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# **Top managerial positions in the civil service**

## **Roundtable discussion with experts**

### **Paris, 26 March 2020**





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# List of topics to be discussed

1. The Principle
2. The EU accession requirements
3. Role of ministers
4. Ideal candidate's profile
5. Turnover
6. Removal from position

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# Introduction

- The [Principles](#) are applicable to EU accession and neighbourhood countries.
- This is about ministries and agencies.
- Vertical scope of top managerial positions (D-1, D-2)
- Not best practices discussion, but minimum requirements

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# T1: The Principle

*Direct or indirect political influence on senior managerial positions in the public service is prevented.*

- Is current principle well formulated?
- Does it reflect the main value of top managerial civil service?





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# T2: EU accession requirements

EU enlargement countries establish close-to-perfect systems of recruitment to top managerial position on paper and implement them in a distorted way (isomorphic mimicry)

- Should standards concerning the appointment and dismissal of SCS for the enlargement countries be stricter (i.e. allowing less political influence) than common practices in the EU MS?





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# T3: Role of ministers

- Should ministers play any role in selecting top managerial civil servants?

- If yes, in which steps and how?

Job description, Vacancy notice (profile of candidates), CV evaluation, Written tests, Interviews, Final selection from a shortlist, Appointment?

- If no, how to ensure the candidate will fit the purpose?





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# Top manager's profile

- Ideal candidate: experience, knowledge, skills, competencies
- Ways of assessing candidates
- Functional procedures / objectivity
- Open / closed systems (position / career)
- External / internal candidates

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# T4: Turnover

- Is low turnover at top managerial positions after change of government a desired situation?







# T5: Removal from a position

- Removal from a top managerial position: under which conditions?
  - Only as a result of objective procedures (disciplinary sanctions, underperformance, restructuring/downsizing)? In this case, how to ensure functional cohabitation?
  - Or also at discretion, say after change of government? In this case, what limitations for the minister and what rights for the removed civil servant?





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# The Principle

*Direct or indirect political influence on senior managerial positions in the public service is prevented.*

- Sub-principles:
  - Vertical scope
  - Recruitment criteria set in the law
  - Recruitment criteria: merit, competition
  - Dismissal conditions

