



SIGMA

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Top managerial positions in the civil service

Roundtable discussion with experts

Paris, 26 March 2020



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

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

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?

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?

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?

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

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?



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