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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**

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**PLACE OF WOMEN IN THE SENIOR CIVIL SERVICE:
BRIDGING THE GAP**

by

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Charter Talent to the Top

The Netherlands

“Performance, merit and equality in the
civil service”

Tunis, 27-30 March 2017

Carlien Scheele, Council of Europe

Charter Talent to the Top

- Since 2008
- 257 organisations have signed
- Government and public sector: 17%
- Goal: higher **inflow** and **promotion** and **retention** of women at the top
- **Cultural change!**
- Initiated and supported by minister of Economic Affairs and minister for Gender Equality

Charter Talent to the Top

- Signing **voluntary**, but **not** without obligations
- Within 6 months after signature, setting of **clear, realistic and measurable** targets for top and sub top (next 3-5 years)
- Plus: **strategy** how to realise this targets:
gender diversity policies

Charter Talent to the Top

- Annual **reporting** to Monitoring Committee via simple monitoring tool
- **Comply or explain**: when lack of progress, explain why + mitigation measures
- If no reporting and/or no actions to reach the goal: **removal** from the Charter
- Annual results **made public** (overall report)
- Annual **individual** report to organisations: evaluation and recommendations
- Annual selection of good practices: **naming** and **praising!**

Monitoring

Policies (strategy) on gender diversity are evaluated annually on six dimensions:

1. *Leadership*
2. *Strategy and management*
3. Human Resources management
4. Communication
5. *Knowledge and skills*
6. *Organisational climate*

Leadership

- Top committed
- Top actively promotes m/f diversity
- Top monitors and acts immediately if need be
- Top provides enough means
- Top takes end responsibility

Strategy and management

- m/f diversity is a business case
- Explicit targets women in the top
- Explicit measures to reach targets
- All units report about m/f diversity
- Element in appraisals of managers
- Evaluation of results
- Mitigation measures if need be
- Comparison of m/f diversity with other organisations in sector

HR Management

- Work-private life combination made possible for top and sub top
- In selection procedures explicit target for m/f diversity
- Transparent and objective selection procedures
- Communication reflects m/f diversity
- Career development through training and MD

HR Management (contin.)

- Effectivity of instruments is measured
- Number of women per level is monitored
- In planning of staff: target for m/f diversity
- Career development through women's networks
- m/f diversity integrated in all HR instruments/measures
- Career development through empowerment

Communication

- *Internal* about number and % of women in top
- *External* about number and % of women in top
- Women visible in all communication activities

Knowledge and skills

- Knowledge of measures that improve and hinder m/f diversity
- Managers are aware of benefits m/f diversity
- Managers are aware of mechanisms that hinder m/f diversity
- Managers know how to realise through flow
- Do not re-invent the wheel: use and spread existing knowledge in the organisation
- Include questions on m/f diversity in employee satisfaction survey

Climate

- Active policies against discrimination and stereotyping
- Acceptance of combination work-private life in organisation
- Appreciation of m/f diversity in the whole organisation
- Attention for m/f diversity everywhere
- Managers responsible for m/f diversity

Administration and Supervision Act (2013)

- Aims for at least 30% women (and at least 30% of men) in the board of directors and in the supervisory board of large companies (not public sector)

- Charter organisations:

Board of directors: 17,8% (9,6 %)

Supervisory board: 21,5% (11,2%)

Results first Charter signatories (2008)

- Top : 20,5% (2008: 14,1%)
- Sub top: 26,8% (2008: 23,6%)
- Growth sub top important for through flow to top!
- Top all signatories: 21,5% (2014: 20,9 %)
- Sub top : 26,3% (2014: 25,4%)

Government and public sector

Some examples:

Parliament (35%):

2009: 17,4% 2014: 30,0% 2015: 36,8%

Amsterdam (45,5%):

2008: 32,1% 2014: 50% 2015: 44,2%

The Hague (40%):

2008: 25,0% 2014: 37,2% 2015: 40,0%

Government (cont.)

National government (30%)

Ministry of Education (40%):

2013: 36,8% 2014: 42,0 % 2015: 37,8 %

Ministry of Defence (24%):

2009: 10,2% 2014: 15,6 % 2015: 17,8%