

行政院人事行政局 100 年度  
赴荷蘭、瑞士、比利時考察報告  
附 錄 四 資 料

3、荷蘭高級文官署簡報資料





Office for the Senior Civil Service  
Ministry of the Interior and  
Kingdom Relations

## The Dutch Senior Civil Service

Quality as the common  
denominator

Judith Meulenbrug  
Acting director general for the senior  
civil service

28th of June 2011



### The Dutch central government

-11 ministries:	115.000
-12 provinces:	13.000
-256 municipalities:	171.000

**Total government**      **325.000**

Total education:	482.000
Total safety:	129.000



## The Dutch central government

- 11 ministries
- Political top: Minister and sometimes State Secretary

### **Civil servant top:**

- 1 Secretary General
- 4 to 5 Directors General



## The Dutch central government

### **Functions:**

- Policy making
- Delivery
- Inspection



## The Dutch Senior Civil Service: the ABD

### **The Dutch Senior Civil Service:**

All managers with final responsibility for people and means  
-The top of the police (crown-appointed)

### **Main tasks Bureau ABD: investing in the quality of topmanagement**

- Safeguarding independent and merit based (strategic) recruitment and selection
- Career guidance
- Employer Top Management Group
- Training and development of managers
- Interim management



## Coalition agreement 2010-2014

- Merging of departments, inspection units and operations units
- Clustering service delivery units
- Transferring responsibilities to local government
- Equalize civil service law and labour law
- Establish one national police organization
- Reduce police districts from 25 to 10
- Freeze civil servant salaries in 2011
- Raise retirement age to 67



## Consequences for the SCS office

- Downsizing the office
- Downsizing and more focus in service delivery (vacancies, development products)



## How are we going to handle this assignment?

### **Through strategic management development:**

- More focus on career guidance (flow through and out flow)
- Keep focus on inflow
- Permanently investing in management group of today



## More focus on career guidance

**Goal:**

- Create more mobility
- Reduce the number of topmanagers
- Stimulate the flow through of young talent, women, bicultural managers etc.

**Means:**

- Rotation
- Job switch
- ABD Interim and ABD TOP Consultants
- Topspin



## More focus on in flow

**Goal:**

- Stimulate new entrance into the senior civil service

**Means:**

- Opening up vacancies
- Increasing cooperation with search agencies (also private sector)
- Monitoring the group







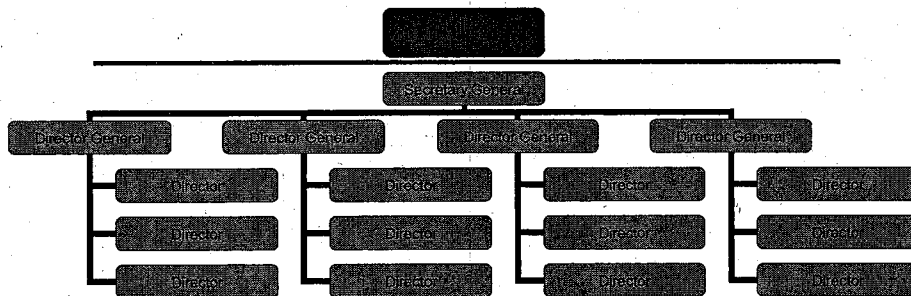
Office for the Senior Civil Service

# Dutch Senior Civil Service

TOPMANAGEMENTGROUP

Presentation by:  
Uno Koesoemo Joedo

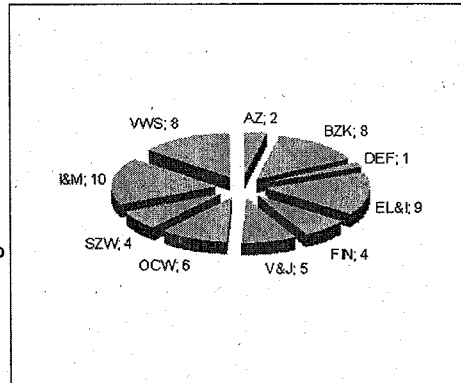
## Administrative Structure of Central Government





## •The Top Management Group

- Total group size 65 people, 55 positions, 10 consultants/advisors



### •Ratio for vacancy filling

- External inflow: -> 20%
- Rotation -> 40%
- Climbers -> 40%



## •Appointments since 2000

- Special procedure with checks and balances
  - Pre selection committee
  - Fixed appointment period: max 7 years
  - Cooperation with departement
  - Counsel of ministers



## •Top Management remuneration scheme

### •Current system

- Fixed salary (9098 euro per month, 36 hours a week)
- Large variety in extra's, bonuses, performance related, labor market etc
- Variety in ways working agreements are used



## •Top Management remuneration scheme

### •Renewal necessary

- Public salaries can not compete with private sector
- Political ambitions: transparency and more uniform policy on top salaries
- Independent commission advised to change pay-system radically



### • Situation since 2006

- Political responsibility for all labor conditions for TMG resides with minister of the Interior and Kingdom relations
- Salary in consultation with minister involved
- Minister of the Interior and Kingdom relations employs all TMG members



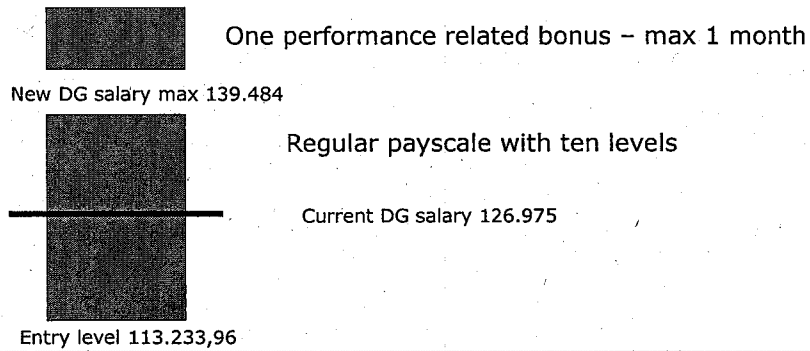
### • Top Management remuneration scheme

- New Remuneration scheme TMG
  - Introduction of a payscale with 10 levels
  - A performance related bonus with a maximum of 1 months salary
  - Step in payscale and bonus based on working agreements
  - All salaries for employees in public sector under a maximum of 187.340 euro (including bonuses etc.)



## •Top Management remuneration scheme

- New salary scheme
  - maximum in public sector 187.340



## Questions and discussion





Office for the Senior Civil Service  
Ministry of the Interior and  
Kingdom Relations

## The Dutch Senior Civil Service

Quality as the common  
denominator



### History of the ABD



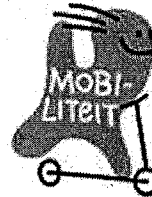
## First phase (1995-2000): mobility

### Goal:

- Corporate approach
- 'Esprit de corps'

### Target group:

- ABD = 350 managers
- all departments and High Councils of State



### Means:

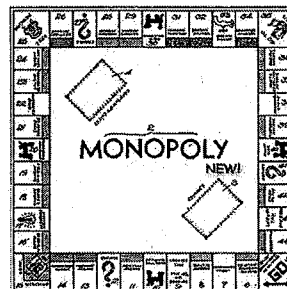
- Number of rotations between departments
- Development instruments: tailor made competences system for central government
- Research; what do other countries do? Also gender research.
- Networkmeetings



## Second phase (2000-2005): expansion

### Goal:

- Expansion 300 to 800 managers
- Development of 'rules of the game'
- Cooperation with municipalities, provinces and EU
- New procedure for mobility/ vacancy filling







## Second phase (2000-2005): expansion

### **Means:**

- External assessment for admittance at ABD
- Expansion development instruments
- Anchor at the top through establishment of SGMD commission
- Application of competences in different instruments, like assessments, assessments forms
- Top Management Group

### Top Management Group (TMG)

- Job rotation after 5-7 years
- TMG appointment for max. 7 years



## Third phase (2005-2010): professionalization and concern building

### **Goal:**

- Balancing responsibilities between central MD (ABD) and decentral MD (departments)
- Intensification cooperation with departments



### Third phase (2005-2010): professionalization and concern building

**Means:**

- ABD talent review proces
- Strategic discussions with Secretary Generals of departments about succession scenarios
- Programme Diversity
- ABD admittance criteria
- Employership for the top-top
- Development of ABD Interim and ABD TOP Consultants
- Management Learning Paths (MML)



### Future challenges of the ABD (2010-2014): management development and cut backs

- Investing in long term quality vs cutting back on short term
- Organization development vs individual development
- Departmental interest vs concern interest
- Inflow vs open job market
- Mobility vs retaining experience
- Diverse managementteams vs large internal supply
- Close working relationship with politicians but no political appointments
- Remuneration vs cut backs
- Keeping connected to the external job market



## Future challenges of the ABD (2010-2014): management development and cut backs

### **Goal:**

- New strategic approach management development
- Providing a more intensive array of services to a smaller group

### **Means:**

- More focus on career guidance
- Keep investing in inflow
- Keep investing in current managers



## ABD products

- **Vacancy filling**
- **Career guidance**
- **Development and education**



## ABD products

### **Development and education**

- Candidateprogramme
- Life long learning for higher public management (APP)
- Programme Leadership External Inflow (PLEX)
- Intervention groups (ICC)
- Introductionprogramme DG and TMG
- Coaching and training advice
- Seminars
- Masterclass Europe
- Leadershiptrainings
- Top Management Forum (TMF)
- Global Engagement Network (GEN)
- Networkmeetings



## ABD products

### **Other products**

- ABD Interim
- ABD TOP Consultants
- ABD TOPspin
- EU mediation
- Publications



Algemene Bestuursdienst  
Ministerie van Binnenlandse Zaken en  
Koninkrijksrelaties

## Vision BABD on Leadership and programs for the top 400

Saskia Azier  
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[www.algemenebestuursdienst.nl](http://www.algemenebestuursdienst.nl)



### Leadership versus management - from dream to reality

**Leadership is doing the right things:**

having a vision for the future and choosing goals

**a Manager is doing things right:**

working towards a goal

(after Stephen Covey, author of Seven Habits of Highly Effective people)

**BABD addresses both in our development policy and  
development interventions/programs**

**Leadership starts by (leading) your Self and than leading others**



## Vision BABD on leadership for the Civil Service

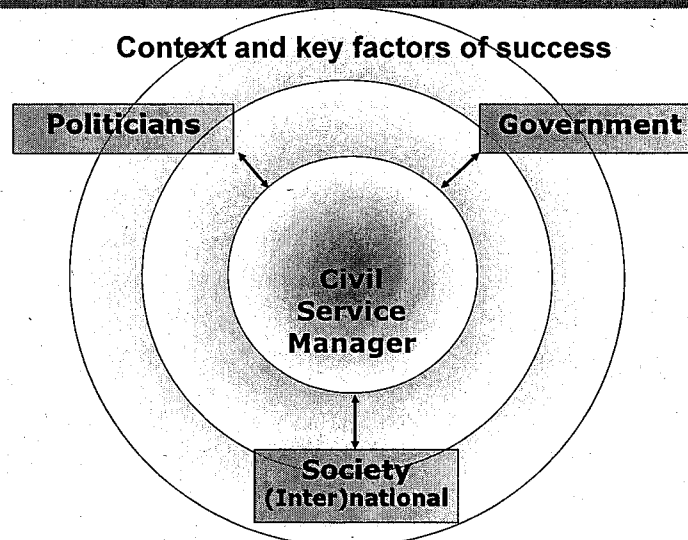
BABD wants, as a management development-organization for the Civil Service, to contribute – on an inspiring way – to improve and maintain the quality of the top managers (life long learning)

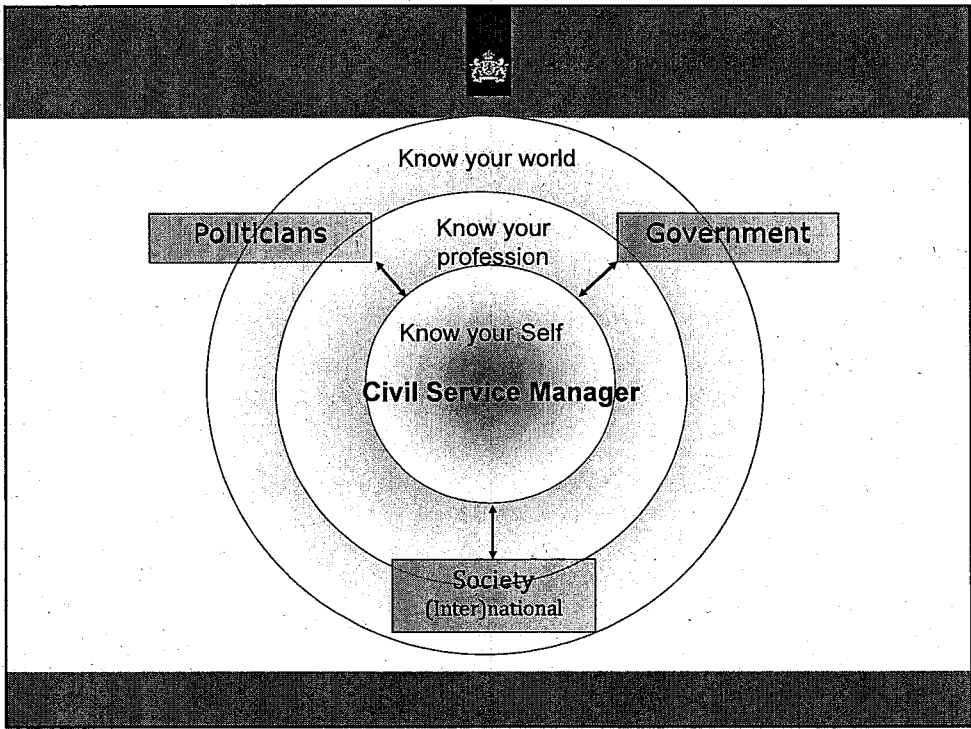
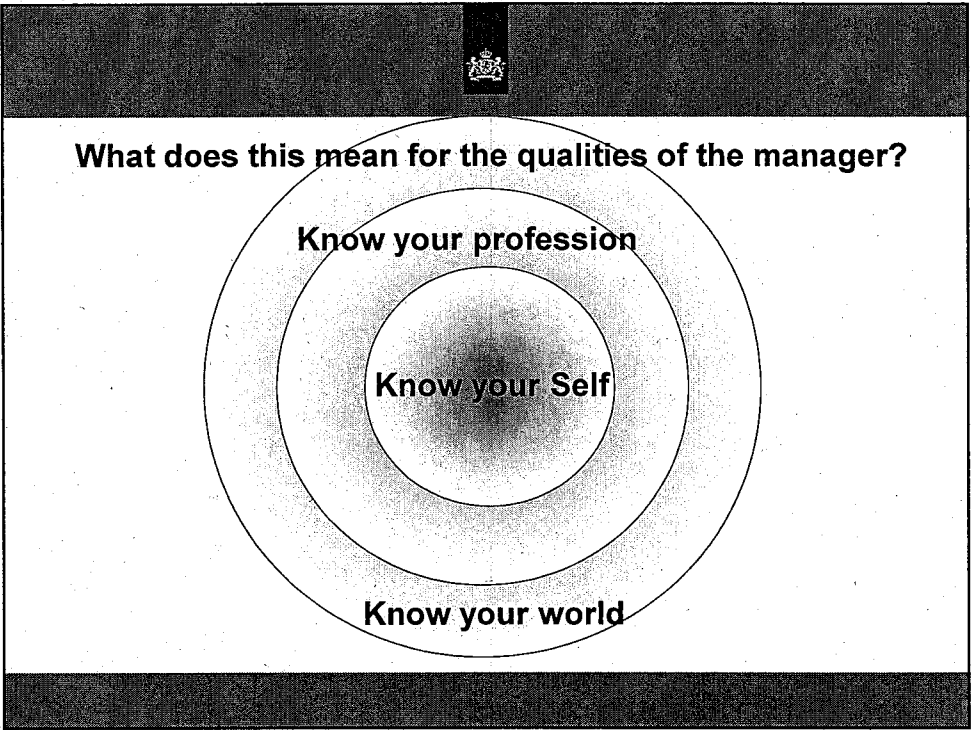
With as final goals to realize a better performing Civil Service and a society within it is good to live in.

- What are the key factors of success?
- What does this mean for the quality of leaders/ managers?
- What are the vital situations and relevant competences for successful leadership performing in the context of the Civil Service?
- How do we support this development: career/personal based and from an organizational point of view?



## Context and key factors of success







## Leadership/managing within the Civil Service

### 1. ABD-management competences:

- 7 clusters: Managing, Problem solving, Interpersonal behavior, Operational affectivity, Impact, Buoyancy and Government affinity
- 6 competences per cluster – in total 42 competences

### 2. Overview of the nature of the tasks (7 main groups):

- Managing and advising/supporting the top
- Policy making
- Delivery and delivery policy
- Inspection
- Facility Management
- Legislation and Legal Affairs, (scientific) Research, Information (management)
- Control an Management support



## Leadership/managing within the context

### 3. For each task we did identify the characteristics of critical situations for success (90)

### 4. These critical situations are translated to relevant competences (42)

The critical situations are part of a vacancy profile, competence focused job interview, input for assessments and development programs

### 5. The higher in the organization the more the manager himself gives content and form to his assignment and environment.

The top manager has to be good in:

- Reading, writing and influencing situations
- Organizing quality, directing dialog en getting things done/ decisiveness





## Historical perspective

### Career path in former days:

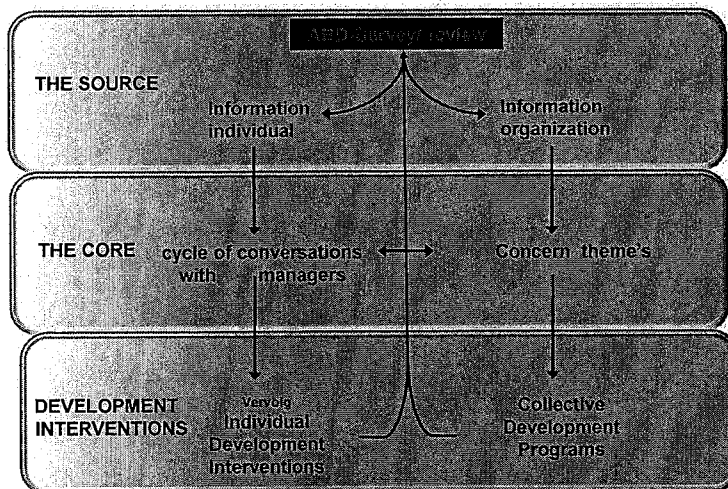
Be good in your profession as a civil servant, knowledge of the specific policy-domains, knowing the rules of the game. The best senior adviser becomes manager, knowing nothing about managing and has a focused on advising on the content and not on strategic matters or is a people manager.

### Career path now:


Be good in your profession as a civil servant, making career steps through the whole government in different Ministries and Sectors (policy making, delivery, inspection) learning from different perspectives, knowing how to deal with dilemma's and stakeholders and having international experience.




## How the development programs arise for the top 400?



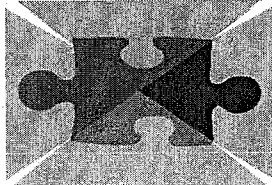
Bureau Alignment Restructuring

	
Individuele Ontwikkelactiviteiten	Collectieve ontwikkelactiviteiten
<b>Versterken start in de nieuwe functie</b>	
<ul style="list-style-type: none"> <li>• Ontwikkelassessment</li> <li>• 360° feedback</li> <li>• talentenscan</li> <li>• ontwikkeladvies</li> <li>• mentor/coach</li> </ul>	<ul style="list-style-type: none"> <li>• PLEX (Programma Leiderschap Externe Instroom)</li> <li>• Directeurentraject (gericht op interne doorstroom) – (opdrachtformulering maken)</li> <li>• ABD-TMGprogramma (voor 'nieuwe' leden van de TMG)</li> <li>• ICC (Inter Collegiale Consultatie)</li> </ul>
<b>Versterken in de huidige functie</b>	
<ul style="list-style-type: none"> <li>• Opleidings- en ontwikkeladvies (opdrachtformulering maken t.b.v. kwaliteitsslag)</li> <li>• Opleidingen van de markt</li> <li>• Coach</li> </ul>	<ul style="list-style-type: none"> <li>• Academie Publiek Management (i.o.)</li> <li>• ICC (Inter Collegiale Consultatie)</li> <li>• Netwerkbijeenkomsten</li> <li>• GEN (Global Engagement Network iss met Canada)</li> </ul>
<b>Doorgroeien naar een nieuwe functie</b>	
<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Loopbaanadviesgesprek</li> <li>• Mentor/sponsor</li> <li>• ABD-I incl. supervisor</li> <li>• TMG-flex</li> </ul>	<ul style="list-style-type: none"> <li>• TMG-abelen traject (opdrachtformulering maken)</li> <li>• Basisprogramma voor ABDI-ers</li> </ul>
Individuele Ontwikkelactiviteiten	Collectieve ontwikkelactiviteiten
<small>Bureau Algemene Bestuursdienst – motie/missie voor ontwikkeling, 23 juni 2010</small>	

	
<b>Vision on learning</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Every development intervention is focused on strengthening: 'know yourself, know your profession and know your world'.</li> <li><input type="checkbox"/> Every development intervention is focused on enlargement of the ability to reflect on their own behavior.</li> <li><input type="checkbox"/> The manager is responsible for their own development BABD supports in an active, stimulating, facilitating and guiding manner.</li> <li><input type="checkbox"/> Every interventions is focused on strengthening (the consciousness) of own qualities and is building further on proven expertise.</li> <li><input type="checkbox"/> The environment is involved as much as possible in development programs.</li> <li><input type="checkbox"/> In the learning process we make the learning goals explicit in relation to the goals of the organization</li> <li><input type="checkbox"/> The design of development programs/ interventions is an co-creation with the participants and BABD and is flexible in order to made to measure for specific wishes.</li> <li><input type="checkbox"/> We use an variety in forms of development interventions, regarding style of learning of the participants.</li> </ul>	



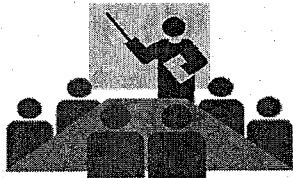
## Learning philosophy BABD



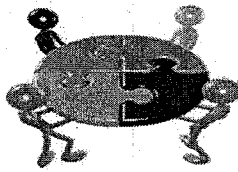
Building on proven qualities and expertise



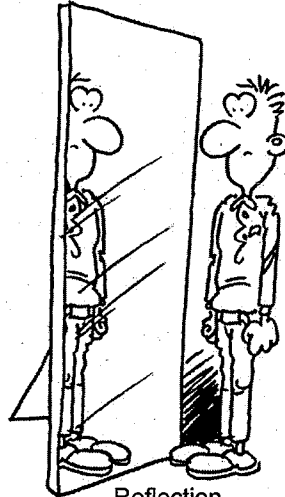
Job as learning place



Active, stimulating, guiding roll



Co-creation



Reflection



## TMG salaryscale

Loonschaal TMG				
<i>Schaal 19</i>		Arbeidsduur in uren	Arbeidsduur in uren	toelichting
		36	40	
0	€	8.113	9.015	
1	€	8.327	9.252	
2	€	8.541	9.490	<i>(is huidig maximum schaal 18)</i>
3	€	8.727	9.696	
4	€	8.912	9.902	
5	€	9.098	10.109	<b>Maximum startende TMG-ers (huidig niveau 19)</b>
6	€	9.283	10.315	
7	€	9.476	10.529	
8	€	9.672	10.746	
9	€	9.868	10.964	
10	€	10.063	11.182	Maximum voor ervaren TMG-ers

