



Preparing Public Sector for the Future

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DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère de la Fonction publique
et de la Réforme administrative



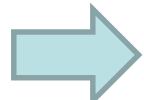
- Context and challenges of the public sector;
- Importance of soft skills;
- Key building blocks to recruit, develop and foster Skills for Change and Innovation processes;
 - HRM
 - Leadership
 - Organisational management

Context and challenges of the public sector



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- Rapid technological change;
- Budgetary constraints;
- Demographic change, ageing workforce and population;
- Changing demands of citizens;
- Uncertainty

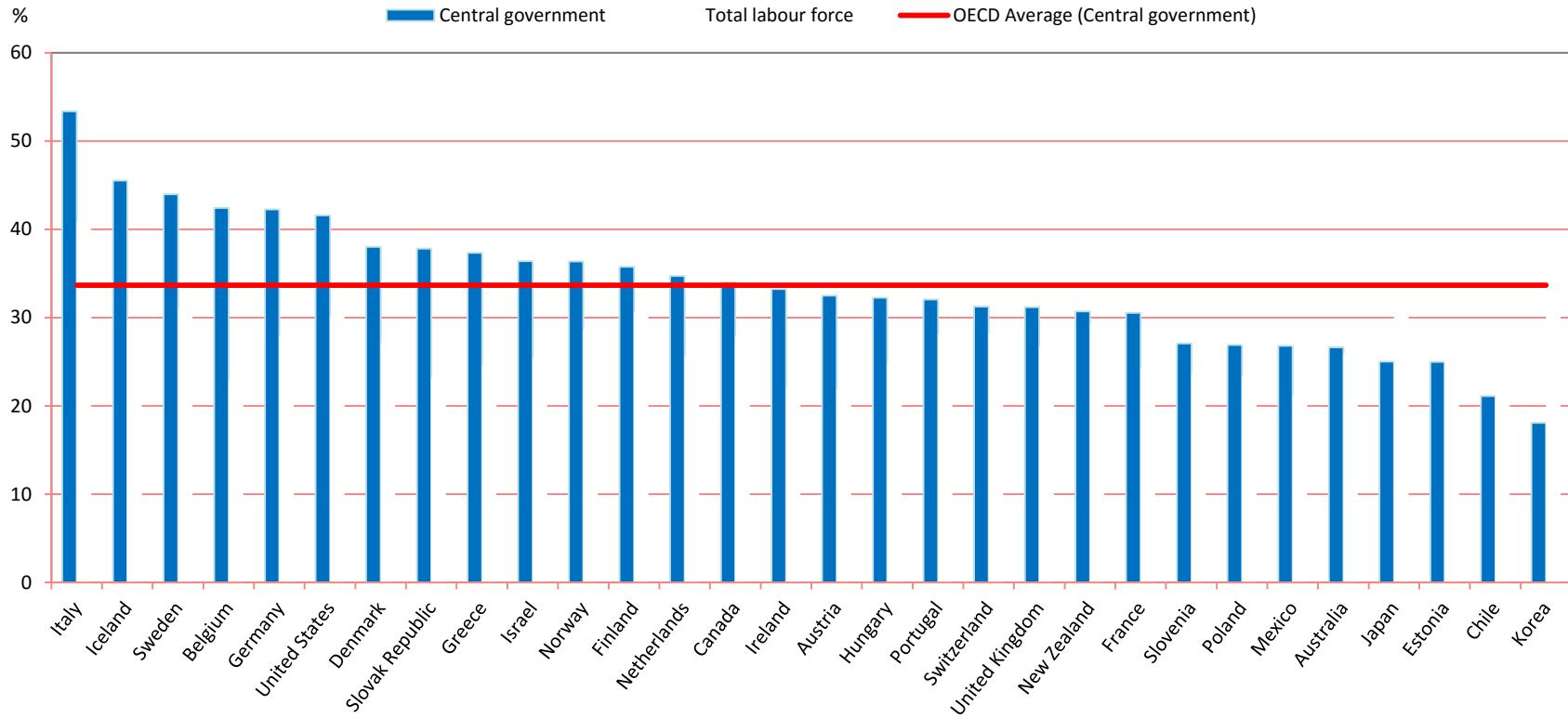


Strengthening of Competencies for Change and Innovation

Workforce over 50 years old in OECD countries



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Source: OECD, 2009

Most important skills and competencies in

OECD countries (OECD, Survey 2016, PEM Meeting

May)

- Achieving results;
- **Values and ethics;**
- Leadership;
- Strategic Thinking;
- **Communication;**
- **Team Work;**
- **Problem solving;**
- **Interpersonal relationships;**
- **Professionalism;**
- **Self-development/Learning;**
- Innovation;
- Initiative



Key building blocks to recruit, develop and foster ‘new’ skills



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- Human Resource Management (HRM) → **Need to embed soft skills through competency + talent management**
- Leadership → **Key role of leaders to promote change and innovation**
- Organisational management and culture → **New assignment of tasks and more flexible organisation of work**

Key building blocks to recruit, develop and foster 'new' skills



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**Recruitment,
Attraction,
Selection,**

**Career
Development,
Career
Management**

**New skills must be
embedded in all the HR
processes**

**Training,
Development
and Learning**

**Performance
management,
Appraisal
System,
Rewards Policy**

Key building blocks to recruit, develop and foster 'new' skills



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Attracting,
Recruiting,
Selecting the
right skills

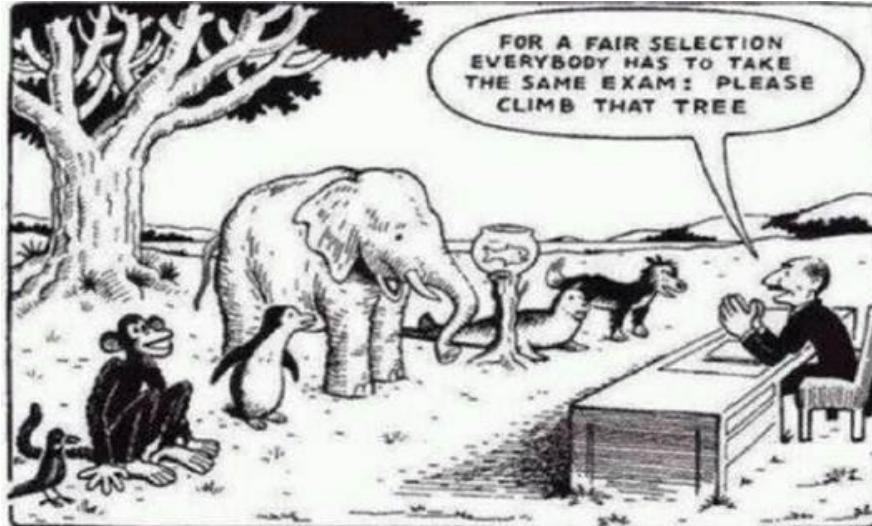
- Introduction of talent management;**
- Attractive employer, employer branding;**
- Establish a competency framework which includes the right balance of skills;**
- Refined selection methods to test these skills**

- It is crucial to attract and select the right mixture of skills;

Key building blocks to recruit, develop and foster ‘new’ skills



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Our Education System

"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

- Albert Einstein

Key building blocks to recruit, develop and foster 'new' skills



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Opportunities
for Training,
Development
and Learning

- Learning in networks;
- Coaching;
- Staff exchanges; Mobility;
- Mentoring, On-the-Job training;
- Intergenerational learning

- Key role of learning in innovative public sectors;
- Different ways of learning, developing and fostering innovation skills.

Leadership: The key role of leadership to foster change and innovation



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Role profile of 'traditional' leadership

- Ensures stability and **continuity**;
- Leader leads people through **rules, procedures** and **processes** ('subordinates');
- Executive leadership ≠ visionary leadership;
- Managerial culture: execution and 'getting the work done';
- Transactional leadership.



Role profile of 'new' leadership

- Key role of leader in **change** processes;
- Leader acts as talent manager;
- Leader '*leads the unknown*', '**makes sense**' of it;
- Gives vision, direction, purpose;
- Leads people through motivation, communication, involvement, inspiration ('followers');
- Transformational leadership.



Leadership: The key role of leadership

to foster change and innovation



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Skills profile of 'traditional' leadership

- Top-down decision-maker;
- Directive style; to only lead by instructions;
- Skills:** Primarily: Expertise (through seniority), Planning, budgeting, organising



- Authority through position.

Skills profile of 'new' leadership

- Facilitator of new and innovative solutions;
- Inclusive, collaborative style → collaborative problem-solving;
- Skills:** People management, management of change, teams, networks, strategic thinking, values and ethics ('sense making'), communication
- Authority through engagement, motivation.



Organisational management: The need for new work arrangements and work culture



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- Less rigid hierarchical work organisation;
- Promotion of **work in diverse, flexible teams**;
- More delegation and responsibilisation;
- More autonomy AND **Time for innovation!**

- Combat of **risk-averse** organizational culture;
- Work practices which promote employee **involvement** and **commitment**;
- More **flexible** work arrangements, (e.g. open space, telework, **flexible working hours**)



➤ Learning in networks

- Finland’s Government Change Agent Network;
- Belgium’s Innovation Learning Network;
- Austria’s Cross-Mentoring Programme

➤ Integrated HRM strategies for innovation

- Germany’s lifecycle approach to HRM (Employment Agency)
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OECD, Observatory of Public Sector Innovation,

<https://www.oecd.org/governance/observatory-public-sector-innovation/>



Thank you for your attention!

Questions