil service are:</p> <ol style="list-style-type: none"> <li>1. Prime Minister, Ministers (political) – subject to the Act on Leaders of the State</li> <li>2. State Secretary (political) – subject to the Act on Leaders of the State</li> <li>3. Assistant State Secretary (political) – subject to the Act on Leaders of the State</li> <li>4. Senior Head of Department (career) – subject to the Act on Civil Servants</li> <li>5. Head of Department (career) – subject to the Act on Civil Servants</li> <li>6. Deputy Head of Department (career) – subject to the Act on Civil Servants</li> </ol>
Recruitment	<p>The Hungarian Act on Civil Servants (1992) creates a civil service practice involving the life-long career of civil servants. The career basis of the civil service was strengthened in 1997 through the introduction of the <i>basic</i> public administration examination, and in 1998 through the <i>special</i> public administration examination. Exemption was granted to law graduates and a few others, but was otherwise compulsory for new entrants and for access to senior positions. National coordination is ensured by the Hungarian Institute of Public Administration, which is responsible for standards and training, although implementation is decentralised to the county level. Both levels of examination have a strong emphasis on law.</p> <p><u>Department Heads:</u> Publicly announced open competitions are mandatory for the recruitment of heads of departments, and may be followed by an entry examination, which, however, is not obligatory. Each ministry sets its own recruitment procedures. The announcement is usually published in commercial newspapers. A selection committee (usually of three members) may be assembled at the discretion of the recruiting authority to screen CVs and applications. A psychological aptitude test may also be required. Although the committee ranks candidates by their scores, recruitment is at the relevant minister's discretion, who does not have to provide reasons for an eventual departure from the committee's proposal.</p> <p>The average age upon entering the senior civil service group is 40-50 years.</p>
Appointment	<p>Civil service status is legally considered a "special contractual relationship" between the central, regional, or local government and the civil servant. Civil servant status is awarded by appointment. SCS are appointed by their direct employers (central, regional or local). In most cases they are appointed for an open-ended term, however, in special circumstances a fixed-term appointment may be offered for certain managerial posts.</p>
Management	<p>The direct manager of senior civil servants is their immediate supervisor. The overall manager of senior civil servants is the Head of the employer's unit.</p>
Assessment	<p>The immediate supervisor manages and assesses the work of civil servants in the framework of a special evaluation system (TÉR). SCS performance assessment takes place annually.</p>
Training incl. leadership programs	<p>A new senior public manager programme is being implemented to train senior civil servant leaders (executive management in public administration, EMPA) in accordance with the capacity-building suggestions of the OECD survey. They will be the future top PA management group in Hungary.</p>
Remuneration	<p>There are payment categories according to years of service.</p>
Policy on diversity	<p>There are no policies on diversity within the senior civil service and therefore no set targets for any of the diverse groups.</p>
Work – Life Balance	<p><u>Overtime</u> There are no statistics concerning overtime, but in general it is not paid.</p>

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	<p><u>Flexible working times, part-time work, teleworking</u>  Part-time employment and teleworking are not possible for SCS.  Flexi-working time is possible for SCS.</p>
<b>Mobility Programs</b>	<p>There are no mobility programmes for senior civil servants in Hungary.</p>
<b>Statistics</b>	<p>The number of senior civil servants (2008): 105,000. The number of civil servants at each functional level:</p> <ul style="list-style-type: none"> <li>• Central administration 26,600</li> <li>• Regional administration 32,600</li> <li>• Local administration 45,800</li> </ul> <p>The percentage of female civil servants in general is around 55%. The percentage of women in the SCS (including both managers and leaders) is around 30%.</p>

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**Fact Sheet: Malta**

<p><b>SCS status &amp; positions</b></p>	<p>The Directives and Guidelines on Performance Agreements define the term "senior manager" as: those holding senior management appointments within the top 5 salary scale. This definition will be superseded by the Public Administration Bill, which will formally establish a "Senior Executive Service" within the public service. There are some special conditions established for the SCS group.</p> <table border="1" data-bbox="497 459 1359 772"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (Yes/No)</th> <th>Political appointment (Yes/No)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>Principal Permanent Secretary</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Permanent Secretary</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Director-General</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>4<sup>th</sup> level</td> <td>Director</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>5<sup>th</sup> level</td> <td>Assistant Director</td> <td>Yes</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (Yes/No)	Political appointment (Yes/No)	1 <sup>st</sup> level	Principal Permanent Secretary	Yes	No	2 <sup>nd</sup> level	Permanent Secretary	Yes	No	3 <sup>rd</sup> level	Director-General	Yes	No	4 <sup>th</sup> level	Director	Yes	No	5 <sup>th</sup> level	Assistant Director	Yes	No
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<p><b>Recruitment</b></p>	<p>Senior Management appointments are selected from Senior Public Officers in the Maltese public service. Senior civil servants are recruited through career progression within the public service.</p> <p>Performance contracts now run for three years at all levels. When their performance agreements expire, incumbents have to reapply for their position and compete with other contenders; there is no guarantee that they will retain their position.</p> <p>A selection process for the positions of Director-General and Director is carried out by the Senior Appointments Advisory Committee (SAAC) under the chairmanship of the Principal Permanent Secretary. This body proposes candidates for the appointment to headships in terms of the Constitution provisions – i.e. on the advice of the PSC and the approval of the Prime Minister.</p> <p>Assistant Directors are selected by ministry selection boards chaired by the Permanent Secretary or the Director-General of the ministry under which the vacant position falls as part of a Public Service Commission-endorsed process following the issue of a call for applications.</p> <p>The average age upon entering the senior civil service group is 40-50 years.</p>																								
<p><b>Appointment</b></p>	<p>Appointments to positions are the norm at senior management level. Under the Constitution of Malta, the President appoints Permanent Secretaries (the top civil servant in each ministry) on the advice of the Prime Minister, and after consultation with the Public Service Commission (an independent body established by virtue of the Constitution). Directors-General and Directors are appointed by the Prime Minister after consultation with the Commission. Assistant Directors are appointed by the Prime Minister on the recommendation of the Public Service Commission.</p>																								
<p><b>Management</b></p>	<p>The Principal Permanent Secretary (head of the Public Service) has general responsibility for the management of top civil servants, subject to direction by the Prime Minister. The Public Service Commission, an autonomous constitutional organ, gives its advice or makes its recommendations for the appointment of top civil servants. However, the management of top civil servants lies within the remit of the administration. There is a Permanent Secretary in each ministry. Head of Departments (i.e. Directors-General or Directors) report to the Permanent Secretary of the respective ministry.</p>																								
<p><b>Assessment</b></p>	<p>Malta operates a performance management system, in which the work of civil servants is measured on the basis of meeting annual targets.</p>																								

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<p><b>Training incl. leadership programs</b></p>	<p>In its mission to increase senior public management effectiveness within the Maltese public service, the Staff Development Organisation within the Office of the Prime Minister uses a number of training strategies to address the various needs for fulfilling its role as the main training organisation within government. These include classroom-based training, short participative workshops, coaching and mentoring, and traineeship schemes abroad. SDO also sponsors Master degrees and, in collaboration with the Institute for Public Administration and Management at the University of Malta, it organises a Diploma in Public Administration.</p> <p>Future plans to enhance senior management development include initiatives such as e-learning and blended learning. Also, with the establishment of the new Centre for Policy Research and Training, senior management training will be aligned even more with government policy and vision.</p>
<p><b>Remuneration</b></p>	<p>Appointees in the senior executive service enter into a performance agreement. The salaries are pegged to the salary scales in the financial estimates according to the position held. The performance agreement then gives up to a maximum of 15% pegged to the performance of the individual.</p>
<p><b>Policy on diversity</b></p>	<p>Selection procedures are aimed at identifying the best person for the job, regardless of gender, age or any other characteristics that are not relevant to the job. The current selection criteria are intended to be age- and gender-neutral.</p>
<p><b>Work - Life Balance</b></p>	<p>The family-friendly measures are mostly available to all public officers, but SCS on a Performance Agreement are not allowed to work on a reduced timetable and avail themselves of long periods of unpaid leave (e.g. one year parental leave and five years career break).</p> <p><u>Overtime Pay</u></p> <p>Overtime pay is not allowed for officers above the grade of Senior Principal (Scale 7), and analogous grades for SCS.</p> <p><u>Leave</u></p> <p>Females – including female employees engaged on contract – are entitled to maternity leave for absence from work for a period of not more than 14 weeks (on full pay). Fathers are entitled to two working days of paid leave on the occasion of the birth of a child to their wife.</p> <p>Those senior officers on a performance contract cannot avail themselves of long periods of unpaid leave (parental responsibility or study leave). Officers on a performance contract are not allowed to work on reduced hours or take long unpaid leave for any reason.</p>
<p><b>Mobility</b></p>	<p>Senior public officers can apply for promotion to higher-level management positions in any ministry or department. At this level career management is considered primarily the responsibility of individual officials.</p>
<p><b>Statistics</b></p>	<p>The number of senior civil servants in Malta: 302 (<i>data November 2008</i>).</p> <p><u>The number of senior civil servants at each functional level:</u> 1 Principal Permanent Secretary, 11 Permanent Secretaries, 31 Directors-General, 108 Directors and 151 Assistant Directors</p> <p><u>The number of men and women in SCS positions:</u> 239 males and 63 females.</p> <p>The percentage of women amongst civil servants in general: 41%</p> <p>The percentage of women amongst SCS: 21%</p>

## Fact Sheet: The Netherlands

<p><b>SCS status &amp; positions</b></p>	<p>The senior civil service in the Netherlands was created in 1995. At the same time the ABD Office (BABD – <i>Bureau Algemene Bestuursdienst</i>) – a centralised SCS office – was created to manage the senior civil service system.</p> <table border="1" data-bbox="453 416 1353 745"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>Secretary-General</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Director-General</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Director</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>4<sup>th</sup> level</td> <td>Department Head</td> <td>No</td> <td>No</td> </tr> <tr> <td>5<sup>th</sup> level</td> <td>E.g. policy makers</td> <td>No</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Secretary-General	Yes	No	2 <sup>nd</sup> level	Director-General	Yes	No	3 <sup>rd</sup> level	Director	Yes	No	4 <sup>th</sup> level	Department Head	No	No	5 <sup>th</sup> level	E.g. policy makers	No	No
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5 <sup>th</sup> level	E.g. policy makers	No	No																						
<p><b>Recruitment</b></p>	<p>The employment system in the Netherlands is position-based. Senior executive positions are open to internal and external candidates. Recruitment is based on past performance and interest expressed by candidates. The ABD Office plays major role in recruitment, career development, training and SCS mobility. Individual departments have some degree of autonomy in implementing centrally-set guidelines and bear final responsibility for recruitment.</p> <p>The three most important criteria assessed in the selection process are: 1.) educational background; 2.) previous work experience; and 3.) motivation. Recruitment for SCS positions is centralised, and appointment is to a post.</p> <p>All senior management positions are open to external recruitment. The vacancies are published on the ABD website. People solicit or are contacted by an ABD consultant. Via a number of steps a short-list is drawn up of 3-5 candidates who are then suggested to the ministry with the vacancy. They pick the final candidate.</p> <p>The average age upon entering the senior civil service group is 30-40 years and 40-50 years.</p>																								
<p><b>Appointment</b></p>	<p>Appointment is based on competition. Members of the Top Management Group are appointed for 5 years with the possibility to extend this period twice for one more year. Other ABD civil servants are appointed for an indefinite period. The average amount of time spent in the position for the latter is 4 years.</p> <p>The process of appointing senior civil servants is one of the most relevant functions of the ABD Office from its inception, as it has to ensure that the principles of a competitive process are safeguarded. All vacancies at and above level 16 go through the ABD Office. The ABD Office manages a virtual pool, where the best candidates are located. In order to find and get the best candidates for a post, the ABD Office works in close cooperation with all ministries.</p> <p>The final appointment of the SCS is carried out by the minister with the vacancy. For the TMG it is the minister of the interior.</p>																								
<p><b>Management</b></p>	<p>SCS are managed by the centralised SCS office (ABD). The tasks of the ABD office are to organise the appointment process for top management positions, to offer career advice to senior civil servants, and to carry out training and management development. The ABD Office also performs a number of specific tasks for the Top Management Group regarding their legal status, remuneration and terms of employment both at the points of their appointment and resignation.</p>																								
<p><b>Assessment</b></p>	<p>The objectives of senior civil servants are set out in working agreements, which were introduced in 2000 to ensure that officials in senior positions had regular meetings with their line managers (minister or Secretary-General).</p>																								

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	<p>The working agreements are developed by the line manager and the senior civil servant in their yearly working agreements' meeting. The counterpart of the Secretary-General in these discussions is the minister. In addition to the meeting on working agreements, the line manager and senior civil servant will meet (formally or informally) to discuss performance. An end-of-year appraisal meeting is held, during which the overall performance of the individual is discussed. Issues such as overall competencies and performance in the day-to-day job, inform the view of the line manager as well. On the basis of the meeting, a senior civil servant may be recommended for a within-range salary promotion or a bonus.</p>
<b>Training incl. leadership programs</b>	<p>Specific programmes have been set up by the ABD Office to develop leadership and other competencies in grades &gt;=15.</p> <p>There is also an SCS Candidate's Programme which takes competencies and skills as the starting point for training future leaders. The key objective of the SCS Candidates Programme is the personal development of candidates in supervisory positions in scales below the senior civil service.</p>
<b>Remuneration</b>	<p>Pay for Senior Government positions is decided upon by the Government. Approval by Parliament is not required, but is sought informally. Senior Civil Servants only receive Base Salary. There is no merit increase or variable income. The Top Management Group can receive a bonus of one-month's salary.</p> <p>In terms of the pay structure, civil servants are allotted to one of 19 salary brackets depending on the nature of the position concerned and the duties they are actually required to perform.</p> <p>The variable component of the salary is the compound of allowances, which is the same for the whole civil service and bonuses. The Secretary-General receives a fixed bonus of 5% for being the senior manager of the department. In addition, the minister has the power of granting performance bonuses.</p>
<b>Policy on diversity</b>	<p>There is a special policy on gender diversity both for civil servants in general and for SCS. In terms of female representation, the target is for 25% of SCS positions to be held by women by the end of 2011.</p>
<b>Work – Life Balance</b>	<p>It is possible for SCS to work at home (teleworking), to work part-time and to have flexi-working time.</p>
<b>Mobility Programs</b>	<p>There is a system for seconding senior civil servants for up to two years. This helps the ministries fill their temporary vacancies, while fostering mobility among senior civil servants and helping their management development.</p>
<b>Statistics</b>	<p>There are 780 senior civil servants (<i>data June 2008</i>) in the Netherlands,, with 65 people (13 Secretaries-General, 43 Directors-General / Inspectors-General) in the Top Management Group.</p> <p>In 2007, 18, 2% of SCS positions were held by women.</p>

Top Public Managers in Europe  
Fact sheet AUSTRIA

**Fact Sheet: Austria**

SCS status & positions	<p>In Austria there is no formal SCS status, but there are certain special conditions for high-level positions. Since 1999 there is also a possibility for contract agents to perform the work of SCS. These contract agents enjoy special legal dismissal protection: they cannot be dismissed if they are no longer needed.</p> <table border="1" data-bbox="453 427 1286 725"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>Director-General</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td><i>optional</i>: Head of Group</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Head of Department</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>4<sup>th</sup> level</td> <td><i>optional</i>: Head of Section</td> <td>Yes</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Director-General	Yes	No	2 <sup>nd</sup> level	<i>optional</i> : Head of Group	Yes	No	3 <sup>rd</sup> level	Head of Department	Yes	No	4 <sup>th</sup> level	<i>optional</i> : Head of Section	Yes	No
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Recruitment	<p>Austrian civil servants in the General Administration are employed in a vertical system consisting of 7 levels (A1 = the highest, A7 = the lowest). Senior officials are usually recruited from the A1-level positions. The recruitment process is described in the Act on the Advertisement of Vacancies. Recruitment for management-level and high-level positions differs from recruitment to other posts. All the management and higher-level positions have to be officially published. Depending on the kind of high-level function in question, a permanent or an individual Board of Review has to be set up in the relevant ministry entrusted with examining the incoming letters of application and interviewing the applicants. Having gathered all the relevant information, the board has to furnish an expert opinion on the suitability of candidates to the Federal Minister in each case.</p> <p>All senior management positions are open to external recruitment. However, in practice appointments to senior official positions are regularly made from within the civil service. The average age upon entering the senior civil service group is 40-50 years.</p>																				
Appointment	<p>Appointment to the Head of Division (Director-General) group, department, and section normally requires A1 status (A-level). In exceptional circumstances especially qualified civil servants with A2 status (B-level) can be appointed as a Head of Department or Section. There is no obligatory stipulation that heads of subordinate agencies must have A1 status.</p> <p>The Federal President is entitled to appoint civil servants. In practice the Federal President has delegated most types of civil service appointments to Federal Ministers, and has only reserved appointments to the Head of Division (Director-General) group and department for himself/herself.</p> <p>Candidates for high-level management posts in the Federal Ministries (two highest functional levels) are appointed for a limited term of five years. Further appointments limited to another period of five years are permissible.</p>																				
Management	<p>Legally, each minister has organisational power over his or her ministry.</p>																				
Assessment	<p>Performance assessment for SCS takes place annually, as is the case for all other federal public employees. Directors-General have to agree upon the relevant targets with the competent minister. The evaluation of SCS is performed by the relevant line-manager:</p> <ul style="list-style-type: none"> <li>• For the Head of Section by the Head of Department</li> <li>• For the Head of Department by the Director-General</li> <li>• For the Director-General by the Federal Minister.</li> </ul>																				
Training incl. leadership	<p>In Austria every Federal Ministry is responsible for training itself; though not every Federal Ministry offers leadership training, it is offered for instance by the Federal</p>																				

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<b>programs</b>	<p>Ministry of Finance, the Federal Ministry of Interior and the Federal Ministry of Economy and Labour.</p> <p>The training institute of the Federal Chancellery (Federal Academy of Public Administration) offers leadership training to all Federal Ministries. The leadership programmes focus on leadership skills and on knowledge of public management or specific knowledge needed in the organisation. There are special programmes for high potential staff generally and more particularly for women to develop their careers and leadership skills. Since autumn 2008, a bachelor's degree programme "on Public Management" designed by the Federal Chancellery in cooperation with the Viennese University of Applied Science is on offer for civil servants of A2 status (B-level).</p>
<b>Remuneration</b>	<p>A new payment system for all civil servants has been in place since 1995. Civil service pay consists of the basic salary plus extra function-related pay, which is also based on seniority. The extra pay is substantial. Contrary to the case of civil servants, extra pay for the function of contract agents is not seniority-based.</p>
<b>Policy on diversity</b>	<p>In 2008 an amendment to the Act on the Advertisement of Vacancies putting particular emphasis on increasing the number of female applicants for high-level functions came into force (transparency). The very top layer of the bureaucracy (functional level 1 – Directors-General) is highly male dominated. Currently (July 2008) female DGs represent 16.4% of total DGs in the Federal Ministries.</p> <p>Within the framework of the personal development of staff, a special cross-mentoring programme was designed for women interested in promoting their career within the Federal Public Administration. A female or male mentor of a Federal Ministry provides her/his 'student' from a different Ministry with knowledge gained from her/his business experience, gives her advice on her career progress and facilitates access to relevant networks. Many female mentors are able to provide their students with tips as to achieving a work/life balance. In addition, mentors and 'students' are provided with special training. Mentors are invited to learn more about their role in the mentoring team in a special introductory workshop; within the course of the year they may attend several supervision sessions as well.</p> <p>Advertisements for vacancies in the Federal Public Administration must contain a clause that applications from female candidates are particularly appreciated if the percentage of female employees in the respective field is less than 50%. If a female candidate is as qualified as a male candidate, normally the woman has to be recruited. In addition, gender controlling has been implemented.</p>
<b>Work – Life Balance</b>	<p><u>Overtime</u></p> <p>SCS regularly work overtime (in the evenings, at weekends, but no statistical data is available). By means of the fixed salary for Directors-General and Heads of Group and the function allowance for Heads of Department, all time and quantity-related additional services have already been reimbursed.</p> <p><u>Teleworking, Part-time work, Flexi-working time</u></p> <p>In general, teleworking is possible for every civil servant if there are no service-related or other public interests contradictory to teleworking. Being a SCS involves a duty and necessity to be available at the office. This fact may thus constitute one of the abovementioned service-related interests contradictory to teleworking.</p> <p>Regarding part-time work, the rules are similar to those governing teleworking (see above).</p> <p>Flexi-working time is possible for SCS, as it is for any other federal civil servant if flexi-working time is being applied.</p>

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<b>Mobility</b>	<p>Austrian civil servants become specialists during their careers and consequently rarely move from one ministry to another. However, the Federal Chancellery offers mobility programs for public employees:</p> <ul style="list-style-type: none"><li>• Exchange with private sector</li><li>• Exchange with the non-profit sector</li><li>• Exchange with the Federal Provinces</li></ul> <p>Bilateral Exchange schemes exist with 7 EU Member States (Finland, France, Germany, Italy, Slovenia, Sweden, and the United Kingdom).</p>
<b>Statistics</b>	<p>In Austria there are 17,446 senior civil servants. At 1<sup>st</sup> level (Directors-General): 73; the percentage of female Directors-General is 16,4% (July 2008 data). In senior civil service positions there were: 4,995 women, 12,451 men (in 2007).By the end of 2007, the percentage of women in the civil service was 39%.</p> <p>Source: Austrian Federal Chancellery.</p>

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Fact sheet POLAND

**Fact Sheet: Poland**

<p><b>SCS status &amp; positions</b></p>	<p>Under the 2006 Law (Civil Service Act and Act of the State Staffing Pool and High-Ranking State Posts), there are two main groups of posts in the government administration: high-ranking state posts and civil service posts. Therefore it can be said that SCS are formally defined in the Polish regulations. Some special conditions also apply to SCS.</p> <p>In the group of high-ranking state posts there are:</p> <ol style="list-style-type: none"> <li>1. Heads of central government administration offices and their deputies,</li> <li>2. Presidents of several state agencies and national funds and their deputies,</li> <li>3. The Secretary of the Council of Ministers,</li> <li>4. Voivodship veterinary surgeons and their deputies,</li> <li>5. Heads and deputies of state institutions subordinate to or supervised by the Prime Minister or relevant ministers,</li> <li>6. General-Directors of ministries, central offices and voivodship offices,</li> <li>7. Directors and deputies of departments and equivalent units in ministries, central offices, voivodship offices and some other state institutions,</li> <li>8. Some executive posts in the foreign service.</li> </ol>
<p><b>Recruitment</b></p>	<p>Persons to fill high-ranking state posts are appointed from the State Staffing Pool by the authorised bodies (Prime Minister, ministers, Directors-General of ministries, central and voivodship offices etc.). The State Staffing Pool is the set of candidates for high-ranking posts. It is made up of: civil servants (nominated/appointed), persons who have passed the competition, persons with a Ph.D., persons who have passed the competition announced by the Prime Minister, persons appointed by the President of the Republic of Poland as plenipotentiary representatives of the Republic of Poland to other countries and international organisations.</p> <p>Candidates for the State Staffing Pool have to pass the examination organised by National School of Public Administration (NSPA). NSPA is the government institution subordinated to the Prime Minister. The examination for the State Staffing Pool is a procedure of tests of managerial knowledge, skills and predispositions. Persons who pass all the tests with the positive result become members of the Pool.</p> <p>Recruitment to the civil service (excluding SCS) is open. Vacancies are published in the Bulletin of Public Information of the Chancellery of the Prime Minister.</p>
<p><b>Appointment</b></p>	<p>High-ranking state posts are filled by persons appointed from the State Staffing Pool by the authorised bodies (Prime Minister, ministers, Directors-General of ministries, central and voivodship offices etc.). They may be dismissed from their posts at any time, under the same procedure as used for their appointment. After that, they become members of the State Staffing Pool, and it is possible to appoint them to other high-ranking state posts.</p> <p>SCS are appointed for an open-ended term.</p>
<p><b>Management</b></p>	<p>There is no separate institution dealing with high-ranking state posts, but in the Chancellery of the Prime Minister there is the Department of Civil Service and the State Staffing Pool.</p> <p>The Prime Minister is the head of all persons working in the government administration. The Chief of the Chancellery of the Prime Minister acts in the name of the Prime Minister. He/she maintains the register of members of the State Staffing Pool.</p> <p>The direct manager of SCS is determined depending on the kind of post, e.g. a minister is the direct manager of the Director-General of the ministry, the Head of the central office is the direct manager for the Director of a Department in that office, a Director of a Department is the Direct manager of his deputy etc.</p>
<p><b>Assessment</b></p>	<p>The Act of the State Staffing Pool and High-Ranking State Posts does not make performance appraisal an obligation for persons employed in these posts.</p>
<p><b>Training incl.</b></p>	<p>The Act of the State Staffing Pool and High-Ranking State Posts does not establish</p>

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<b>leadership programmes</b>	training as an obligation for persons employed in these posts. However, persons employed in posts such as: Director-General, Director (and deputy) of department or equivalent unit in the ministry, central or voivodship office (this group of posts is the majority of high-ranking state posts), participate in training and courses planned and organised by The Chancellery of the Prime Minister and usually financed by the European Social Fund. These courses and training address issues such as leadership, transparency of the public administration, public finance and public procurement, EU rules and regulations (incl. spending money from the EU funds), HR management, foreign languages etc.
<b>Remuneration</b>	The remuneration system of high-ranking state posts is not unified. For posts such as Secretary of the Council of Ministers, Directors-General, Directors and deputies of departments in ministries, central and voivodship offices, voivodship veterinary surgeons and heads (and deputies) of state institutions subordinate to or supervised by the Prime Minister or relevant ministers, salaries are determined by the base amount and the multipliers.
<b>Policy on diversity</b>	In accordance with Polish labour law.
<b>Work – Life Balance</b>	<p><u>Overtime</u> There are no statistics on overtime, but probably most SCS work overtime regularly. In general overtime is NOT paid, however, persons who work overtime may be awarded free time (equal to worked overtime), but the specific nature of the work in high-ranking state posts often makes this impossible.</p> <p><u>Teleworking, flexi-working time</u> Working at home (teleworking) is not possible for persons in high-ranking state posts. Flexi-working time would be very difficult or even impossible to implement in the majority of high-ranking state posts.</p>
<b>Mobility</b>	After leaving a particular high-ranking state post, SCS return to their previous civil service posts (if they had one). They may also be appointed to other high-ranking state posts (according to their qualifications).
<b>Statistics</b>	<p>There are about 1,850 high-ranking state posts (<i>Data: August 22, 2008</i>).</p> <p>There are about 128,700 members of the State Staffing Pool, but there are only 7,364 persons (3,872 women, 3,492 men) in the State Staffing Pool Register (maintained by the Chief of the Chancellery of the Prime Minister).</p> <p>Information is not available on the number of men and women in the whole State Staffing Pool.</p>

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Fact sheet PORTUGAL**

**Fact Sheet: Portugal**

<p><b>SCS status &amp; positions</b></p>	<p>Law 2/2004 of 15 January, as amended by Law 51/2005 of 30 August, sets out the statute of managers in the state central, regional and local administration services and bodies. According to the Law, senior management staff are responsible for directing, managing, coordinating and controlling public services and bodies. The law establishes differences between managers. Management positions are ranked as top and middle service management, sub-divided respectively into two levels, according to the hierarchical level, competencies and accountabilities assigned to them. Management staff have their own statute, and special conditions are apply to them.</p> <table border="1" data-bbox="459 562 1377 1144"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to the managers' staff group (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level – Top Managers</td> <td>Director-General Secretary-General Inspector-General President of bodies</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>2<sup>nd</sup> level – Top Managers</td> <td>Deputy Director-General Deputy Secretary-General Deputy Inspector-General Vice-President of bodies Member of Administration</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>3<sup>rd</sup> level – Middle Managers</td> <td>Head of Department</td> <td>Yes</td> <td>No</td> </tr> <tr> <td>4<sup>th</sup> level – Middle Managers</td> <td>Head of Division</td> <td>Yes</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to the managers' staff group (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level – Top Managers	Director-General Secretary-General Inspector-General President of bodies	Yes	Yes	2 <sup>nd</sup> level – Top Managers	Deputy Director-General Deputy Secretary-General Deputy Inspector-General Vice-President of bodies Member of Administration	Yes	Yes	3 <sup>rd</sup> level – Middle Managers	Head of Department	Yes	No	4 <sup>th</sup> level – Middle Managers	Head of Division	Yes	No
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<p><b>Recruitment</b></p>	<p>Top managers are recruited among graduates, either with or without previous experience in Public Administration, and suitable skills, ability, professional experience and training for the post.</p> <p>In the case of Secretariats-General or equivalent services or organisations, holders of top management positions are recruited from:</p> <ol style="list-style-type: none"> <li>Advisers and senior advisers of with a senior specialised career;</li> <li>Holders of top categories of the remaining public administration careers, entrance to which a university degree is legally required;</li> <li>Among those who have passed a suitable specific course (specific vocational training courses).</li> </ol> <p>Middle managers are recruited by means of a decentralised open competitions, among graduate-level civil servants with technical skills and capabilities, with 4 to 6 years of professional experience in functions, positions, careers or categories for the performance of which or appointment to which a university degree is required, respectively for middle management positions of grade 1 (Heads of Department) and grade 2 (Head of Division) as the case may be.</p> <p>The open competition procedure applied to middle management positions is publicised in the Public Employment Pool for 10 days, stating the formal requirements for nomination, profile needed, the composition of the Selection Board and selection methods which necessarily include the holding of a final stage of public interviews. The publication is preceded by a notice published in a newspaper with nation-wide circulation and in the Official Gazette in a place especially intended for open competitions for management vacancies, indicating the position to be filled and the day of publication.</p> <p>The average age of middle managers upon entering the senior civil service group is 30-40 and 40-50 for top managers (based on perceptions).</p>																				
<p><b>Appointment</b></p>	<p>Managers are appointed for a fixed-term limited executive tenure for a 3-year period,</p>																				

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	<p>renewable for an equivalent period. The overall duration of the limited executive tenure of top managers and respective renewals may not exceed 12 consecutive years as a whole, and top managers cannot be appointed to the same position in the service before expiration of a three-year period.</p> <p>Top managers are appointed by a joint order from the Prime Minister and the Supervising Minister. Appointments to top management grade 2 positions are made by an order from the supervising member of government.</p> <p>The filling of vacancies for top management positions is effective as of the date of the appointing order, unless another date is expressly set. The appointing order shall be duly justified and published in the Portuguese Official Gazette along with a notification of the professional and educational background necessary of the appointed officer.</p> <p>At the moment of the appointment of managers, the member of the government concerned and the holder of first-level top management position sign a mission charter. This charter is a management commitment in which the objectives are duly quantified and scheduled in relation to the performance of functions.</p> <p>Middle management appointments are made after termination of the open competition procedure, through an order of the top manager of the service or body.</p>
<b>Management</b>	<p>The line manager of top managers is the competent minister or Secretary of State by means of delegation of the appointing powers. Top managers are the line managers of middle management staff.</p> <p>According to the Portuguese Constitution, the government is the supreme organ of Public Administration.</p>
<b>Assessment</b>	<p>The law on a New <i>Integrated System of Management and Assessment in the Public Administration</i> was passed by the Parliament in December 2007. The assessment of top managers is based on missions undertaken and is based on the degree of accomplishment of objectives and on the assessment of the competence, leadership, strategic vision, external representation and management shown.</p> <p>Furthermore, regarding the assessment of top managers, three objectives are defined, namely:</p> <p><u>Objective 1.</u> Improving allocation of resources assigned to the service;</p> <p><u>Objective 2.</u> Compliance with deadlines in paying suppliers;</p> <p><u>Objective 3.</u> The 100% application of the assessment system to workers in the service, ensuring the quality of the application process.</p> <p>The assessment of middle managers is based on the achievement of the objectives set by the respective unit and on the competences shown.</p> <p>Top and middle managers are subject to annual assessment (calendar year). Their overall performance assessment is made at the end of their limited executive tenures. Whether the limited executive tenure is renewed or not depends on this overall assessment.</p>
<b>Training incl. leadership programmes</b>	<p>Law No. 2/2004 of 15<sup>th</sup> January, as amended by Law 51/2005 of 30<sup>th</sup> August, stipulates that the fulfilment of management functions, both in top level and middle level management positions, is dependent upon successful attendance of specific vocational training courses carried out by the National Institute of Administration (INA).</p> <p>There are several types of courses, depending on the level, grade and job content of each management position, e.g. the High-level Management of Public Administration Course; the Advanced Course on Public Management, only for top managers; and the Public Management Training Programme for middle managers.</p>
<b>Remuneration</b>	<p>As is the case for other civil servants, remuneration of managers includes a basic salary, social and family benefits, a supplement, a meal allowance and performances bonuses (only for middle management positions).</p>
<b>Policy on diversity</b>	<p>In Portugal there is a special policy on diversity for civil servants in general.</p>
<b>Work – Life Balance</b>	<p>Managers are exempt from adherence to specific office hours in the performance of their duties. However, they have to comply with the legally established weekly working time (35</p>

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	<p>hours). Nevertheless, managers that work on weekends and holidays may be entitled to overtime compensation through express authorisation of the competent government member.</p> <p><u>Teleworking, flexi-working time, part-time work</u></p> <p>Teleworking is not yet regulated for Public Administration staff. Flexi-working time is not possible for (Senior) Civil Servants. Regarding part-time work for SCS, as mentioned above, though managers are exempt from adherence to specific office hours, they are not exempt from the general duty of assiduity. Moreover, public functions are performed on an exclusivity basis (with some exceptions) and in compliance with rules on incompatibilities, hindrances and inhibitions.</p>																																						
<b>Mobility Programmes</b>	In Portugal mobility programmes exist, but they are not geared towards managers.																																						
<b>Statistics</b>	<p>The total number of managers in the Central Public Administration is 6,967. <i>(Data: 2005*)</i></p> <p>Managers at functional levels:</p> <table border="1" data-bbox="459 712 1417 920"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">*Management Staff</th> <th rowspan="2">Other civil servants</th> </tr> <tr> <th colspan="2">Top managers</th> <th colspan="2">Middle Managers</th> </tr> </thead> <tbody> <tr> <td rowspan="2">**N.º of managers by functional level</td> <td>1st level</td> <td>411</td> <td>1st level</td> <td>1,756</td> <td rowspan="2">1,811</td> </tr> <tr> <td>2nd level</td> <td>780</td> <td>2nd level</td> <td>2,209</td> </tr> </tbody> </table> <table border="1" data-bbox="459 954 1417 1155"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">*Management Staff</th> <th colspan="2">Central Public Administration</th> </tr> <tr> <th colspan="2">Years</th> <th>2005</th> <th>1999</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Total number of management positions by gender</td> <td colspan="2"></td> <td>Men – 3,828</td> <td>Men – 3,933</td> </tr> <tr> <td colspan="2"></td> <td>Women – 3,139</td> <td>Women – 2,258</td> </tr> </tbody> </table> <p>*Source: Public Administration Human Resources Database/2005; General Public Administration Human Resources Census/1999; DGAEP Management Questionnaire, 2003 ** As data was not available for 2005 under the structure presented, it was used to make calculations of the absolute values, by functional level, of the existent structure on 31.12.2003</p> <p>The percentage of women in central Public Administration is 61%; and 45% in management positions.</p>		*Management Staff				Other civil servants	Top managers		Middle Managers		**N.º of managers by functional level	1st level	411	1st level	1,756	1,811	2nd level	780	2nd level	2,209		*Management Staff		Central Public Administration		Years		2005	1999	Total number of management positions by gender			Men – 3,828	Men – 3,933			Women – 3,139	Women – 2,258
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Top Public Managers in Europe  
Fact sheet ROMANIA

**Fact Sheet: Romania**

<p><b>SCS status &amp; positions</b></p>	<p>Law no.188 – the Statute of Civil Servants (1999) – defines high-ranking civil servants as one of the categories of public positions, therefore it can be said that Romania has a formal SCS. There are also some special conditions applying to the SCS group.</p> <table border="1" data-bbox="453 427 1353 1240"> <thead> <tr> <th data-bbox="453 427 587 555">Functional level</th> <th data-bbox="587 427 810 555"></th> <th data-bbox="810 427 1034 555">Typical title</th> <th data-bbox="1034 427 1198 555">Belonging to senior civil service (yes/no)</th> <th data-bbox="1198 427 1353 555">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td data-bbox="453 555 587 1043">1<sup>st</sup> level</td> <td data-bbox="587 555 810 685">Central level – government</td> <td data-bbox="810 555 1034 685">Secretary-General and Deputy Secretary-General of the government</td> <td data-bbox="1034 555 1198 685">Yes – high ranking civil servants</td> <td data-bbox="1198 555 1353 685">No</td> </tr> <tr> <td></td> <td data-bbox="587 685 810 781">Central level – ministry</td> <td data-bbox="810 685 1034 781">Secretary-General and Deputy Secretary General</td> <td data-bbox="1034 685 1198 781">Yes – high ranking civil servants</td> <td data-bbox="1198 685 1353 781">No</td> </tr> <tr> <td></td> <td data-bbox="587 781 810 945">Central level – specialised bodies of the central public administration</td> <td data-bbox="810 781 1034 945">Secretary-General and Deputy Secretary-General</td> <td data-bbox="1034 781 1198 945">Yes – high ranking civil servants</td> <td data-bbox="1198 781 1353 945">No</td> </tr> <tr> <td></td> <td data-bbox="587 945 810 1043">Territorial level</td> <td data-bbox="810 945 1034 1043">Prefect and Sub-Prefect</td> <td data-bbox="1034 945 1198 1043">Yes – high ranking civil servants</td> <td data-bbox="1198 945 1353 1043">No</td> </tr> <tr> <td></td> <td data-bbox="587 1043 810 1240">Central, regional, territorial or local, depending on the responsibilities delegated by the Prime Minister</td> <td data-bbox="810 1043 1034 1240">Government inspector</td> <td data-bbox="1034 1043 1198 1240">Yes – high ranking civil servants</td> <td data-bbox="1198 1043 1353 1240">No</td> </tr> </tbody> </table>	Functional level		Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Central level – government	Secretary-General and Deputy Secretary-General of the government	Yes – high ranking civil servants	No		Central level – ministry	Secretary-General and Deputy Secretary General	Yes – high ranking civil servants	No		Central level – specialised bodies of the central public administration	Secretary-General and Deputy Secretary-General	Yes – high ranking civil servants	No		Territorial level	Prefect and Sub-Prefect	Yes – high ranking civil servants	No		Central, regional, territorial or local, depending on the responsibilities delegated by the Prime Minister	Government inspector	Yes – high ranking civil servants	No
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<p><b>Recruitment</b></p>	<p>There is a special law on the recruitment, appraisal and mobility of high-ranking civil servants. SCS are recruited by a special commission, appointed by the Prime Minister, from specialists who are not politicians. It is an open recruitment system, but the candidates have to meet certain expertise criteria, and they are appointed firstly as government inspectors. SCS recruitment is generally carried out through the organisation of national competitions on an annual basis; the entrance in the category is to Government Inspector positions.</p> <p>The average age upon entering the senior civil service group is 30-40 (however, no statistical data is available).</p>																														
<p><b>Appointment</b></p>	<p>The appointing authority differs depending on the category of the position and whether the position is within the central, territorial or local administration.</p> <p>Depending on their positions, SCS are appointed either by the Prime Minister or the government.</p> <p>SCS are appointed for an open-ended term, but with a mobility clause.</p>																														
<p><b>Management</b></p>	<p>The National Agency of Civil Servants (NACS) is in charge of the management of the civil service, including SCS. Usually the manager of a high-ranking civil servant is a politically appointed dignitary (minister, Secretary of State). For the Sub-Prefect the manager is another of a high-ranking civil servant – the Prefect. There is a Special Commission responsible for the recruitment (and appeals) and assessment of as well as disciplinary procedures for high-ranking civil servants.</p>																														

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<b>Assessment</b>	Assessment takes place annually for individual performance appraisals and bi-annually for a general evaluation of the professional knowledge, abilities and aptitudes necessary to occupy a SCS position.
<b>Training incl. leadership programmes</b>	<p>There is a specialised training programme provided by the National Institute of Administration to enter the SCS category. After the fulfilment of this training, candidate has no guarantee that an actual SCS position will be offered to him/her.</p> <p>Participants have the opportunity of choosing between two specialisations: <i>Modern Governance and Local Development</i> and <i>European Public Business Management</i>. For the 2008-2009 programmes the NIA has introduced a new topic on leadership.</p>
<b>Remuneration</b>	The remuneration system for all civil servants is approved by the Ordinance of the government annually, until the special law of the unitary system of payment will be put into place. For each position the law stipulates a salary.
<b>Policy on diversity</b>	In Romania there are diversity policies on the target groups in the public sector, but they are not aimed at civil servants in particular. They can be applied to the civil service as well, however. There are set targets in relation to women for 2006-2009.
<b>Work – Life Balance</b>	<p><u>Overtime</u> Up to 360 overtime hours can be recuperated or can be financially recompensed per year.</p> <p><u>Part-time Employment, Teleworking, Flexi-working time</u> A public position has restrictions as regards part-time work. It is only possible for people who work during their maternity/paternity leave, or in case of release from the public position, when the person can find another job; or if the doctor recommends this on health grounds. Working at home (teleworking) is not possible for SCS. SCS superiors can approve flexi-time schemes for SCS, as they can for any civil servants.</p>
<b>Mobility</b>	SCS are subject to mobility in the public interest and can be moved on such grounds, but no more than once a year. If they refuse they are dismissed. They also can benefit from mobility in the interest of their employer or in their own interest (for career development purposes).
<b>Statistics</b>	<p>There are 206 high-ranking civil servants in Romania, 31 of whom are women (<i>data: June 2008</i>).</p> <p>According to the <i>Civil Service Positions and Civil Servants Management Report</i> from 2007, the general percentage of women in the civil service is 68.93%. The percentage of high-ranking female civil servants is 15.04 %.</p>

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**Fact Sheet: Slovenia**

<b>SCS status &amp; positions</b>	<p>There is no formally defined SCS status in Slovenia, but there are some special conditions for the SCS group. For the purpose of this study, the SCS group in Slovenia was defined to include:</p> <ul style="list-style-type: none"> <li>• Officials in senior management positions (172 civil servants);</li> <li>• Officials in the first class career: Senior Secretary, Secretary, Undersecretary (2,786 civil servants);</li> <li>• Civil servants in 3<sup>rd</sup> and 4<sup>th</sup> level positions. Most of them fall within the first and second career class.</li> </ul> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Functional level</th> <th style="text-align: center;">Typical title</th> <th style="text-align: center;">Belonging to senior civil service (yes/no)</th> <th style="text-align: center;">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1<sup>st</sup> level</td> <td>Minister, Secretary of State</td> <td style="text-align: center;">No</td> <td style="text-align: center;">Yes</td> </tr> <tr> <td style="text-align: center;">2<sup>nd</sup> level</td> <td>Top Managers: Secretary-General and Director-General in Ministries, Principal of the body within Ministry, Principal of Government Office and Principal of Administrative Unit</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">Yes – partly</td> </tr> <tr> <td style="text-align: center;">3<sup>rd</sup> level</td> <td>Head of Sector, Head of Bureau, Head of Service</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">4<sup>th</sup> level</td> <td>Head of Department/Division</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Minister, Secretary of State	No	Yes	2 <sup>nd</sup> level	Top Managers: Secretary-General and Director-General in Ministries, Principal of the body within Ministry, Principal of Government Office and Principal of Administrative Unit	Yes	Yes – partly	3 <sup>rd</sup> level	Head of Sector, Head of Bureau, Head of Service	Yes	No	4 <sup>th</sup> level	Head of Department/Division	Yes	No
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<b>Recruitment</b>	<p>All senior management positions are open to external recruitment. SCS are selected through public competition.</p> <p>The Officials Council provides for the selection of officials for top management positions by determining the standards of professional qualifications, the selection criteria and the qualifications testing methods.</p> <p>The Council in full composition never directly sees the candidates for individual official positions applying via open competition; for this purpose, it appoints special open competition commissions.</p> <p>A special open competition commission determines which candidates satisfy the conditions required by the position. The final selection from among the suitable candidates is performed by the civil servant to whom the official in question is responsible, namely the Prime Minister, Minister or Secretary-General of the Government.</p> <p>The average age upon entering the senior civil service group is 30-40 years.</p>																				
<b>Appointment</b>	<p>The government takes the decision on the appointment of senior managers. Senior managers are appointed for a period of five years.</p> <p>The principal of the Administrative Unit is appointed by the minister competent for the administration. Secretaries-General and Directors-General in Ministries, the Directors of the bodies within Ministries and Government Offices are appointed by the Government on the proposal of the minister or the civil servant to whom the Director of the Government Office is responsible.</p>																				
<b>Management</b>	<p>The Civil Service Council has set standards for managing civil servants. On the proposal of the official, for specific managerial positions, the Civil Service Council nominates recruitment commissions. A certain homogenisation in recruitment has been introduced for these high positions.</p>																				

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<p><b>Assessment</b></p>	<p>The Civil Servants' Act introduces performance appraisal as the sole basis for the promotion of officials, supplemented with training. The envisaged performance appraisal system is now specified in the new government regulations under the new Public Sector Wage System Act. In essence, the immediate superior carries out the performance appraisal exercise annually. Its results may allow promotion to a new position, promotion to the higher official title, as well as an annual bonus (max. 2 month salaries) for excellent work.</p>
<p><b>Training incl. leadership programmes</b></p>	<p>The core institution for the development and implementation of training programmes is the Administration Academy. The most important strategic objective in the current period is to design several modular training programmes for specific target groups. In 2007 the Training Programme for Top Management (compulsory 6-day programme, started in 2003) was redesigned; also, a new Training Programme for Inspectors and a Training Programme for Middle Management were introduced.</p>
<p><b>Remuneration</b></p>	<p>A new Public Sector Wage System Act was adopted in 2002. After negotiations with social partners and the finalisation of secondary legislation, new job evaluations, new systematisation of posts and new contracts with employees were implemented in August 2008. The Act fixes the salary components as basic salary, performance bonuses and supplements.</p> <p>Basic salary is made up of the former basic salary plus consolidated supplements. There are 65 "pay classes" of basic salary. Performance bonuses, fixed at a maximum of two months salary, are to be awarded each month or at least twice a year. Supplements have been reduced from 80 to 8 (i.e. position; length of service; tutorial, specialisation and academic titles; command of designated foreign languages; difficult working conditions; dangerous or specific burdens; overtime and night shift work).</p>
<p><b>Policy on diversity</b></p>	<p>In Slovenia there is a special policy on diversity for civil servants in general. The target group is disabled people.</p>
<p><b>Work – Life Balance</b></p>	<p>Some SCS work overtime, but they do not receive any additional recompense for this.</p> <p>Working at home (teleworking) is not possible for SCS.</p> <p>Part-time work is possible for officials but not for senior civil managers.</p> <p>Flexi-working time is not possible for SCS.</p>
<p><b>Mobility Programs</b></p>	<p>Horizontal mobility is possible through transfers. It is encouraged as a means of career development, but is not compulsory. Transfers are voluntary.</p>
<p><b>Statistics</b></p>	<p>The number of senior civil servants in Slovenia (<i>31.12.2007</i>):</p> <ul style="list-style-type: none"> <li>• <b>Officials – 1st career class:</b> Total – 2,786, Women – 1,413 (50.7%)</li> <li>• <b>SCS managers:</b> Total – 173, Women – 72 (41,6%)</li> </ul> <p>The number of civil servants <u>at each functional level</u>:</p> <p>1<sup>st</sup> level: 43 2<sup>nd</sup> level: 173</p>

## Fact Sheet: Slovakia

<b>SCS status &amp; positions</b>	<p>The term "senior" official does not exist as a formal status or form of appointment (either political or professional) in Slovakia, and it is also not mentioned in any piece of national legislation. Similar positions to senior civil servants are generally each managing position in civil service in Slovakia. There are some special conditions for management positions.</p> <p>The new civil service act is planned to come into force on 1 July 2009.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Functional level</th> <th>Typical title</th> <th>Belonging to senior civil service (yes/no)</th> <th>Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> level</td> <td>State secretary, Head of other central state administration body</td> <td>No</td> <td>Yes</td> </tr> <tr> <td>2<sup>nd</sup> level</td> <td>Head of a service office in the central government; Head of an office in a local government body</td> <td>No</td> <td>Yes Both apply on the local level</td> </tr> <tr> <td>3<sup>rd</sup> level</td> <td>Director-General</td> <td>No</td> <td>No</td> </tr> <tr> <td>4<sup>th</sup> level</td> <td>Director</td> <td>No</td> <td>No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	State secretary, Head of other central state administration body	No	Yes	2 <sup>nd</sup> level	Head of a service office in the central government; Head of an office in a local government body	No	Yes Both apply on the local level	3 <sup>rd</sup> level	Director-General	No	No	4 <sup>th</sup> level	Director	No	No
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<b>Recruitment</b>	<p>The position of a superior officer may only be held by a civil servant who is appointed to the permanent civil service, unless the Civil Service Act stipulates otherwise. Some of the superior positions are filled by political nominees. Applicants who are not civil servants may also take part in a selection procedure. A successful applicant who is not a civil servant shall be appointed to the preparatory civil service and afterwards to the permanent civil service.</p> <p>Besides positions filled by political nominations, a selection procedure applies in general if a permanent position is in question. As for temporary positions, the selection procedure is not a rule. Vacancies, if filled through the selection procedure, must be announced in the press or through other publicly accessible device (e.g. on the web page of the service office).</p> <p>The procedure usually consists of a written part and a verbal part, with the aim to verify skills, professional knowledge, personal facilities and other requirements necessary or suitable for the tasks which a civil servant (superior civil servant) should perform for his/her position within the civil service.</p> <p>The average age upon entering the senior civil service group is 30-40 years.</p>																				
<b>Appointment</b>	<p>Superior civil servants are appointed for a permanent term. There is a possible exception, however; in some cases, it is known in advance, that the new position of a superior servant will only be needed for a temporary period.</p>																				
<b>Management</b>	<p>There is a rule which applies generally – each civil servant in a managing position is directed by a manager in the closest higher position. The Head of a service office within a central government body is the top manager; however, the minister and the state secretary are superior to the head of a service office.</p>																				
<b>Assessment</b>	<p>Performance assessment for senior civil servants takes place twice a year. The evaluation of SCS is done by a direct superior. A reward may be granted to a civil servant for high quality performance of service tasks and for service tasks' performance beyond the scope of activities (duties) of a civil servant, and for performance of special, particularly significant service tasks or pre-determined service tasks (objective reward).</p>																				
<b>Training incl. leadership programs</b>	<p>In Slovakia no special training programmes for superior officers are organised or provided at the central level. On the other hand, particular civil offices may and do provide education programmes focused on managing skills of the superior civil servants. Each employee, including the superior officer, is obligated to enhance</p>																				

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	(deepen) his/her professional skills and qualifications according to his/her education schedule. The education schedule is prepared by the civil servant in cooperation with the personnel office at the beginning of each year; it is also confirmed by the closest superior officer.
<b>Remuneration</b>	<p>Besides the basic pay (tariff salary), the main supplements are the management bonus, bonus for deputising and personal bonus. Other supplements include for example, night service, overtime, service on public holidays and weekends, service in crisis areas, rewards.</p> <p>Tariff salary of senior civil servants depends on the function (position); it consists of a salary tariff raised yearly based on the result of the performance evaluation and the stipulations agreed upon within the frame of central collective bargaining.</p> <p>The management bonus ranges from 5.5% to 90% of the salary tariff and it depends on the level of the management position.</p>
<b>Policy on diversity</b>	There is a special policy on diversity, which is aimed at women as civil servants in general.
<b>Work - Life Balance</b>	<p><u>Overtime</u> Working time in the public service in the Slovak Republic is 37.5 hours a week. Managers in the public sector work 41-45 hours a week (taken from the survey "Quality of employees in the public sector and in the civil sector" carried out by Institute for Labour and Family Research, 2007).</p> <p>Overtime is either paid to the civil servant, or they are granted paid time off. Civil servants are entitled to receive a bonus to his/her salary to the amount of 30% for working during weekends, and a bonus to the amount of the appropriate part of the salary for each hour worked during public holidays. A superior officer in a political position or in the position of the head of service office is not granted paid overtime.</p> <p><u>Tele-work, flexi-working time, part-time work</u> Working at home (tele-work) is not yet possible for senior civil servants, but the bill of the new Civil Service Act should make it possible. Part-time work is generally not possible for SCS.</p> <p>In case the flexible working time applies, the civil servant shall choose himself/herself the beginning or also the end of working time within the frame of time segments determined by the service office (optional working time). Between the two segments of optional working time, there is a time segment where the civil servant is obliged to be present at the workplace (basic working time).</p>
<b>Mobility</b>	The Civil Service Law does not include special provisions for mobility. Two exceptions to this rule apply in case a civil servant has been temporarily or permanently transferred.
<b>Statistics</b>	In Slovakia there are approximately 37 000 civil servants (2008).

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**Fact Sheet: Finland**

<b>SCS status &amp; positions</b>	Finland does not have a formally differentiated group of senior executives; however some special conditions apply to higher civil servants.			
	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)
	1 <sup>st</sup> level	State Secretary, Permanent Secretary, Secretary-General	No Yes Yes	Yes No No
	2 <sup>nd</sup> level	Director-General	Yes	No
	3 <sup>rd</sup> level	Director	No	No
<b>Recruitment</b>	<p>The recruitment system is open and aims to ensure the most deserving persons are appointed to vacant positions. A master's degree from a university combined with management skills and experience as well as a strong knowledge of languages are requirements in SCS positions.</p> <p>The average age upon entering the senior civil service group is 40 -50 years.</p>			
<b>Appointment</b>	<p>All senior civil servants are appointed either by the Government or the President of the Republic. Nominations are prepared by each ministry concerned. SCS are appointed either for an open-ended term or for a fixed term of 5 to 7 years. A letter of appointment is given to those appointed.</p>			
<b>Management</b>	<p>Each ministry is responsible for its own sector of administration. The Office for the Government as Employer takes care of the overall functions related to all civil servants.</p>			
<b>Assessment</b>	<p>A management agreement is used as a tool for target-setting and assessment for managers. The management agreement is concluded between a ministry and the top management of one of its subordinate departments, agencies or other units. The personal targets are defined in the management agreement, taking into account the present state and future challenges of the unit in question. This management contract tool is in its pilot phase but it is intended that its use be made more widespread, as stated in the Government's resolution of 30 April 2008.</p> <p>At least once a year, and whenever necessary, the Permanent Secretary of the ministry and the manager of the unit should have a discussion about the direction in which operations are going.</p>			
<b>Training incl. leadership programmes</b>	<p>The Government reinforces the general management culture within public administration in particular by setting common development policies and programmes for top management, whilst giving room for the independent management development of operational units.</p> <p>A new government resolution on central government management policy was issued on April 30, 2008.</p>			
<b>Remuneration</b>	<p>The State Employer's Office coordinates the remuneration of top civil servants. A contract is drawn up on the salary and other terms of appointment primarily for managers under ministers, such as heads of operating units (Directors-General), Under-Secretaries and Department Heads at ministries.</p> <p>A pilot project focusing on bonus pay for Directors-General was launched in 2005, based on targets in personal management contracts. The maximum bonus that can be reached is up to one month's salary (8% of the basic annual salary). This is the first time that result-based bonuses have been implemented for the top managers.</p>			
<b>Policy on diversity</b>	<p>As government posts always have to be filled by the most deserving applicant, the point of departure is gender neutral in recruitment situations and throughout different</p>			

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	<p>stages of career. The increase of women in top management is one of the targets set by the Government. There is a policy to increase the proportion of female executives in the state administration. No specific targets have been set, but a working group is considering ways and means of increasing the share of women in management assignments.</p>
<b>Work – Life Balance</b>	<p><u>Overtime</u> The weekly working time is 36 hours and 15 minutes. The actual working time of the SCS can substantially exceed this figure, for which no compensation is paid.</p> <p><u>Childcare programmes</u> Everyone has an equal opportunity to get his/her children into a municipal day-care.</p> <p><u>Maternity and parental leave</u> Mothers are entitled to take maternity leave at the latest 30 days before the expected date of birth. Maternity leave lasts the first 105 days. Parental leave is normally 158 weekdays. The mother and the father can take turns on parental leave. Fathers who take leave from work to participate in childcare are entitled to a total of up to 18 weekdays during the maternity or mother's parental leave. In addition to the paternity leave, fathers can take the last 12 or more at the end of the parental leave (which would otherwise be used by the mother) and combine them with an extended paternity leave of 1-12 workdays. This is called the father's month. It can range between 13 and 24 workdays. Furthermore, parents can choose to take part-time childcare leave, i.e. to reduce their working time until the end of their child's second year of school. This reduction is not financially compensated. The specific arrangements of the leave must be agreed with the employer.</p> <p><u>Teleworking, part-time work, flexi-working time</u> In principle working at home (teleworking) is possible, but is very seldom used as the nature of SCS work requires presence. In principle part-time and flexi-working time is possible, but it is generally considered that management functions cannot be performed part-time.</p>
<b>Mobility Programmes</b>	<p>There are no particular mobility programmes at the moment, however by increasing the amount of fixed-term appointments it is planned thereby to increase senior management mobility.</p>
<b>Statistics</b>	<p>There were approximately 170 senior civil servants. In Finland in 2008. At functional level 1 there are 12 SCS, and at level 2,160. In 2008 at functional level 1 there were 3 women and 9 men. The proportion of women in the SCS was 25% in 2008.</p>

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**Fact Sheet: Sweden**

<p><b>SCS status &amp; positions</b></p>	<p>There is no formal SCS status in Sweden, but there are some special conditions for the SCS group.</p> <p>As a result of the decentralised employer policy, Senior Civil Servants in a broader sense can be divided into two main groups. The first group consists of the following posts, namely: Directors-General, County Governors and other Heads of agencies directly under the Government, Vice-Chancellors of universities and university colleges, Deputy Directors-General, Deputy County Governors and County Directors (appr. 280 persons). The second group also comprises State Secretaries, Directors-General of administrative, legal and other affairs of the Government Offices (appr. 80 persons).</p>
<p><b>Recruitment</b></p>	<p>Recruitment takes place either internally within Government Offices, from the agencies, or from the private sector. Recruitment is aimed at graduates with both expert knowledge and leadership experience, presented in a core competence profile for the specific post. In Sweden a public recruitment process is used, which means that the employment system is position-based and there are very few formal careers.</p>
<p><b>Appointment</b></p>	<p>State Secretaries are politically appointed. At agency level, the Director-General is appointed by the Government. According to the constitution, the DG should not be politically selected, but selected on the basis of his/her skills and merits for the post. In some cases however, former politicians are appointed Directors-General.</p> <p>In Sweden the Government has the collective appointment authority. However, in a process called "joint preparation", a candidate is nominated by the Government; the Ministry in question together with the Ministry of Finance and finally the Cabinet Office of the Prime Minister has to agree on the appointment. All central government employees and some senior judges are employed on a contractual basis. Most employees have an open-ended contract that will only be terminated if there are redundancies (rather common) or if the employee is dismissed due to misconduct (most uncommon). However, senior civil servants (DGs and others in the first group – see above) appointed by the Government are employed on fixed-term contracts. The normal pattern is a six-year contract followed by a three-year contract. By tradition it is common for DGs to rotate between similar jobs.</p> <p>Once the joint preparation has been concluded, a decision is taken at a cabinet meeting. After that a cabinet decision containing appointment terms and salary is issued.</p>
<p><b>Management</b></p>	<p>In Sweden the Government has delegated most of the employer responsibilities to the 240 agencies that carry out the business of the central administration. Each agency hires, develops and fires its own staff. There is no central payroll and each agency has the responsibility of prioritising its budget appropriations between staff, localities, machinery etc.</p> <p>The Government has given the Swedish Agency for Government Employers (SAGE) a specific role to coordinate the agencies' common employer policy and to negotiate at central level with the unions on behalf of its members (agencies).</p> <p>Other supporting agencies have the responsibility of following up and supporting some aspects of the agencies' HRM work. For example, the Government finances a special project in order to increase the number of women in management positions.</p> <p>The Ministry of Finance plays a limited role, in the way that it develops some overall written guidelines and keeps a dialogue with the different departments and agencies about their allocation of skills and competence.</p> <p>If a senior civil servant is in the position of an executive manager of an agency, his or her direct manager is the Minister in charge. Issues of great importance are communicated to all of the Government. If the senior civil servant is at the second level of responsibility in an agency – the DG in charge is responsible for the management.</p>

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<b>Assessment</b>	<p>According to the Government's managerial resource policy, the relationship between the ministry management and respective agency heads should be developed by means of regular performance dialogues. Such a dialogue is a supplementary control instrument within the framework of the budget process, and should be implemented regularly. The dialogue comprises a separate planning discussion – a one-to-one talk between the agency head and the minister or State Secretary concerned. The discussion should focus on the agency head's personal ability to perform his or her duties, and also on the need for development inputs.</p> <p>At the agency level, it is up to each agency head to work out performance assessment for his/her managerial team.</p>
<b>Training incl. leadership programmes</b>	<p>In Sweden the Ministry of Finance has run different (tailor-made) development and training programmes for the senior civil servants. These programmes are not compulsory. The leadership task of senior civil servants is emphasised by the "government's leadership policy", which provides guidelines and basic principles. Specific training and courses are developed with the aim of developing the leadership skills of the senior civil servants.</p> <p>The Swedish Agency for Government Employers provides special introductions in employer policy matters for new agency heads.</p>
<b>Remuneration</b>	<p>The Government decides exclusively on SCS salaries, in addition to cars for private use and compensation for travel and overnight costs if they work in an agency located in a city which is over 50 kilometres away from their permanent residence.</p> <p>The salaries of the Heads of central government agencies are decided on with regard to their qualifications and experience as well as the demands put on the Head of the agency (including Vice-Chancellors). They are also based on size (number of employees), budget, complexity etc. of each agency. The pay level therefore varies from approximately the level of a member of parliament to substantially more than the Prime Minister.</p>
<b>Policy on diversity</b>	<p>In Sweden there is a special policy on diversity both for civil servants in general and for senior civil servants. The diversity policy is aimed at women. There are no specific targets set for this group, except that the number of underrepresented persons in the respective group (e.g. women) should increase.</p>
<b>Work – Life Balance</b>	<p><u>Overtime</u></p> <p>There is no regulated working time for SCS; working time is instead based on trust, meaning that the each DG decides on her/his working time. This provides flexibility and possibilities for balancing private life and work. Hence, overtime does not exist, but on average SCS tend to work substantially more than 40 hours a week.</p> <p><u>Teleworking, part-time work, flexible-working times</u></p> <p>Teleworking facilities of all kinds are available for SCS, but in practice they have to attend meetings etc. which might reduce their ability to work from home.</p> <p>Part-time work is possible for SCS for family reasons: the very favourable legislation is the same as for other groups on the labour market, but since most SCS are executive managers, it is fairly unusual for them to use these possibilities. As said above, flexi-working time is included in the trust-based working time of the SCS as for another 30,000 employees in the central government administration. Most of the 240,000 employees have regulated flexible working time. Those who have trust-based working hours get no special compensation for "overtime".</p> <p><u>Parental Leave</u></p> <p>The <u>general social security system</u> provides that, if you have recently become a father, you are entitled to ten days leave on temporary parental benefit. You may take these days within sixty days of when the child comes home from the hospital. All</p>

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	<p>parents have a legal right to parental leave – 390 days when parents receive an allowance from the Social Insurance Offices which amounts to almost 80% of the parent's normal pay up to a limit which is set in accordance with the national price index.</p> <p>There is a special parental leave <u>regulation for all government employees</u> who earn above a certain level. Employees in the Government sector are also compensated by collective agreements for the part of their income that exceeds this limit. Every parent who takes parental leave thereby has total compensation of almost 90% of their normal salary for up to 360 days without any limit as to the amount. Additionally, there is a legal right to take 60 days leave with good financial compensation for caring for an ill child.</p>
<b>Mobility</b>	<p>Since all SCS managers are employed on fixed-term contracts, the issue of mobility causes limited problems. An agency head is normally appointed for 6 years and may be appointed for up to three additional years. Successful DGs are often given the possibility to manage another agency at the end of the contracted time.</p>
<b>Statistics</b>	<p>At the Swedish Agency for Government Employers, there is a database that is updated twice a year covering the employees in the Central (state) Government sector. As of 1 March 2008, there were 240,000 people on the government payroll. The gender distribution is now exactly 50/50.</p> <p>According to the above definitions, the SCS group comprises about 360 people in all. Moreover there is a group of managers that report directly to their Directors-General and are Heads of Departments and Divisions at the agencies. These managers are however recruited by their DG and employed on open-ended contracts, as are employees in the central administration. The number of people in this group can be estimated to be around 2,600. Any exact figure would be misleading. Of these, just over 800 are females, or 27%.</p>

## Fact Sheet: The United Kingdom

<b>SCS status &amp; positions</b>	<p>The British Senior Civil Service (SCS) was created in April 1996. There is a centralised office for SCS organisation and some special conditions apply. The Senior Civil Service comprises the top four grades: Permanent Secretary, Director-General, Director and Deputy Director. They are offered open-ended contracts.</p>
<b>Recruitment</b>	<p>The United Kingdom illustrates one of the clearest examples of merit-based appointment to top-level positions; although there is a slight degree of political approval for positions in grade 1 and 2 by the Prime Minister. As is typical of a position-based system, recruitment to the SCS is specific to a particular job and not to a constellation of positions (as in career systems). Both internal and external recruitment is possible.</p> <p>The recruitment process differs for the uppermost levels (the first two grades of Permanent Secretary and Grade 2) and the rest. For the former, there is a two stage process. The Senior Leadership Committee (SLC), composed of a group of Permanent Secretaries, the First Civil Service Commissioner, a member from the private sector and another one from the public sector, gives recommendations to the Head of the Civil Service/Cabinet Secretary. The Prime Minister then approves the recommendations. Below these levels, both external recruitment and internal promotion is undertaken through some kind of competition. The assessment process may include interviews, psychometric tests, a presentation by the candidate and so on. The specificities depend on the position advertised and the decision of the assessment panel.</p>
<b>Appointment</b>	<p>There is a slight degree of political approval for positions in grades 1 and 2 by the Prime Minister.</p>
<b>Management</b>	<p>Although individual members of the SCS still work for a specific ministry, and human resources are generally managed by the ministry, their pay and conditions are covered by a single set of service-wide arrangements.</p> <p>Besides the Cabinet Office, the Civil Service Commissioners play an important role in the management of the system as an independent body. These Commissioners are appointed by the Crown under royal prerogative, are not civil servants and are independent from ministers. They report to the Queen through annual public reports. The Commissioners take part directly in the selection procedure of the top approximately 160 positions at the highest two levels, and ensure that the rest of the appointments made at the departmental level happen according to fair and open competition and selection by merit. They therefore monitor departments' procedures when appointing people of grade 3 and below. The commissioners are also invited to take part in the selection procedure.</p>
<b>Assessment</b>	<p>Senior executives are subjected to the so-called "360-degree assessment" or "feedback", which involves the direct superior, colleagues with the same level of responsibility, subordinates and sometimes public service users. The framework for managing the performance of SCS members is set by the CSCG. The Head of the Civil Service carries out performance reviews for the most Senior Civil Servants (e.g. heads of department). Performance reviews for other SCS are conducted within Departments and Agencies. The Senior Civil Service in the UK is assessed and evaluated yearly in the Review Body on Senior Salaries, and recommendations for future policies are made.</p> <p>The year-end assessment determines base pay and the non-consolidated performance-related payment. This genuine performance-driven bonus varies depending on results. For 07/08 the non-consolidated element formed 8.6% of the pay bill. There is no limit to the size of award each individual can receive, although the total value of the awards cannot exceed 8.6% of total bill.</p>

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<p><b>Training incl. leadership programs</b></p>	<p>Certain professional skills and expertise are required to work for the government:</p> <ul style="list-style-type: none"> <li>• <i>Leadership</i> - The Senior Civil Service (SCS) Leadership Model has been developed and consists of four key components: Direction, Capability, Results and (at its core) Integrity.</li> <li>• <i>Core skills</i> that every civil servant needs are:             <ol style="list-style-type: none"> <li>1. people management</li> <li>2. financial management</li> <li>3. programme and project management</li> <li>4. analysis and use of evidence</li> </ol> </li> </ul> <p>Furthermore, those in or aspiring to the SCS will need to demonstrate skills in communications, marketing and strategic thinking.</p> <ul style="list-style-type: none"> <li>• <i>Job-related professional expertise</i> - Relates to the kind of work one does.</li> <li>• <i>Broader experience</i> - For SCS members and those aspiring to the SCS, experience of working in more than one career grouping is important. Depth of knowledge is valuable, but as staff reach senior levels of the Civil Service, breadth of experience becomes vital. This broader experience could be within the service or in other sectors.</li> </ul>
<p><b>Remuneration</b></p>	<p>Pay levels for top civil servants are determined by the Senior Salaries Review Body (SSRB), an independent group appointed by the Prime Minister which reports annually for Civil Servants and every three years for political posts. There is a separate pay scheme for SCS staff and it is all dealt with by a dedicated team at the Cabinet Office. The pay is, in principle, entirely performance-related.</p> <p>The two components of SCS pay are base salary and the non-consolidated performance-related payment; the base salary recognises the individual's value or contribution to the organisation as a member of the SCS and the non-consolidated performance-related payment recognises in-year performance.</p>
<p><b>Policy on diversity</b></p>	<p>The Civil Service has a specific micro site within the Civil Service Website dedicated to diversity called 'Diversity - What Works', and several diversity networks which have been set up to address organisational and individual issues relating to diversity.</p> <p><i>Promoting Equality, Valuing Diversity – A Strategy for the Civil Service</i> was launched in July 2008, this sets out commitments on the key areas that are intended to achieve broad and deep cultural change across the Civil Service.</p> <p>This strategy includes targets for the representation of women in the Civil Service to be achieved by April 2013 with a stretch target of achievement by April 2011. <u>These targets are:</u></p> <ul style="list-style-type: none"> <li>• Women in the SCS: 39%</li> <li>• Women in Top Management Positions: 34%</li> </ul> <p>The Senior Women's Network was re-launched on 9 October 2008. One of the key aims of this network is to increase the number of women in the senior civil service, and especially in top management positions. The Network aims to meet regularly, in an informal setting, to exchange ideas on various business issues and provide support for each other as change leaders. It also offers an opportunity for senior women to discuss and own initiatives, helping them develop their own leadership skills.</p>
<p><b>Work - Life Balance</b></p>	<p><u>Flexible Working</u></p> <p>There has been an increase in the proportion of SCS working in flexible patterns. 5.5% of the SCS now work according to a flexible pattern.</p> <p><u>Right to request Flexible Working</u></p> <p>In April 2003, following the Employment Act 2002, legislation gave parents (adopters, guardians and foster carers) of children under six or disabled children</p>

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	<p>under 18 the right to ask their employer to consider their request for flexible working. This right was extended to carers of adults under the Work and Families Act 2006 with effect from 1 April 2007.</p> <p><u>Maternity, paternity and parental Leave</u></p> <ul style="list-style-type: none"> <li>• The new rights were introduced as part of the <u>Work and Families Act 2006</u> and include 39 weeks of Statutory Maternity Pay (SMP) and optional 'keeping in touch days'.</li> <li>• All women are entitled to an additional 26 weeks maternity leave. During this period their contract of employment continues with limited terms.</li> <li>• SMP can be paid for up to 39 weeks; it is payable by the employer but partly (or, for small firms wholly) reimbursed by the state.</li> <li>• From April 2008 the standard rate of SMP is £117.18 a week (or 90% of the woman's average weekly earnings if this is less than £117.18 a week). For the first six weeks the rate is 90% of average weekly earnings with no maximum limit. The standard rate of SMP is reviewed every April.</li> <li>• Paternity leave must be completed within 56 days of the actual date of birth of the child.</li> <li>• Employees who have completed one year's service with their employer are entitled to 13 weeks' unpaid parental leave for each child born or adopted.</li> <li>• It may be taken at any time up to the child's fifth birthday (or until five years after placement in the case of adoption).</li> <li>• Parents of disabled children can take 18 weeks up to the child's 18th birthday.</li> </ul>												
<p><b>Mobility</b></p>	<p>The UK attaches great importance to the mobility of its senior executives. Executives are frequently assigned to functions at several different ministries during their career. Mobility is considered a source of continuing education and improvement. As part of their career development, SCS members can be moved to suitable posts around the country.</p>												
<p><b>Statistics</b></p>	<p>The UK Civil Service comprises around 480,000 people, 4,212 (1%) of whom are members of the Senior Civil Service (data: UK Cabinet Office 2008) In 2008: 24% of new entrants to the senior civil service were recruited from outside the civil service.</p> <p><u>Diversity in the SCS:</u></p> <table border="1" data-bbox="496 1462 1310 1624"> <thead> <tr> <th>Measure</th> <th>April 2006</th> <th>April 2007</th> <th>2008 target</th> </tr> </thead> <tbody> <tr> <td>% of women in SCS</td> <td>30.4</td> <td>32.1</td> <td>37</td> </tr> <tr> <td>% of top management posts held by women</td> <td>25.7</td> <td>27.5</td> <td>30</td> </tr> </tbody> </table>	Measure	April 2006	April 2007	2008 target	% of women in SCS	30.4	32.1	37	% of top management posts held by women	25.7	27.5	30
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## Fact Sheet: The European Commission

SCS status & positions	<p>The term 'senior officials' refers to officials occupying functions corresponding to the basic post of Director-General in grades AD16/AD15 (Director-General or Deputy Director-General) as well as those occupying functions corresponding to the basic post of Director in grades AD15/AD14 (Director or Principal Adviser).</p> <p>Although SCS have been identified as a separate group in internal polices, there are no special conditions for the SCS group.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Functional level</th> <th style="text-align: center;">Typical title</th> <th style="text-align: center;">Belonging to senior civil service (yes/no)</th> <th style="text-align: center;">Political appointment (yes/no)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1<sup>st</sup> level</td> <td style="text-align: center;">Director-General</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">2<sup>nd</sup> level</td> <td style="text-align: center;">Deputy Director-General</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">3<sup>rd</sup> level</td> <td style="text-align: center;">Director / Principal Adviser</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">4<sup>th</sup> level</td> <td style="text-align: center;">Head of Unit</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">5<sup>th</sup> level</td> <td style="text-align: center;">Administrator</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> <tr> <td style="text-align: center;">6<sup>th</sup> level</td> <td style="text-align: center;">Assistant</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> </tbody> </table>	Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)	1 <sup>st</sup> level	Director-General	Yes	No	2 <sup>nd</sup> level	Deputy Director-General	Yes	No	3 <sup>rd</sup> level	Director / Principal Adviser	Yes	No	4 <sup>th</sup> level	Head of Unit	No	No	5 <sup>th</sup> level	Administrator	No	No	6 <sup>th</sup> level	Assistant	No	No
Functional level	Typical title	Belonging to senior civil service (yes/no)	Political appointment (yes/no)																										
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5 <sup>th</sup> level	Administrator	No	No																										
6 <sup>th</sup> level	Assistant	No	No																										
Recruitment	<p>As a general rule, senior official vacancies are published, unless they are filled by way of internal mobility by another official already holding a senior management position at the same level. Senior management posts are normally filled from among the management grades in the Commission or in other institutions. The Commission continues to attach a high level of priority to internal promotion.</p> <p><u>Recruitment Procedure</u></p> <p>The same rules apply to internal, inter-institutional and external recruitment.</p> <ul style="list-style-type: none"> <li>• The procedure begins as soon as it is clear that a vacancy will arise. The Commissioner for Personnel and Administration gives the approval to start the procedure and the Chair of the CCA appoints a Rapporteur to the Procedure.</li> <li>▪ A draft vacancy notice is prepared by the recruiting Directorate-General in agreement with the Rapporteur to the Procedure.</li> <li>▪ When the vacancy notice has been approved by the Appointing Authority, it is published (depending on the type of procedure: internally only, internally and externally or externally only).</li> <li>▪ The recruiting Directorate-General sets up a pre-selection panel to examine all the applications and to determine, on the basis of evaluation grids and, where appropriate, interviews, the list of candidates best qualified for the post with reference to the published criteria.</li> <li>▪ On the basis of the pre-selection report and the related evaluation grids, the Consultative Committee on Appointments (CCA) will then assess the applications and identify the most suitable applicants for further interviews. The CCA is an advisory body in the procedure for the appointment of senior officials, whose role is to act as an interviewing and evaluation board, which can recommend a shortlist of candidates to the Commissioners responsible for proposing an appointment.</li> <li>▪ The candidates are invited to participate in an assessment which comprises individual and/or group exercises as well as in-depth interviews focused on management skills (applicable for all externally published vacancies and for internally published vacancies at Director level) and wide-ranging interviews with the CCA. During these interviews, the CCA will be assisted by a human resources expert specialised in senior management recruitment and, if required, by outside experts in the field concerned. Following the interviews, the CCA then adopts its opinion and establishes the shortlist accompanied by evaluation sheets on each</li> </ul>																												

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<p><b>Appointment</b></p>	<p>candidate.</p> <ul style="list-style-type: none"> <li>▪ Before any official proposal for appointment is made, candidates who have been short-listed by the CCA will be interviewed by one or more members of the College, depending on the level of the vacancy:             <ol style="list-style-type: none"> <li>1. For Director-General, Head of Service or equivalent posts: the Commissioner for Personnel and Administration, the portfolio Commissioner and the President;</li> <li>2. For Deputy Director-General posts: the portfolio Commissioner as well as the Commissioner for Personnel and Administration;</li> <li>3. For all other senior official posts: the portfolio Commissioner.</li> </ol> </li> </ul> <p>The average age upon entering the senior civil service group is 45-55 years, although with the accession of EU 10 and EU 2 younger SCS have been appointed.</p> <p>The Commission is the only decision-making body for the appointment of senior officials and therefore the Appointing Authority. Appointment proposals are put forward by the Commissioner for Personnel and Administration in agreement with the President and the Member of the Commission with responsibility for the policy corresponding to the function at stake (portfolio Commissioner).</p>
<p><b>Management</b></p>	<p><u>Who is a direct manager of senior civil servants:</u> Directors-General report to Commissioners; Director report to Directors-General. Management of members of the SCS is done by DG Personnel and Administration.</p>
<p><b>Assessment</b></p>	<p>Senior managers within the Commission are subject to annual performance appraisals and a full 360° appraisal. The appraisal is clearly linked to the objectives and tasks agreed with the official at the beginning of the appraisal period and based on the competency profile for senior managers.</p> <p>The general principals relating to the appraisal of senior officials are the following:</p> <ol style="list-style-type: none"> <li>1. There is an annual appraisal exercise. The reference period for the appraisal will be from 1 January to 31 December of the previous year.</li> <li>2. The appraisal aims to assist senior officials in their career development, providing feedback on their performance, training needs and possible future postings. The appraisal is drawn up by the reporting officer after a dialogue with the appraised official. The reporting officer must also know the opinions of the main persons who work in close relation with the appraised official as well as his/her sense of initiative vis-à-vis external interlocutors.</li> </ol>
<p><b>Training incl. leadership programmes</b></p>	<p><u>Training programme for managers</u></p> <p>Different training programmes are available for officials with people management responsibilities. The aim of these programmes is to enable participants to:</p> <ul style="list-style-type: none"> <li>• Strengthen their people management skills and contribute to the development of their staff,</li> <li>• Improve their understanding of their leadership style,</li> <li>• Manage change successfully,</li> <li>• Grasp the issues at stake in areas such as diversity, equal opportunities and well-being at work,</li> <li>• Improve their effectiveness.</li> </ul>
<p><b>Remuneration</b></p>	<p>Regarding the remuneration system, the EC emphasises 3 points:</p> <ul style="list-style-type: none"> <li>• Maintaining the current level of remuneration, but adapted to the new career system based more on merit than seniority;</li> <li>• Rationalising the system of allowances;</li> <li>• Changes in salary levels will be irrevocably linked to those in the Member States.</li> </ul> <p>The allowance system has been rationalised to correspond more closely to the real and necessary costs incurred by officials related to living abroad, caring for a family, educating children etc.</p>

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<p><b>Policy on diversity</b></p>	<p>It is Commission policy to include an element of equal opportunities in all its human resources policies, which entails not only the creation of an environment that is favourable to the career development of staff in all categories, but also action specifically aimed at increasing their access to senior management positions.</p> <p>In the promotion procedure, equal opportunities are taken into consideration as a third criterion where the performance, seniority and age of the candidates are the same. In the area of training, female Administrators are encouraged by their superiors to take part in preparatory courses for management duties. The action programmes to promote women in management positions (including all AD officials) have already been running for a long time and will continue.</p> <p>There are set diversity targets for nominations to SCS positions; 25% of nominations per annum should be women. In making appointments to senior management posts, the Appointing Authority will, in principle, give priority to women where it finds, after conducting an assessment that candidates are of equal merit. This option will not be exercised automatically, but will constitute one aspect of the Appointing Authority's powers of discretion.</p>
<p><b>Work – Life Balance</b></p>	<p>There are no special work/life balance policies aimed at the SCS. They benefit from the same conditions as all other officials.</p> <p><u>Maternity leave</u> is extended from 16 to 20 weeks. In the case of adoption, the father or mother has 20 weeks leave. <u>Paternity leave</u> is extended from two to 10 days. Special leave of up to five days is introduced for officials looking after a seriously ill child up to the age of 12. Also the <u>social infrastructure</u> has been improved (kindergarten, schools).</p> <p><u>Part-time work</u> Entitled in the following circumstances:</p> <ul style="list-style-type: none"> <li>• Parents with children under 9</li> <li>• To care for a child between 9-12 (if reduction is not more than 20% of full time)</li> <li>• To care for a sick or handicapped member of family</li> <li>• To follow training</li> <li>• From the age of 55, during the last five years before retirement.</li> </ul> <p><u>Teleworking</u> The results of a pilot project on teleworking for officials in two Directorates-General are being evaluated so that arrangements for the systematic use of this type of work can be drawn up.</p> <p><u>Flexible working conditions</u> The new "Guide to flexitime" entered into force on 1 January 2007, with an obligation for all DGs to offer flexitime to their staff as of 1 April 2007. Flexitime is available now to all staff; it is successfully operational in all Directorates-General and on all sites, only the core times may differ whereas the rules are the same.</p>
<p><b>Mobility Programs</b></p>	<p>The general rule is that all senior officials serve a minimum of two years in any function and a maximum of five years. At the end of this five-year period, the official would be due for mobility to another function.</p>

**Top Public Managers in Europe  
Fact sheet the EUROPEAN COMMISSION**

Statistics	Functional level	Population per functional level on 01-Jul-08			As % of total population
		<i>Total</i>	<i>Female</i>	<i>Male</i>	
	Director-General	32	3	29	0.13%
	Deputy Director-General	47	11	36	0.19%
	Director / Principal Adviser	260	53	207	1.06%
	Head of Unit	1,510			6.13%
	Administrator	10,608			
	Assistant	12,145			

The target (for 2007) for appointing or recruiting at least 25% of women to senior management posts was amply exceeded. Women represented 35.1% of appointments.