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**(VENICE COMMISSION)**

in co-operation with

**THE PRESIDENCY OF THE GOVERNMENT OF TUNISIA**

**Regional seminar for senior public officials**

**UniDem Med**

**“ PERFORMANCE, MERIT AND EQUALITY  
IN THE CIVIL SERVICE ”**

**Hotel Dar el Marsa  
La Marsa, Tunisia**

**27 - 30 March 2017**

**EVALUATION OF THE PERFORMANCE AND RULES OF ETHICS  
IN THE CIVIL SERVICE**

by

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THEME 2: EVALUATION OF THE PERFORMANCE AND  
RULES OF ETHICS IN THE CIVIL SERVICE

**PUBLIC SERVICE DELIVERY:  
FOR A HOLISTIC VIEW ON  
PERFORMANCE & QUALITY**

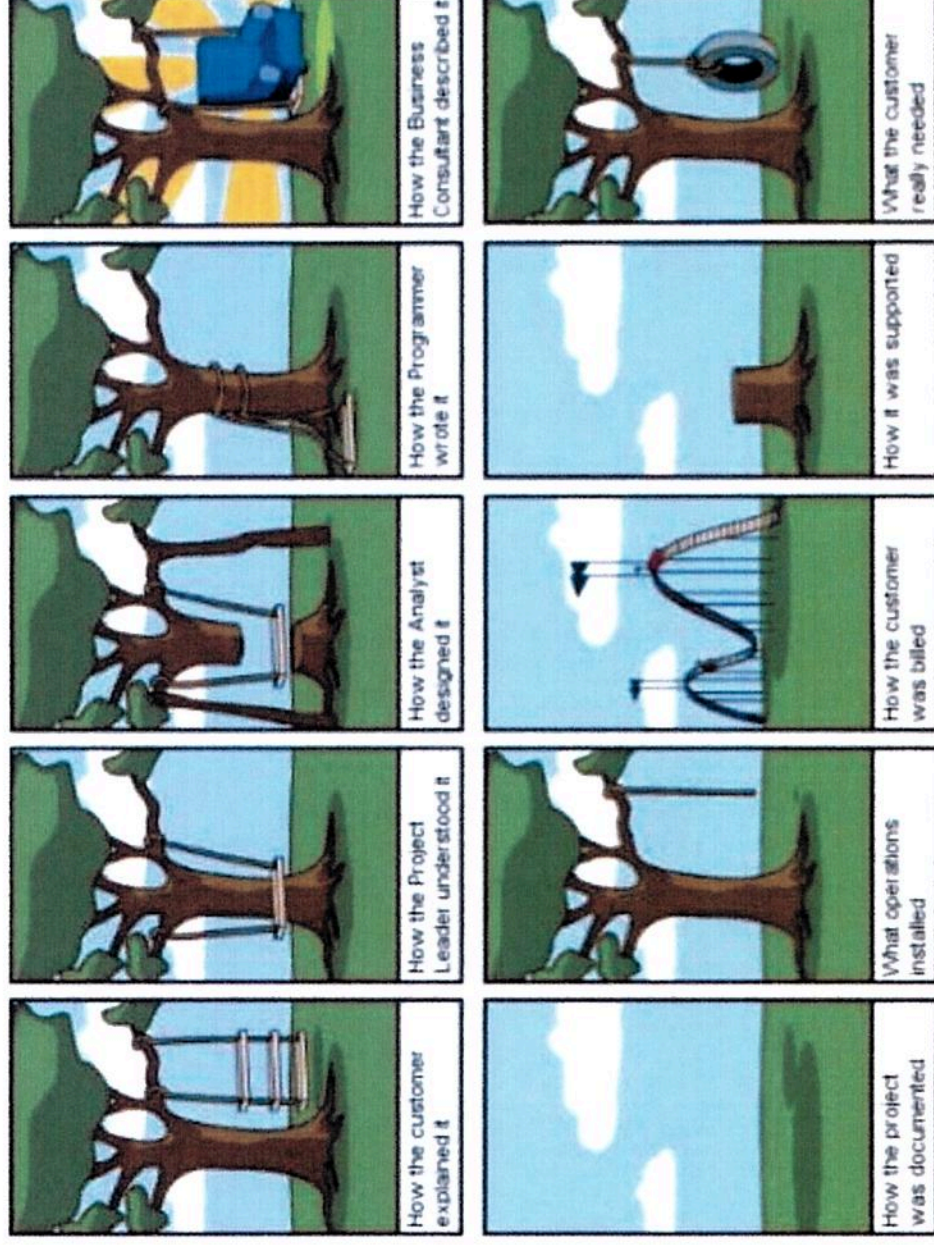
Philippe Vermeulen

**5th Regional Seminar for Senior Public Officials  
UniDem Med**

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Tunis, 27 – 30 March 2017

# Public service delivery sometimes happens



A system working in service of itself rather than its clients

# Cultural & structural backbone of inadequacy

- Aversion to failure
- Pressure for uniformity of public services
- Command and control- hierarchy
- Lack of policy evaluation
- Lack of time
- Tradition of secrecy
- Silos and “clan” wars
- Lack of authorization to dream & experiment
- Lack of autonomy
- Fear to think-out-of-the-box & innovate

Is your organization and your workforce willingly and mature enough to assume, to cope and to change?

# The world is changing, taking up the challenge is vital

- VUCA- world
- Challenges (ageing, diversity, climate change,...)
- Changing conceptions and views on public service delivery, including
  - Performance
  - Quality
  - Accountability
  - Skills, competencies and values
  - Stakeholders' involvement
- Man & Organization: a holistic view on system change
- How to meet the gap?



# What is quality?

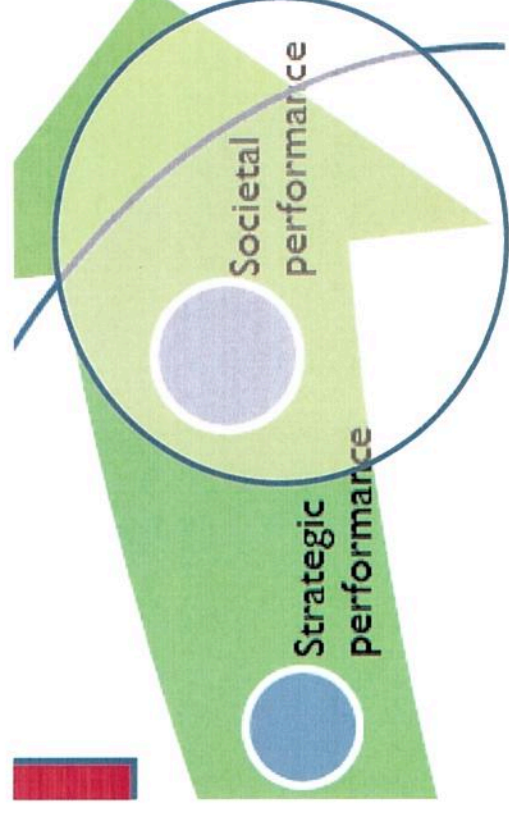
- In manufacturing,
  - a *measure of excellence* or
  - a state of being *free from defects, deficiencies and significant variations*.
  - strict and consistent *commitment* to certain standards that achieve uniformity of a product
  - to *satisfy specific customer or user requirements*.
- Quality is about making organizations perform for their stakeholders – from improving products, services, systems and processes, to making sure that the whole organization is fit and effective.

<http://www.businessdictionary.com/definition/quality.html>

<https://www.quality.org/article/what-quality>

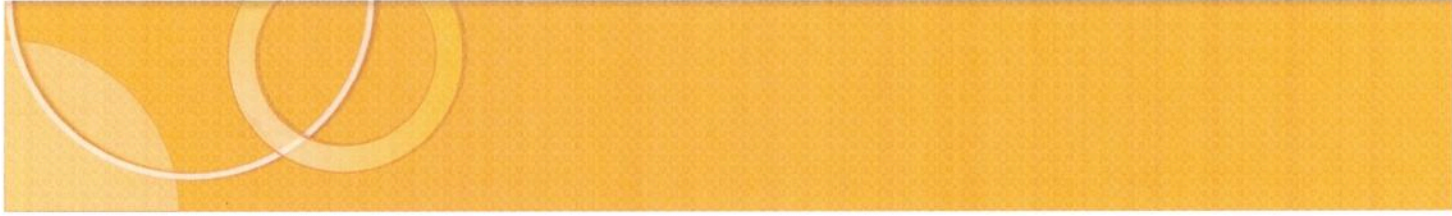
- **Quality is what the customer, the client, the user says it is**

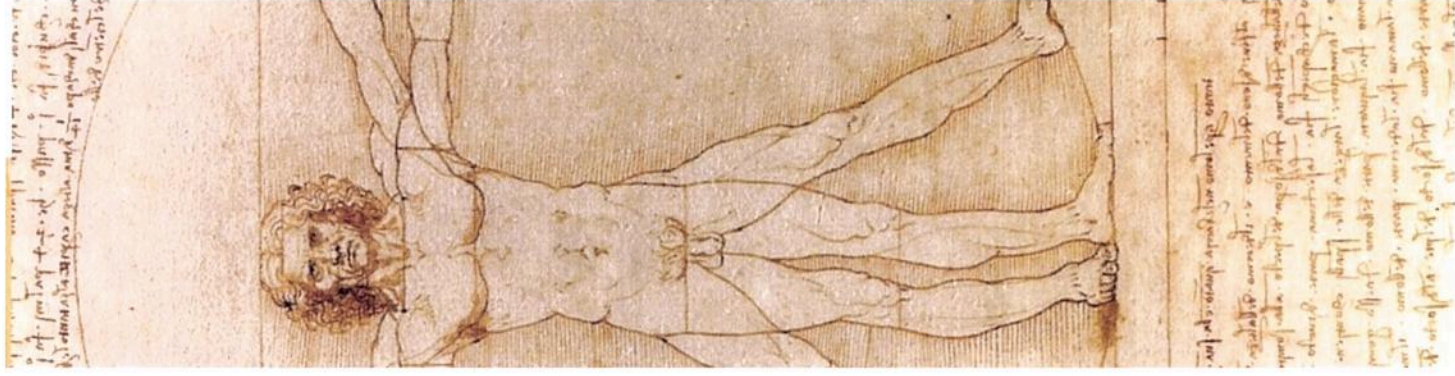
# What is quality from a point of view from public administration?





# Man & Organization: a holistic view





## Targeted administrative culture

- **Man oriented**
- **Stimulating**
- **Relation oriented**
- **Building on the motivation to perform**
- **Individual initiative based updating**
- **Client oriented**
- **Sustainable**
- **Quality oriented**
- **Result oriented**
- **Process based**
- **Evidence based**

**Tiered responsibility**

**Closed government**

# Paradigm & culture shift

- Life - long employment ⇨ life - long/ sustainable employability
- Life - long acquired competencies ⇨ continuous learning & adapting
- Permanent seat ⇨ interchangeability & flexibility

- Focus civil servant ⇨ user
- Focus individual civil servant ⇨ needs of the organization
- Focus organization ⇨ needs of the citizen
- Needs of the citizen ⇨ focus & actions of the organization

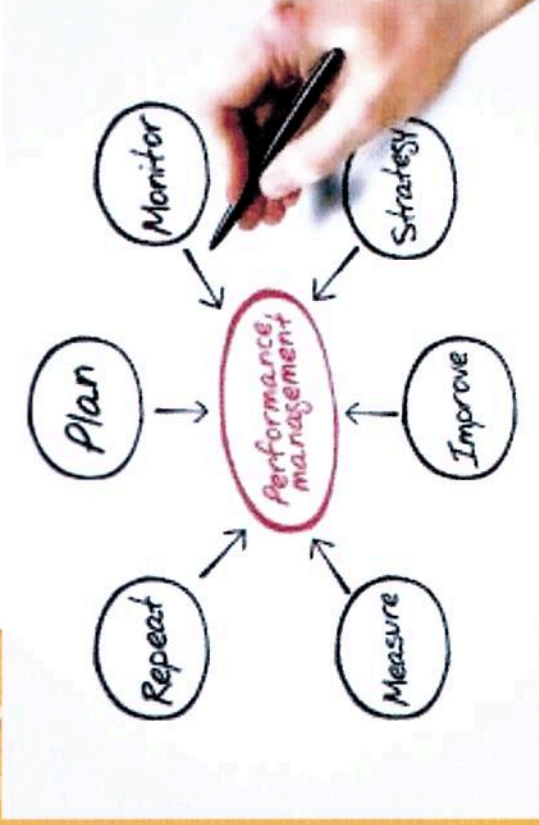
**Open government**

**accountability**

**Service center**

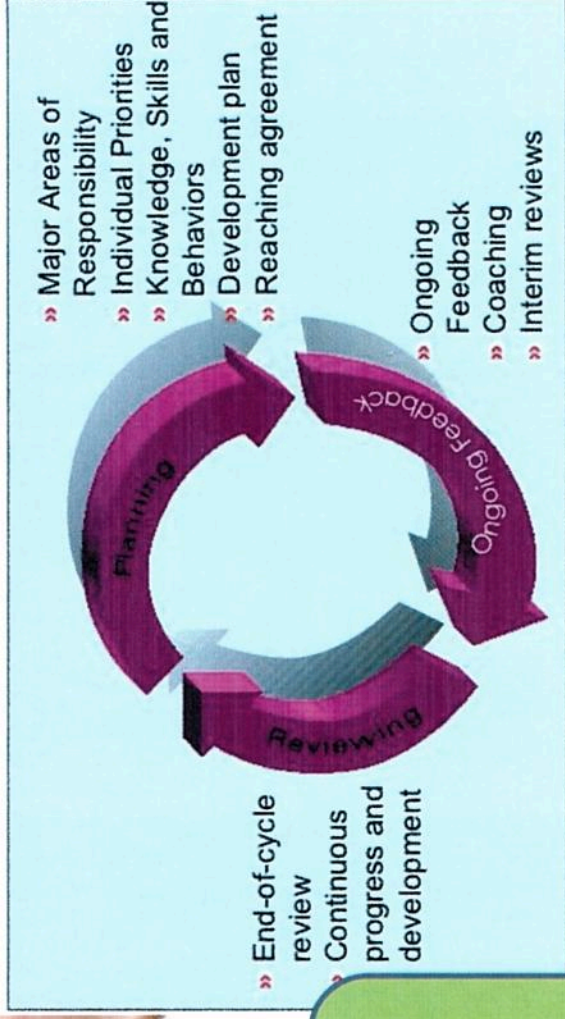
**Client organization**

# What framework for assessing performance?



Performance Management + Talent Management

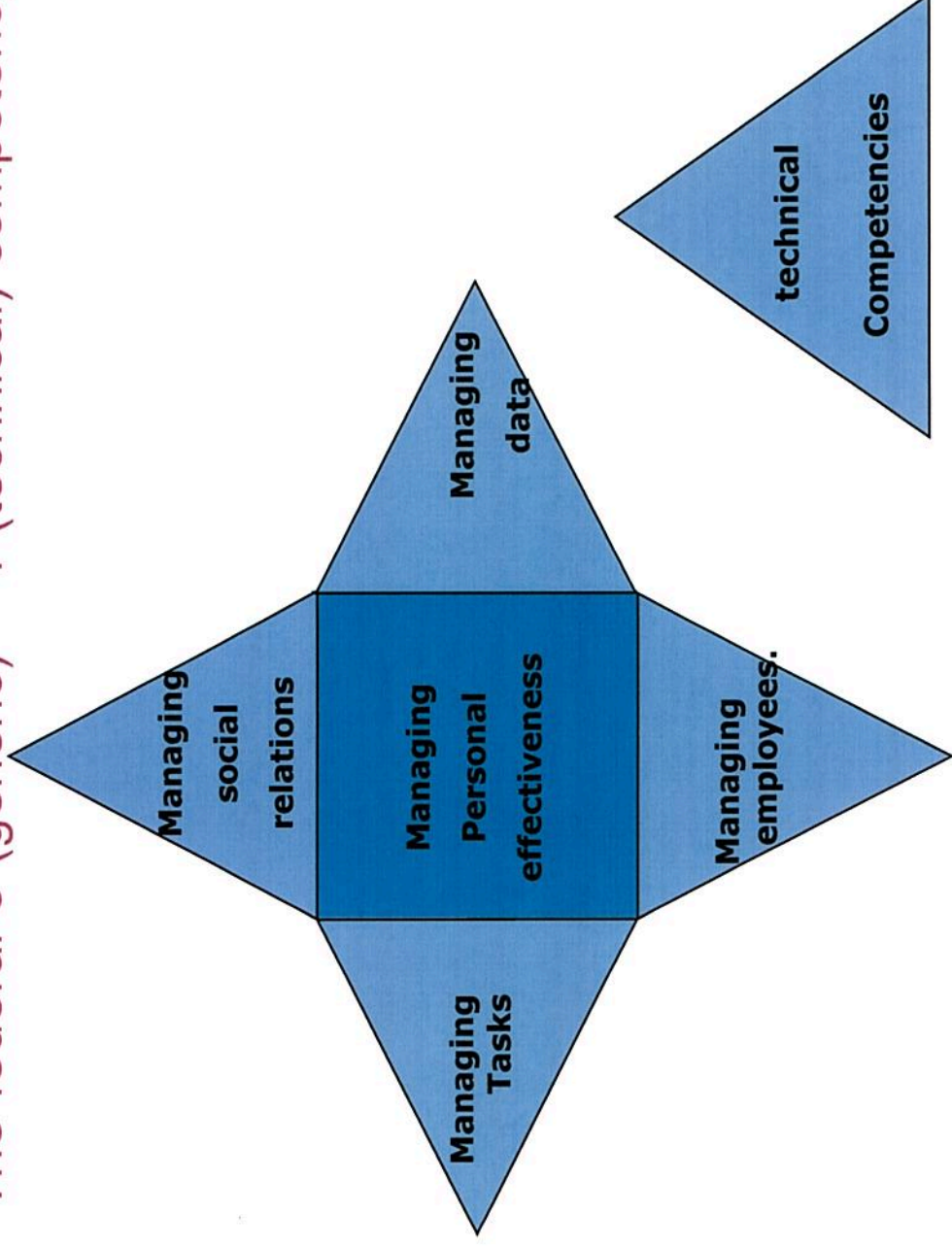
## The Performance Cycle





# Competencies to perform better

The federal 5 (generic) + 1 (technical) competency model



## The federal generic competencies

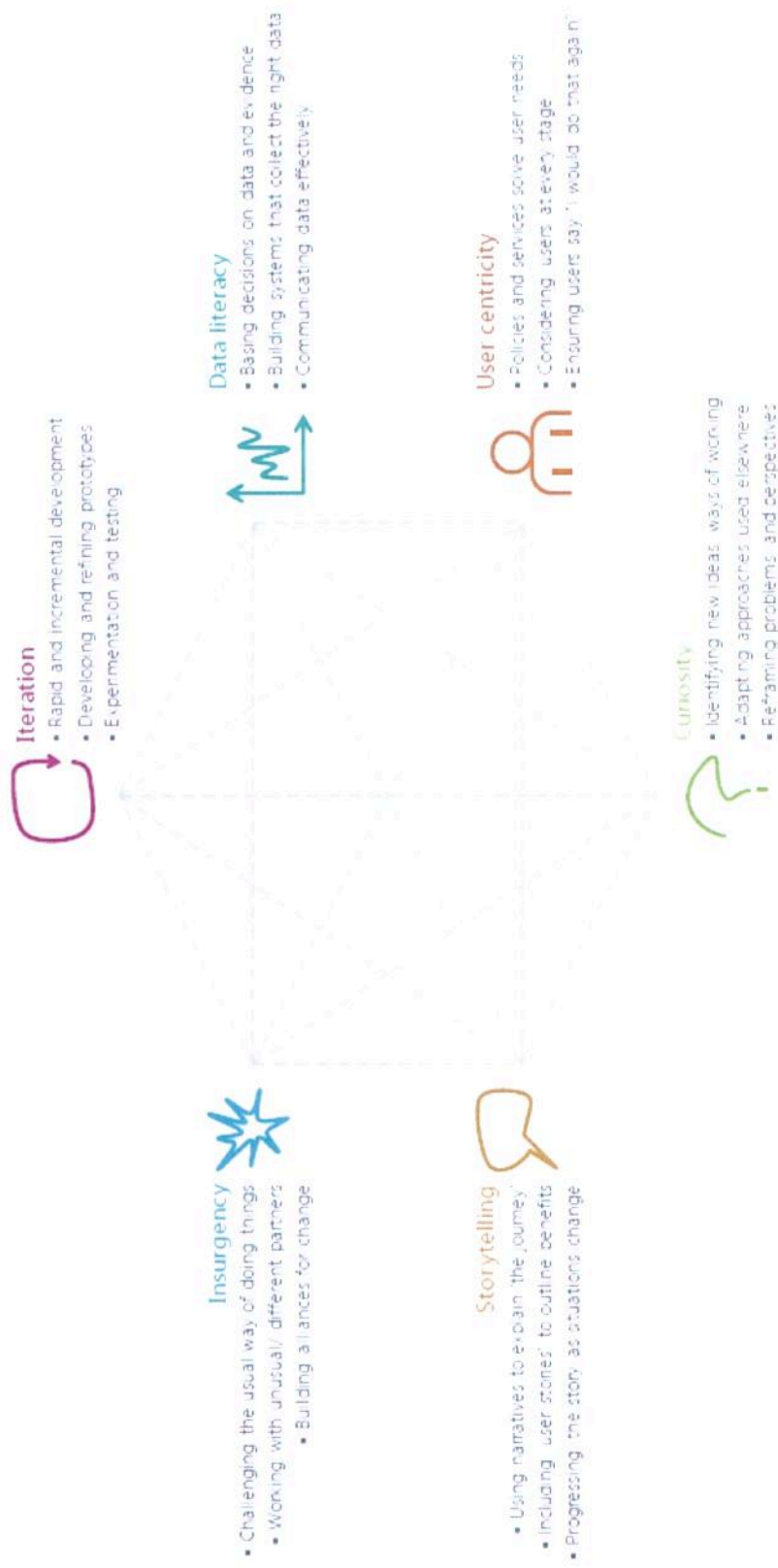
Managing Data	Managing Tasks	Managing Employees	Managing Social relations	Managing personal effectiveness
Understanding data	Execute tasks	Share one's know-how	Communicate	Show respect
Assimilate data	Structure the workload	Support	Listen actively	Adapt oneself
Analyse data	Problem solving	Manage collaborators	<b>Team work</b>	<b>Prove reliability</b>
Integrate data	Decide	Motivate collaborators	<b>Act service oriented</b>	Show commitment
Innovate	Organise	Develop collaborators	Advise	Manage stress
Conceptualise	Manage the service	Forge teams	Influence	<b>Self development</b>
Understand the organisation	Manage the organisation	Manage teams	Relation building	<b>Achieve goals</b>
Develop vision	Guiding the organisation	Inspire	Network building	Involvement in the organisation

LOW

Complexity - impact

HIGH

# Competencies to innovate







## Curiosity and creative thinking help identify new ideas, new ways of doing things and new approaches to things. *Mean something plans* new, adapting, something, someone else, adaptable

	BASIC AWARENESS	EMERGING CAPABILITY	REGULAR PRACTITIONER
<b>SEEKING OUT NEW IDEAS</b>	Innovation is about invention, creating new things, and doing things differently.  Understanding that the current way of working is just one of many possible approaches, and that each approach has its own advantages and limitations.	Proactively seeking out feedback from a wide range of users and sources and analysing that feedback for ideas.  Talking to colleagues, stakeholders and users about potential opportunities for improvement – what ideas do they have?	Facilitating creative workshops to discover and explore new ideas and approaches.  Using challenges, awards and prizes to encourage people to think differently.  Using large-scale methods such as crowdsourcing and text mining to gain insight.
<b>REFRAMING PROBLEMS AND SITUATIONS</b>	There is no right way to approach a problem or situation, and investigate a problem from only one angle can hide issues and opportunities.  Understanding and appreciating that people have different perspectives on a topic, problem or situation as a result of their background, experience and knowledge.	Identifying different actors and stakeholders that are involved in or influence a situation. Deconstructing their position to understand how and why they might think about the situation in a different way from yourself.	Using tools such as vignettes and personas to exemplify how different people think about a situation.  Using role-playing games to enable people to think about a situation from a different perspective.
<b>ADAPTING APPROACHES</b>	Many teams have similar objectives, but they rarely have the same approach to meeting those goals.  Understanding that there is no single way of doing things, while systems and public services are often standardised for operational efficiency, other organisations can have a different approach.	Engaging with teams/managers who do the same work as you – finding out what they do and how they do it, identifying what is different about their approach.	Seeking out organisations from different organisations, sectors, locations/countries who have similar objectives or goals to analyse their approach. Asking others to bear review your approach and identify alternative options based on their practice.
<b>CONTINUOUSLY LEARNING</b>	Knowledge is being produced and practices are evolving at an ever increasing rate.  Understanding that in a constantly changing world knowledge and practice are no longer fixed, there is always something new happening somewhere.	Being open to new ideas and thinking no matter where it comes from, actively considering the possibilities and opportunities new ideas present.  Assessing the limitations of your own knowledge and practice and finding opportunities to learn more.	Actively reflecting on what lessons you have learnt and using that to question your assumptions and current practices.  Un-learning previously acquired knowledge, practices and ways of thinking that are no longer applicable or relevant.

# Checks and balances

👉 Do we *still* speak the same language? Do we keep on speaking the same language?

👉 Do we *still* understand the same things?

👉 Is our staff still with us?

👉 Is politics still with us?

👉 Have we fulfilled what we've promised?

👉 How can we keep up the pace?



Reform capacity building & initiative is a continuous enterprise supported & executed by *all* men and women



- 👉 Who believe in what they're doing or want to do
- 👉 Who keep on speaking the same language
- 👉 Who keep on walking the talk
- 👉 Who dare to get out of their comfort zone
- 👉 Who dare to innovate
- 👉 Who keep their backs covered (both politically, administrative and with their rank & file)