

INNOVATION AND BEST MANAGEMENT PRACTICES IN THE PUBLIC SECTOR

Management of Talents in the Public Sector

French Civil Service / Key Figures

5.4 millions employees

- The Local Civil Service (FPT) 34.2%
- The Hospital Civil Service (SPH) 21%
- **The State Civil Service (FPE) 44%**

2.4 millions

The State Civil Service 2.4 millions

- 2,5% of staff are A+ grade
- 19% of staff are A grade

*Policy making; management and supervisory functions comparable to managers
Include A+ grade*

executive and senior executive functions such as ambassadors, prefects, director of central administration)

- 40% are B grade

Line management functions (comparable to middle ranking staff)

- 32% are C grade

(unskilled and semi-skilled workers)

Initial recruitment process

- The Constitutional Principle** « Declaration of the rights of Man and of the Citizen » (French Revolution 1789)

« All citizens, being equal in the eyes of law are equally eligible to all dignities and to all public positions and occupations according to their abilities and without distinctions except that of their virtues and talents »

- The implementation of the principle**

- A strong and elaborated network of Civil Service Schools « Grandes Ecoles »
- Separated from the public universities
- Under the supervision of the minister whose competency is the most relevant
- Highly selective to attract and select the best

Initial recruitment process

- ❑ No questioning the core principles of the system
 - Strong commitment
 - to the “competitions”
 - to the network of Public Service School
- ❑ the best able to guarantee equality, neutrality and to carry on the values of Public Service
- ❑ Adjustments needed



Diversification of profiles : Preparatory Class

CP ENA

To promote equal opportunities
To attract talented students with
modest social backgrounds

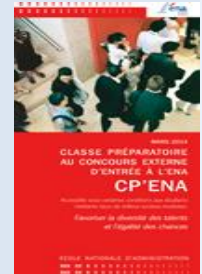
Decree 2009

« to encourage and diversify access, a preparatory school is organized by ENA . It will prepare beneficiaries to external competition to enter ENA”

Selection of the candidates takes into account

- their resources
- those of their parents
- The quality of their education
- their motivation

15 students selected



Diversification of profiles : Preparatory Class

Results ?



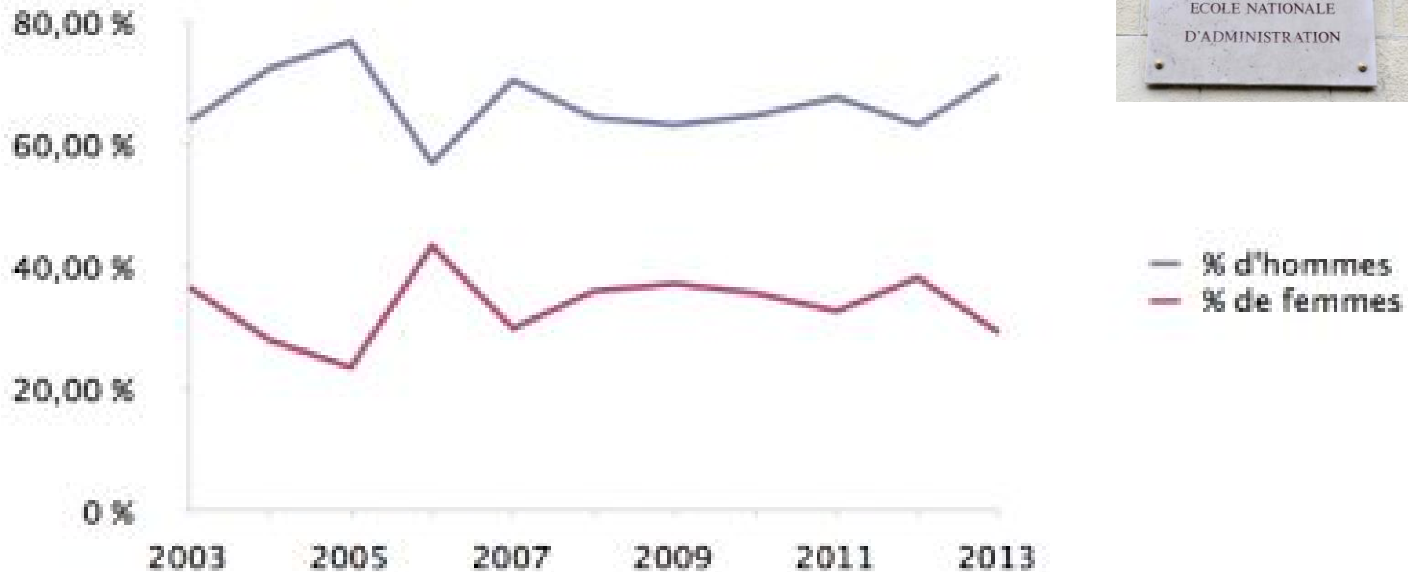
2013 80 places	Registered candidates	Eligible Candidates	Accepted Candidates
External exam 40 places	1108	85	40 (1/16)
Internal exam 32 places	447	63	31 (1/10)
Third access exam 9 places	164	21	8 (1/10)



Diversification : the gender gap

PROMOTIONS	External exam	Internal exam	Third exam
2009/2010 Robert Badinter	24 M / 17 F	21/11	7/1
2010/2011 J.J Rousseau	25 M/15 F	20/13	6/2
2011/2012 Marie Curie	29 M/12F	20/9	5/2
2012/2013 Jean Zay	24 M/16F	21/11	5/3
2013/2014 Jean de La Fontaine	29 M/11 F	23/9	5/3

Diversification : the gender gap



Diversification : the gender gap

Last results

Promotion 2014- 2015

45 % women (the best result since 1946)



- 40 places external exam
- 31 places internal exam (**61% women**)
- 9 places third exam

Adjustments to attract new profiles and fight discriminations

❑ Changes in the composition of the jury

- A minimum proportion of 40% of each sex (exceptionally, derogations due to specific constraints are accepted)
- The introduction of a H.R M.. Specialist as a member of the jury



❑ Tests of the competition revised (implemented in 2015)

ensure a better balance between academic knowledge et skills assessment

- A « **collective interaction test** » to appreciate the interpersonal relationship skills
- The « Grand Oral « test interview » with the jury a recruitment process
It aims to asses the personality, the motivation , the comprehension of the values of the Public Service

❑ Specific trainings organized for the jury members (situational tests)

The management of high civil servants

Characteristics of the French “career based system”

- High level jobs open mainly to public servants (but top executive positions such as prefects or ambassadors can be held by non civil servants)
- Job security (with the separation between the grade and the position to allow mobility)
- System of promotion organized and formalized in law (mix of criteria of seniority and performance)
- Distribution of C.S. in different bodies (Court of Audit, Council of State , Civil Administrators, Inspector of finances) each regulated by specific status
- Early and selective recruitment (joining the public service in mid-career, undermine internal promotion prospects)

The management of high civil servants

CHALLENGES

- The modernization of the State cannot be separated from the one of the State Public Civil Service
- The high public servants have a strategic role to implement strategic reforms
 - Fair use of public funds
 - Quality of the Public Services (Education, Justice, Health, Security)
 - Efficiency of Public Policies
 - Ensure the confidence of the citizens toward the Administration
 - Preserve the values of the Public Service : neutrality, sense of general interest, integrity

The scope of the high civil servants

A staff of 12 600 people

Bodies that recruit at ENA 7000 people

Inspectorate bodies (IGF IGA IGAS)

Advisers for Foreign Affairs

The Court of Audit

The Council of State

Civil administrators (2570)

Bodies that recruit at Ecole Polytechnique 5600 people

Administrator of INSEE

Engineer des Mines

Engineer des Ponts

The scope of the high civil servants

The higher executive offices : 500 positions

- **Top sensitive jobs**

« to the decision of the government » ambassadors, prefects, Directors of central administration, General Secretaries of ministries
To ensure special loyalty and strong support to the Government for its policies.

- **Procedure**

Appointed by decree of the President of the Republic in Council of Ministers.
Political authorities are free to appoint C.S. or non C.S. and to end duties without formalities

The management of high civil servants « cadres dirigeants »

- **Diagnosis**

Very significant efforts put on initial recruitment and training

Noticeable shortcomings in the management of the HCS (career, training)

- **A new policy with concrete actions**

Circular of the Prime minister (February 2010)

Mission “cadres dirigeants” under the supervision of the SGG

Appointment of a Delegate for the renovation of the HCS (December 2012)

- **The beneficiaries “les cadres dirigeants”**

High civil servants that hold the highest positions in the hierarchy

High civil servants susceptible to be appointed “High Potentials”

Mis

The management of high civil servants « cadres dirigeants »

The objectives

Streamline the careers

Diversity of the profiles appointed for the higher positions

Professionalization of management

The tools

Establish in each ministry mechanisms to detect « HP »

Building and update pools of HP susceptible to be appointed for the most strategic positions administrative hierarchy.

Monitor and support their careers

The management of high civil servants « cadres dirigeants »

Pools of « HP »

- Identification of “HP” of level N-1 and N-2 ensuring diversification of profiles and gender parity
- Assessment of « HP » by a common set of criteria shared by all the ministries
- Regular « reviews of careers” to update the pools
- For “HP” registered in the pools
Interministerial training programs to develop management skills
(support of ENA)
Individual follow –up of career with regular assessment

The management of high civil servants « cadres dirigeants »

A common profile of managerial skills for the “cadres dirigeants”

- **A tool of reference shared by all the ministries for**

The Higher Executive Civil Servants `
The H.P.

- **A criteria grid easy to understand**

3 key dimensions

15 criteria

4 levels for each criteria

The management of high civil servants « cadres dirigeants »

Advantages for the HP

- Identify its managerial practices
- Identify the margin for improvement
- Develop self-evaluation
- Strengthen managerial skills

For the Administration

- Obtain deep and reliable evaluations
- Help to organize dialogue with HP
- Help to define objectives and means to improve the management skills
- Spread a culture of management

The management of high civil servants « cadres dirigeants »

- **Skills linked to the Action** **4 criteria**
Ability to decide in complex situation
Personal commitment
Resistance to stress and pressure
- **Skills linked to the Relation** **7 criteria**
leadership
Ability to communicate
Ability to drive change
Ability to advise
- **Skills linked to the understanding of situations** **4 criteria**
Sense of general interest
Open-minded personality and ability to challenge itself
Imagination et taste for innovation

The management of high civil servants « cadres dirigeants »

ABILITY TO DECIDE IN COMPLEX SITUATION (criteria 1)

- **Level 0 Skill non observed**
- **Level 1 True abilities but to be developed**
room for improvement
- **Level 2 Mastering**

Skills partly in line with requirement expectations
(The HCS has some mastering but not the level of a top executive CS

- **Level 3 Performance**

Skills in line with the level of responsibility

Level 4 Talent Identification

Exceptional mastering in the exercise of duties

The management of high civil servants « cadres dirigeants »

ABILITY TO DECIDE IN COMPLEX SITUATION (criteria 1)

- Mastering of the the decision making process
- Preparation of the decision
- Communication about the decision
- **TIME TO TAKE DECISION**

TIME TO TAKE DECISION

Level 1 Slowness

level 2

May be in trouble to decide quickly

level 3

Able to decide quickly if necessary

Level 4

Adjust quickly his positions to fit the circumstances

The management of high civil servants « cadres dirigeants »

- « REVIEW OF HCS» (revue des cadres)

Aims to identify the HP
Supervised by HMR director /
Cabinet/Secretary General of the
Ministry)

- « REVIEW OF CAREERS » (revue de carrière)

Use of the results of the data

Choice of managers proposed to
integrate the pool
Update of the pool

- HCS INFORMATION SYSTEME

Include 2 categories
The HP civil servants “HP”
The H Managers in office »

- POSITIONS FILE

Each position recorded
Precised job description with skilled
and competencies required

The management of high civil servants « cadres dirigeants »

- **General guidance given by the PM to build the pools**

Diversity of profiles

Various backgrounds and experiences

Gender issue

- **2011 year of reference of the pool**

- **Medium term estimate of the number of HP in the pool**

10 or 15 % of the all high level civil servants (between 1500 and 2000)

The management of high civil servants « cadres dirigeants »

Use of the pool in the process of appointment

- **Anticipation**

On a quarterly basis, ministries communicate to the SGG the forecast of changes in higher positions

- **List of proposals**

For the appointment of each higher position

A list of 3 ranked proposals

At least 1 man and 1 woman

At least a candidate from the pool femme

NB : prefects ambassadors, military officers are not concerned

The management of high civil servants « cadres dirigeants »

“HP” specific training programmes

- **At ministerial level**

Trainings for the High Civil Servants of its pool

- **At interministerial level**

Trainings to mix the pools

Focus on transverse skills management

The management of high civil servants « cadres dirigeants »

Challenges

Human Resources aspects

HCS not selected

Legitimate expectations of HP in the poll

HP leaving the poll (to be in the poll is not a guarantee of appointment and vice versa) .

Relation with ministerial departments

Similar approaches developed to assess HC Servants

Risk of duplication and confusion

The management of high civil servants « cadres dirigeants »

Challenges

❑ Difficult environment

- Cuts in public expenditures
- Reduction of the number of civil servants
- Freezing in the public salaries
- Extension of the length of career

The management of high civil servants « cadres dirigeants »

**« No good governance without good
administration »**

**Thank you for your attention
and your welcome**