

# Setting employment arrangements in sub-national government administrations

Supporting Decentralization in Ukraine:  
Enhancing local civil service performance for  
effective public service delivery.

Session 3: Acquiring new skills in sub-national  
administrations for better service delivery

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# Belgium: Challenges +

- Same environmental conditions:
  - Devolution from central level to regional/ local level
  - Transition from a central controlled system to autonomy at local level
  - Vision, sponsorship and common values & principles
  - Means & resources to execute and to preserve & sustain
- Developing skills is paramount
- Reference framework, inspiring, less compelling
- Partners

# Belgium: Federal level

- Federal training institute (free; fixed training packages of skills & competencies + on demand)
- **Attendance?**
- Budget: ½ Federal Training Institute + ½ Federal Public Services to spend at will (*internal training manager*)
- Mixed system, no “ENA”-system
- Involvement of private providers/trainers & universities (or spin-offs)

# Belgium: Federal level – Training Institute: approach

- Package :
  - classical training (languages, Word, Excel,...)
  - Middle (tactical & operational) management trajectories (hard skills)
  - Strategic & tactical management trajectories (soft skills)
  - On demand
- New ways of teaching/learning: (*skills report*)
  - Train the trainers
  - E-learning
  - Co-lab (by civil servants)
  - Self service
- Link with career & performance management
  - Certified trainings as condition for career development
  - Part of the evaluation cycle: personal/team development plan
  - Career center / outplacement

# Attendance & trends federal training level

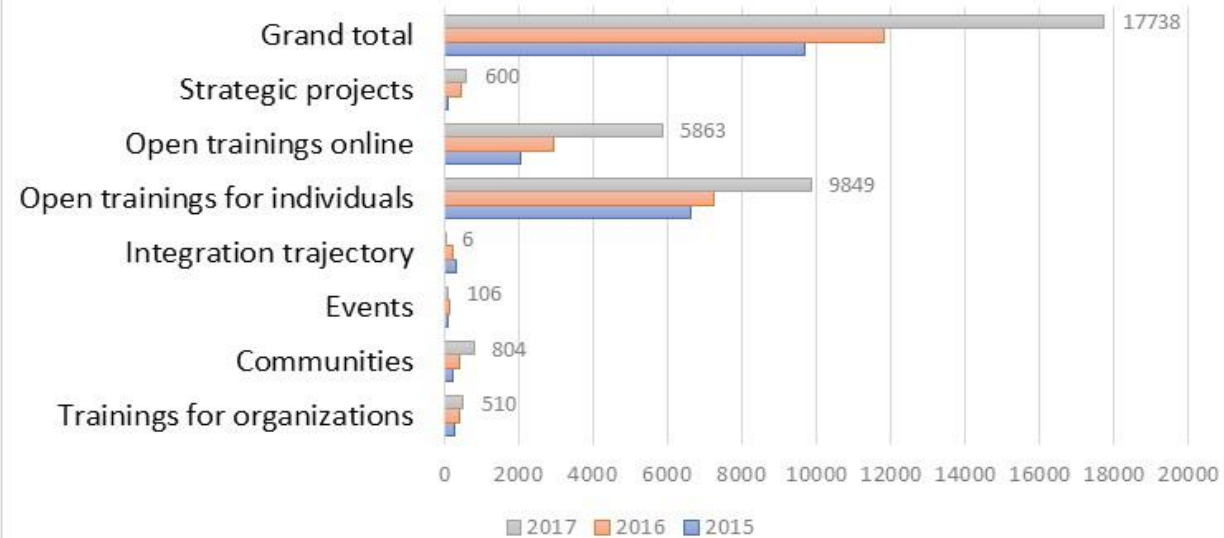
9.136

17.738

number inscriptions 2017



Online training, all processes



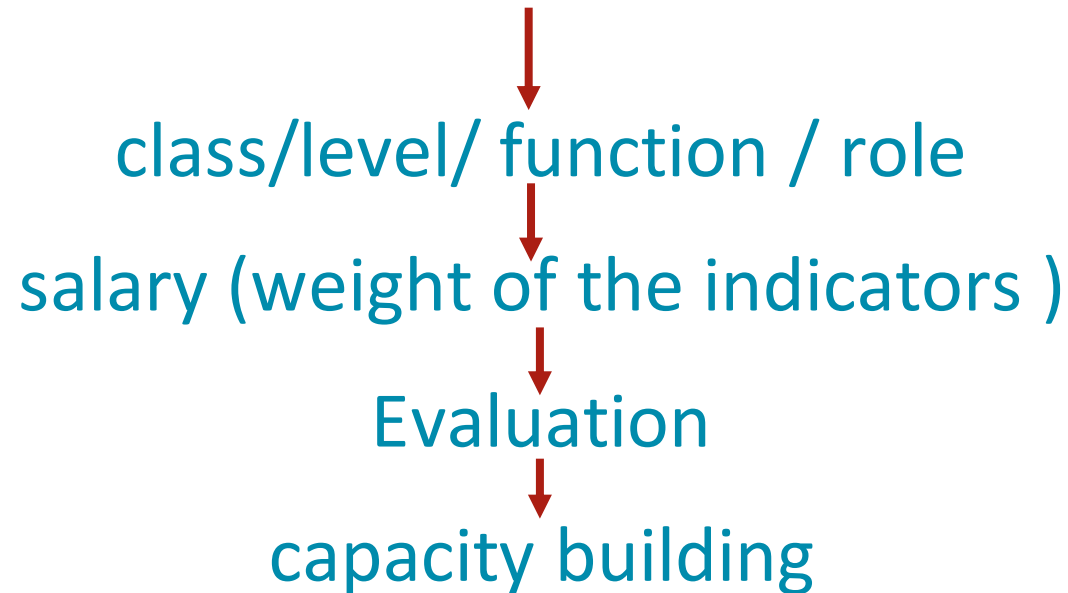
# Belgium: Regional level

- Flanders:
  - Training provided by central agency (free; fixed training packages of skills & competencies + on demand)
  - Partners (universities (& spin-offs), think tanks, interest groups, private providers)
- Wallonia:
  - Brevetting system “ENA”-like
- Brussels Capital Region:
  - Regional school (ERAP – *Ecole régionale d’administration publique*)

# Competency model is the corner stone

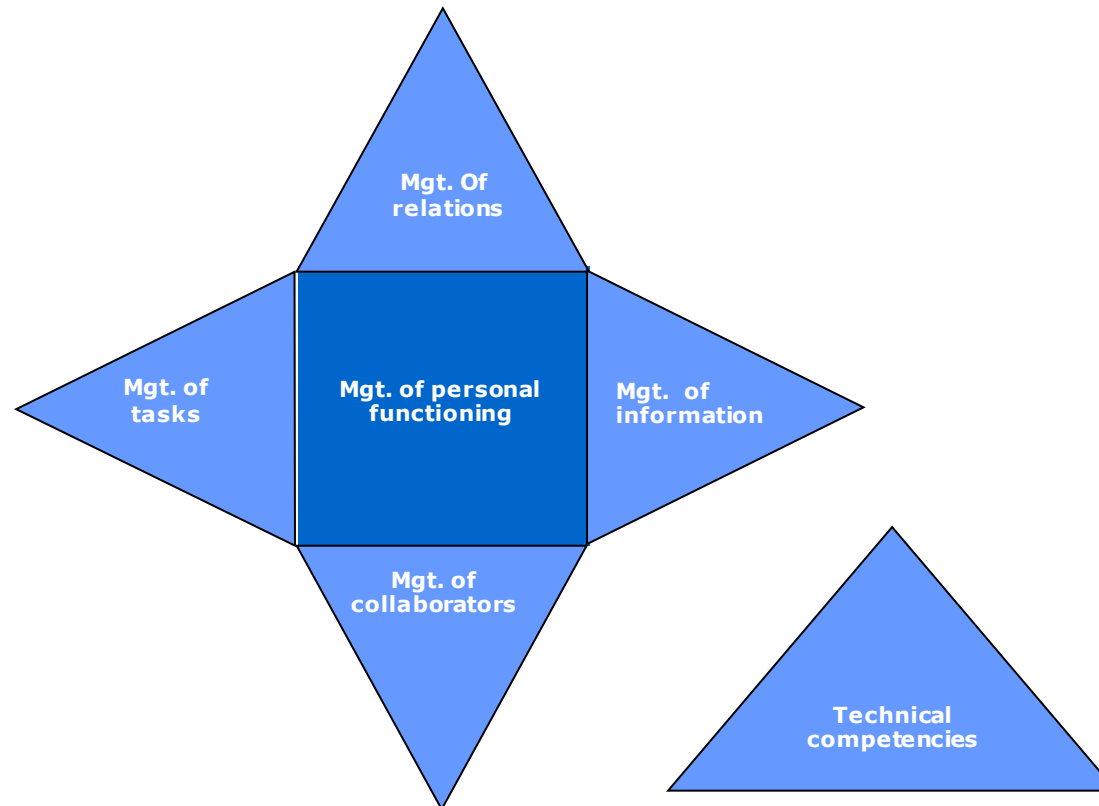
Total package: competencies + behavioral indicators + context

Function description (generic & specific/technical competencies)



# Federal competence model

The federal competency model has 5 groups of generic competencies (« 5 ») and 1 complementary group of technical competencies (« +1 »).







Dealing with information	Dealing with tasks	Dealing with co-workers	Dealing with relations	Dealing with your personal functioning
Understand Information	Execute tasks	Share knowledge & information	Communicate	Show respect
Treat information	Structure work	Support	Active listening	Adapt oneself
Analyze information	Solve problems	Direct co-workers	Work In team	Show reliability
Integrate information	decide	Motivate co-workers	Act service-oriented	Show commitment
Innovate	Organize	Develop co-workers	Advise	Manage stress
Conceptualize	Manage the service	Build teams	Influence	Develop oneself
Insight in the organization	Manage the organization	Direct teams	Build relationships	Attain objectives
Develop vision	Steer the organization	Inspire	Networking	Show organizational commitment

# Behavioral indicators : integrating information

Connecting different data, generating alternatives & drawing decisive conclusions	<ul style="list-style-type: none"> <li>- Make connections: linking data to integrate into a coherent cluster</li> <li>- Generate alternatives</li> <li>- Draw conclusions</li> </ul>	
Behavioral indicators	<ul style="list-style-type: none"> <li>- Right connections between different data</li> <li>- Sees the connections between the different elements of a mission/task</li> </ul>	<ul style="list-style-type: none"> <li>- Links different core elements into a cohesive setting</li> <li>- Links the right connections between data providing with different content from different sources</li> <li>- ...</li> </ul>
	<ul style="list-style-type: none"> <li>- Conceives different alternatives for a situation</li> <li>- Proposes alternative possibilities to solve problems</li> <li>- examines all possible alternative explanations for a certain result</li> <li>- Looks upon situations from different angles</li> <li>- Concocts different possibilities to execute a task</li> </ul>	<ul style="list-style-type: none"> <li>x draws exact conclusions based on a multitude of data</li> <li>x elaborates a coherent resumé of diverging data</li> <li>x compares alternatives pro or con in order to provoke well considered conclusions</li> <li>x uses different data sources to come to coherent conclusions</li> <li>x makes a correct resumé by connecting relevant links</li> </ul>
Behavioral indicators level B	<ul style="list-style-type: none"> <li>- The correct connections between different data</li> <li>- Notices the link between the different elements of a mission</li> </ul>	<ul style="list-style-type: none"> <li>O conceives different alternatives for a situation</li> <li>O blends different alternative possibilities to solve problems</li> <li>O proposes different alternative possibilities to solve problems</li> </ul>
Behavioral indicators level A	<ul style="list-style-type: none"> <li>- Blends different core elements into a coherent approach</li> <li>- links the right connections between information with different contents providing from different sources</li> </ul>	<ul style="list-style-type: none"> <li>O examines all possible alternative explanations for a certain result</li> <li>O approaches situations from different angles</li> </ul>
	<ul style="list-style-type: none"> <li>- Weights alternatives to come to well thought conclusions</li> <li>- Uses data from different sources to come to well considered conclusions</li> </ul>	

# Tools & techniques to assess & to enhance skills

- 360° Feedback
- Team crafting
- Development of the objectives contained in the evaluation cycles
- Management skills training & development for middle management and project leaders with an active role with the management technique through different means
  - Lean
  - Self-service
  - Co-lab
  - Academy
  - COP (NWOW, Digital Skills,...)
- Management and leadership program for Belgian federal managers:
  - Vitruvius
  - In Vivo

# Flemish competency model

Person	Interaction	Thinking	Solution	management
Take up responsibility	Communicate	Analyse	Decide	Plan & organize
Flexibility	Convince	Judgement	Result oriented	Delegate
Self development	Assertiveness	Vision	give direction	Progress monitoring
	Empathy		Initiative	Carefulness
	Collaborate		Innovate	
	Networking		Client oriented	
	Coaching			

# Indicators – take up responsibility

To act in accordance with the interests, values & norms of the organization.

## **Level 1 – takes responsibility for his work**

- Accepts the goals, values & norms of the organization and behaves accordingly
- Respects agreed appointments, rules, procedures & methods
- walks the talk, respects appointments & promises
- Is accountable for his actions, acknowledges errors & is open to feedback
- Reacts correctly & loyally when others criticize his work, entity or organization

## **Level 2 – acts in the interest of the organization**

- contributes actively to the objectives & values of the organization
- considers the effects of his proposals & actions on behalf of the organization
- keeps on acting consistently, even in dire & uncertain situations
- walks the talk, is open about his values & norms
- induces confidence in his objectivity & integrity

## **Level 3 – guards & defends the interests of the organization**

- propagates the objectives & values within and outside the organization
- presents an exemplary behavior concerning social, ethical & professional norms & appeals to others on it
- informs the goals, values & norms to all persons inside the organization or entity & offers them the necessary support to respect those goals, values & norms
- allows himself to take hard positions that benefit the whole organization and the general interest, even if these positions are less popular within the own organization
- support explicitly decisions taken & initiates them wherever possible, inside and outside the organization

# Local Police – base grades

## **Manage information**

### **Treat information**

Collect in a effective way information, decode it & treat it in the given time limits . To structure data, treat it & present it. Detect eventual flaws in the information..

## **Manage tasks**

### **Management of tasks**

Structure multiple different tasks and establish a priority list and execute those tasks in a systematic & logical way within the time limits.

## **Interpersonal management.**

### **Collaborate (Internally)**

Create & promote team spirit in sharing opinions & ideas , identifying oneself with the common objectives & to iron out conflicts with his colleagues. Client orientation (externally). Deliver to the partner (citizen & authority) the best possible service delivery and accompany them to most plausible solution through constructive contacts.

## **Personal management.**

### **To commit**

To commit completely to one's work by doing the utmost & by searching to reach a high quality level.

# Local Police – base grades (2)

## **Coping**

To react to frustrations, to obstacles & opposition by focusing on results , keeping calm, controlling one's emotions and reacting in a constructive way to criticism

## **Values**

## **Values**

## **Implication-motivation**

To uphold an intrinsic motivation by showing interest for the function & by developing a professional project .

## **Respect of the norms-integrity**

Win credibility by working in a disciplinary way, enlist one's own principles inside the norms & expectations of the organization. Absence of extremism. Respect the rights & freedoms of the individual. Do not discriminate on basis of gender, beliefs, ethnical origin,...Do not judge deviant behavior in comparison to your own values & reject anyone doing so. .

## **Absence of psychopathology**

Show emotional stability, being able to master yourself & being able to prevent emotional impulsions. Psychopathology is present if the behavior is deviant towards a social norm and if this behavior embarrasses someone or his environment provoking a perturbation of his social & professional functioning

# Competency model city of Antwerp

Diversity	Client oriented	Integrity	Cooperation	Costing out
Relational competencies	Task oriented & problem solving competencies	Information processing competencies	Person related competencies	Leadership competencies
Oral communication	Task execution & organization	Information processing	Commitment to the organization	Giving direction
Written communication	Initiative & pro-activity	Analysis	Quality oriented	
Active listening	Decisiveness	Synthesis & conclusion	Assertiveness	
Empathy	Organizational skills	Vision	Stress resistance	
Counselling	Managerial skill		Development oriented	
Persuasion	Flexibility		Result oriented	
Coaching				

Technical competencies



# Indicators – client oriented

## Definition:

orientate public service delivery to the sensitivities, needs & desires of the internal clients & citizens, outspoken or not. Provide a correct service delivery & take seriously complaints. Stimulate the independence and self-reliance of the client..

## reactive client orientation

- Acting kindly, diligent & correctly to all questions
- Helping out internal clients & citizens in a friendly & fitting way
- Remain polite & respectful when complaints are filed
- .....

## pro-active client orientation

- Examine in an active way the needs and desires of the clients and orientate service delivery of the organization in that way
- Be critical in examining which points of your own service delivery to the internal client or citizen are to be improved
- formulate concrete propositions to improve service delivery
- Think along with the client & provide a personal tailor made service delivery whenever necessary
- ....

## Client oriented facilitation

- provide a client oriented approach from the organization as a whole
- establish systems to guarantee a qualitative and client oriented service delivery
- Stimulate others to question & to improve their approach towards the client
- Prepare an offer of services that is need oriented
- Enhance the facility to have access to the organization
- ....