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We do this through our events courses, and our knowledge sharing platform and network.

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So before we get into the meat of the session. There are a few technical notes that I need to get out of the way. So we will be recording this session, and will be hosting it online, on the apolitical website via a Vimeo link.

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And the reason we do this is because the participants and a political members can review the content on demand to further their learning. And it will also enable us to share the content with any participants who are unable to make it to today's session.

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Please be aware that views of the recording will be able to see your zoom you tonight.

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So if you have your camera on, they will be able to see your face. In addition to any information contained in the background. So please let me or one of my colleagues know if you wish to object to being recorded, or to a political making recording available

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in the manner in which I've described.

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If you have any further questions, you can find the contact details of our data protection officer at the footer of the apolitical homepage.

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As you'll see, we have live transcription available on this call, you'll see it on your screens. If you would like to turn this off, then you can locate the settings.

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At the bottom of your screen by clicking on live transcription and selecting hide.

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So today, we are very fortunate to have three terrific guests.

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Alexander Stephenson, Daniel Gerson, and Florencio Romano, they'll be joining us for our conversation. But before we introduce everyone, it would be really great to see who else is in the room so if you are comfortable doing so, just please go into gallery

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view on the top left corner.

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Turn on your camera, and then just give everybody a nice wave be lovely to see all of you joining from all over the world Argentina, Canada, the UK, Brazil, Baton Rouge, Louisiana, Scotland will replace brilliant.

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Brilliant. Wonderful. Best thing on the thing and the thing I love most about these events. Is that so many people are able to join us from all over the world, and learn from each other that's really the focus of why we are here.

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So we're going to start off with a couple of poll questions just as the last few participants are joining, just to get a sense of how everyone is approaching this workshop.

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If you've joined zoom using your web browser, you may not be able to see the poll questions, so I will read them out, and then you can respond using the chat window.

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The first question is, how much experience do you have with people management in the public service.

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The options are loads of manager team for years, a bit I've managed one or two people or started managing somewhat recently, not very much I'm brand new to managing or not at all.

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I want to learn for the future so yep, let us let us know.

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But

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you can also see the questions in the chat.

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Ok so here are the results. So 23% loads of experience on managing for years 23% a bit manage models will be two people or started managing somewhat recently, and then still quite a substantial amount, with limited experience so we might want to hear

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from some of those 23% of experts, but it feels like the majority of people are really here to get some more pro tips from our panel, and from each other.

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OK, the next question is, what do you think is the biggest challenge for managers, keep your team motivated through uncertainty. Stay connected to a team while working remotely managing poor, poor performance and navigating conflict, on a team or something

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else which you can share that in the chat.

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Sorry interested see what the results are going to be

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all the deliberation happening. Okay, very evenly spread.

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So, the top result 39% keeping a team motivated through uncertainty, and we've all experienced a lot of uncertainty obviously over the last 18 months or so, also related to the pandemic staying connected to a team or working remotely 40%, managing performance

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26% so that's a lot of you, navigating conflict on the team. 90% also quite high, and then something else.

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Yes, the one in addition to keeping people motivated during budgetary cuts, I'm sure very very very relevant to a lot of you.

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Sadly, suspect, but it will thank you very much for your participation in the poll. That's really set apart set us up nicely for the rest of the conversation.

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So as I said, we've got three fantastic speakers, taking part in our discussion today so I'm going to introduce them.

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So, Alexander Stephenson, is the founder of blue, which matches experienced freelancers with charities, Alexander is also the author of the public sector, managing the unmanageable and co author of the public sector Fox, which has been turned into an

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online training course by the UK is civil service college, Alexander also co founded RFC consulting, where he worked as a consultant, with more than 200 government organizations so warm welcome to Alexander, also on our panel is Daniel Gerson, Danny lead

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lead to the OECD project on public employment and management, with a mission to help governments, understand and shape the changing nature of work in their Civil Services.

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Prior to joining the OECD Daniel was responsible for a range of projects in the Canadian federal public service where he worked on developing policies to support social innovation and help to design and implement a variety of organizational organizational

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and civil service reforms.

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And finally, Florencia Romana is the undersecretary of open government and accountability in the bonus or a city government.

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From 2015 to 2019 she was in charge of the administrative Secretary secretary of the honorable Chamber of Deputies of the nation. During the presidency of Mercia mercury.

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So, As you can see, a really wonderful broad range of guests that we have got to hear from today.

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So, I'm going to ask all of our panel the same question. And that question is, what for them is the biggest challenge in the public service so let's start with Florence here, when we're looking at this topic, just a couple of minutes on on for you What

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do you see as the biggest challenge.

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Well Nigel thank you very much thank you for the invitation. It's a pleasure to share the panel with Damien and Alexander, and thank you very much all the people that all around the world hearing so it's good.

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I'm from Argentina.

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As you already tell, and I will answer the question from my point of view, and also from my experience here in Argentina public sector that maybe it's not the same Aptana that I've received or I don't know I thought on a I think that the biggest challenge

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that we have here in Argentina is the need to professionalize the

public sector, and why well because the secret to a successful project is always the people that are involved in that project, and public projects are about people and the people that work

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hard to make other people's lives better. So, that is, after all, what public service is about, or what motivates me to be working, I am an engineering and to be working on a choose to work in the public sector.

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In my experience I have made more than a 200 public projects and around them more than 10 years that I have been working in the public sector of different complexity.

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And I think that our main responsibility as publicly This is to make the most of our teams, and the results that we can achieve.

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And when managing the public resources. Even small sleeps in planning or in costs, huge budget. A Lucy's, and also time Lucy's, and the true cost of, which is borne by the citizens so if we don't deliver the end up paying with well being, as well as their

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capacity to the trust of the government that hearing it now so the trusting government has been really damaged during the, I don't know, more than the last 20 years maybe it's sad but it's the truth.

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And also I think that there are many ways to to address this problem I will like to share with you today, because we have little time. One is that I found very successful.

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As a leader is they're playing professional project management methodologies, in this public sector with professional project management one can break the seamless, and the hierarchies, that are so region in the public administration, and instead.

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You can call the best possible team for each project.

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So, in this working culture. It empowers the people and keeps them motivated and professional project management also guarantees that each project is evaluated with database and, and that is so important for the public sector.

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In, because what we cannot measure cannot be avoided. So it's really important to measure to evaluate and then to try to do it better.

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And the other way that it was addressing this problem that I really think that's really important is working with an open policy approach, and as you already told I'm the undersecretary of open government and accountability Kiri monastery city government.

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And I think that we should know that we are unable to achieve maximum impact if we work alone. And we need the collaboration and the experience of citizens experts the academy and the non governmental organizations, and working with an open up policy

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approach I think that allows us also to reach like higher levels of results. And in when I say this the DRM and we understand that the you know the institutional capacity of governments is necessary but not sufficient to solve the current challenges of

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society. So the actions of openness participation collaboration and cooperation expands the capacity to like our sectors and brings us better results.

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And I also think that it by involving strategic actors, we can generate collective action and intelligence, as well as adding value to public policies, and the only way of achieving this cultural change that we are seeking nice by providing citizens with

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in my own team, a month ago, that one of the communication managers on my team that now is online, and it's called or sorry unsure, and she's responsible and of all the communication that we have in our team.

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And, and she, she was very enthusiastic about a cycle of meetings that we have decided to carry out in these meetings we meet ministers with strategy desperate to enrich the future plan of one aside a CT based on their knowledge and experience so although

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her role in the team is the communication of our work. She also has an academic background in public policy.

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Faced with her enthusiasm and is I felt the role of BM for the development of the table International, and in addition to the fact that the tables were successful.

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Thanks to her work and commitment, and the motivation produce on care was notorious because she deeply believe in the ultimate goal of the cycle. So her leadership day for motivation empowerment and

career satisfaction.

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And I think that that's all about.

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So, I think, with these major like, I don't know if that's a great that's a great.

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Yeah, it's a great example and we probably will have many more great examples of where some of this stuff has has worked for for all of you. So Daniel same question for you just the biggest challenge in the public service in this topic Thanks Nigel and

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thanks to a political for organizing this excellent session and Hi everybody, joining you from Paris. This evening, but I see a number of familiar faces.

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And I'm also a fellow ex Canadian civil servants. So, as was mentioned earlier.

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So nice to see so many Canadians on this call.

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So I have managed a program of work at the OECD on public employment and management, and it really brings together a network of experts in this area, senior officials who set that employment framework for OECD countries.

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We're about 38 countries now I think if I if I'm still counting correctly. We also have a network of schools, the government and together with these different groups.

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We've been talking a lot about the challenges of public service and how it needs to be adapting and changing its, its approach to people management in general, to be future ready and in fact, today we're launching a new report on this and so you can actually

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go and download it and read it, which highlights three particular challenges so if you'll feel. Let me if you'll indulge me, I'll give you three answers to your question Nigel.

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We call these are three apps. So the first one is forward looking, the public service, really, of the future needs to be forward looking at needs to be able to identify the kinds of skills and competencies required not yesterday but in the future the

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things that are emerging, the things that really need to be integrated into the workforce, and it needs to be able to do this through some kind of coherent approach to strategic workforce planning that can also recognize the uncertainties in the future

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and I was not surprised to see uncertainty being one of those issues that came up in the poll earlier, you know, using probably some better data on workforce analytics than then exists today.

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So, this forward looking is is really one of the key elements and, of course, not everything can be predicted Not everything can be planned for and so that brings us to our second half, which is flexible and flexibility of flexible public service would

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be one that can identify things that don't need to be done anymore and move its workforce from those areas to to emerging priorities, be able to really respond quickly to things like global pandemics that we weren't necessarily ready for invest in in

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learning and change adaptation, because of course changes happening so much more quickly now that the skills that we're hiring for today are going to be changing in the next five to 10 years and so real emphasis on on lifelong learning, and being able

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to attract and pull in skills from different parts of the labor market at different points in time for different needs and purposes. So that's, that's part of what a flexible workforce is and then of course there's the flexibility from the workers perspective,

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right, so being able to kind of choose your career path. Choose Your Own Adventure, if you will, but within the public service. This is one of the things that I think the public services and most countries have such a high potential to offer and don't

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always live up to that potential.

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The ability to have a varied career path to be able to work on things that matter to you and then move to other things that are emerging priorities.

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So flexibility needs to be looked at from these two angles from the top and from the bottom.

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And the third F, which links a little bit to what I was just saying is, is unfulfilling, so it's being able to provide fulfilling work experiences, recognizing that increasingly the public sector is in competition with the private sector for emerging

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skill sets and the public sector is also very well placed in theory to attract people who are motivated by contributing to the public good. By seeing the impact of their work by feeling like they're actually contributing to something with meaning.

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And we know that that's something that's a high priority for many job seekers. These days, so really investing in that but one of the other themes that really runs across our three F's is that the public service is becoming much more diverse diverse in

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terms of demographics as we often discuss, but also in terms of people's backgrounds career paths people's experience people's education.

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So, this idea of you know that fluency I was talking about it but having a professional civil service used to sometimes mean that civil servants were all the same kind of the same cloth and certain kind of profession.

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And now I think we're really talking more about a civil service of many professions, many professions working together, bringing different ideas and solutions to common problems.

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And so that's that's really one of the other big challenges we see is how do you make up fulfilling public service but to an increasingly diverse range of people, which really means that you have to have a huge diversity of ways to be fulfilling.

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No one size fits all solutions. A lot of our public services were designed to treat everybody the same to have a very similar approach to every issue.

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And that doesn't really make sense. Today, anymore. So, these are the three main apps, the three main elements that we've that we've identified in this new report on the future of the public service and we have a lot of examples of how different countries

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are finding different policy mixes to, to try and address these of course what does that mean for you as a public manager, as an

individual working within the system that I'm very happy to dig down on over the next parts of the discussion but just to

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highlight maybe two elements that jumped out at me.

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It means that managers rules change, managers, traditionally have been you know hierarchical authorities who organized the people below them to get the work done.

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And that is, that's fine, that that that needs to happen and in many cases, but managers and in these this forward looking flexible and fulfilling public service, also really need to become coaches they need to become trainers teachers, they need to be

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able to they're the, the front, you know line of developing these learning cultures. They're also the frontline of ensuring fulfilling work experiences of identifying what what their their teammates need how to actually motivate and and show them the

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results of their work and ensure that they're developing their skill sets in ways that they find personally fulfilling. So I think there's a huge investment that needs to happen in the role of managers because everything that we really talked about in

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this report is yes about getting the policy next about getting the right tools in place, but then the real delivery of it all is about getting the right managers to use those tools and those policies effectively.

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So I'll stop there and excited to. Thank you. Thank you, Daniel, and those of you haven't noticed Daisy has posted the link to the report. The report that the dentist we talked about in the chat so hopefully, Daniel you and your colleagues will experience,

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hundreds of downloads. As a result of this event today.

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Finally, Alexander same question for you just biggest challenges.

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And thank you for having me. It's lovely to share the platform with Florence and Daniel and 200 civil public public service managers from all over the world I think what a political does in bringing everyone together is completely wonderful so so so hats

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off.

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In terms of the mouth of question i think it's it's managing poor performance, and I don't think it's true of the private sector as well I mean it's, you know, very few of us are psychopaths and enjoy telling people they're doing really bad it's a tough

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thing to do emotionally it's also. It's hard work because you need.

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If you're having a difficult conversation somebody needs to do your homework and have the example to back up what you're saying and then to manage the conversation in a constructive way.

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However, the bad news is I think it's particularly difficult in the public sector, often because actually, it's very hard to assess people's performance so in both for instance Daniel of touched upon it you can't say, you know, Bob you've missed your

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profit forecast things are going to have to change it's very hard to disentangle what people do and show it and show their impact. And I also think it's, it's harder to, to, to actually get rid of people to I'm going to be the Grinch Stole Christmas and

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so get rid of people that in the policy. You don't have the flexibility to give people pay off so to do their holidays in wonderful ways to assuage your guilt in the way that the, the private sector does.

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And, and also it can be in public that is a big place I know it can be very tempting to wait and see if you can transfer people on to other parts of the public sector, there are good job, jumping around there.

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So I think they're all those reasons why it is a big challenge, and also incredibly important as well because people notice how you deal with performance, and if you're looking to set standards, and just do wonderful things how you deal with the poor

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performers in your team will affect the good performance and how they're going to feel la more positively. Similarly, who you promote and how you promote also sets the tone and hugely important ways.

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Those incredibly important. I think it's also important because it makes life easier for you in the long run.

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And. And also, I mean, actually, and this is not always the case but actually dealing with it head on can often be much easier and more unexpectedly fulfilling than your life.

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Sometimes realize to have those honest conversations. So, I think, dealing with performance is the biggest challenge. it's really hard. And really, really important.

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Thank you, Alexander and Daniel differently as to those really thought provoking opening remarks, reflecting very much I felt on the things that we saw in the access to the poll questions as well.

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So, will now move into the q amp a part of the session. So, some of you have already sent us some questions in advance or I'm going to start with a couple of those but do please ask any questions you have for our panel in the chat.

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You can ask them, generally, or you can specify

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as we can.

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Also, by all means feel like you can respond in the chat to to any comments that you hear as well but I think an interesting

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question.

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To start with, is, is around sort of how do we, How can we motivate your team.

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When things like you know bonuses pay rises etc.

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I'm not an option.

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An executive talked about some of the sort of the differences between working in the private sector to the public sector. And that question, I think touches on some of those so maybe I'm not sure Florence to answer this question first, but then I'm happy

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for Alexandra Daniel just to chime in.

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Okay, thank you, Nigel, and it was really good.

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Hearing Daniel and Alexander because we have the same problems and I think that I really agree with their solutions. And I think that one of the keys by empowering people and showing them.

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And Daniel says that not one size fits all solution so it's really important to, In my opinion to have a great communication, and to let people know that why at the heart of our projects.

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So, what really impact. Do you want to make, and what justifies this. I think that all the storytelling can be really useful here, and finding the why of your private project also requires you to keep your team informed throughout your journey together.

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And so, communicate, always, and this will inspire your team from the beginning.

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And I think that great ideas also come with brains and hearts that are invigorated also am a once a, you have succeeded. I think that also, it's important to celebrate achievements, a, I believe that most of the time, project managers lead busy lives.

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And the one thing we end up forgetting to do is actually to celebrate our success. And as project manager, you know, you should gather your team and really upset the significance of what you have achieved in a project.

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If a project is large enough, many times you, you may be a be able to, you know, have a publishing the press or in any academic publications, but also even if the achievement is small, I think that it's really important to bring your people together anyway

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and win is a win, and the surface moment so I think that it's important to empower people to people know why they are working for that and understand that it.

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I think that if you are able to also to provide fulfilling experiences also that motivates them that Daniel also brings that into the table, and also these that it's important to celebrate our achievement.

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I think that you recognize the effort in your in your introductory

remarks you had a really great example of somebody who you'd often seen the potential of, and then celebrated them, and gave them more responsibilities I just wondered if Alexander or

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or Daniel had any kind of examples from their own their own careers of where they've sort of thing to motivate motivate people.

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I could, I could push it eliminates rather stealing Daniels Thunder from what he said earlier about currency or about the great advantage in the public sector is that the mission is wonderful, you're not trying to sell orange juice you're trying to buy

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large make people's lives more wonderful and bringing people's close to that as you can is terrific. An example, some lines before my book used to run the education department in the UK, and he made it compulsory for all the civil servants sitting centrally

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to go and spend time in the classrooms, meet the teachers whose lives they were affecting. And it's not just they don't think like traffic wardens all they ever see are the grumpy motorists they never meet the people whose parking spaces they're

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protecting prison guards always just spend their time with prisoners, they never meet the victims of the families or meet the prisoners who go on to be reformed think really hard about who you who you have in the ultimate impact on.

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And I guess that also great forensic good old fashioned prizes and rewards are learned in general, things are good as well by doing this wonderful advantage of the public sector had it's brilliant.

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Oh, Danny Do you want to add to that, we've got another question actually in the chat, but I think you could take as well but happy to pose.

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Yeah, no I mean I totally agree with both of those and I think that one other element that maybe wasn't already discussed was learning and this ability to actually develop I think most people find that quite motivating and being able to help somebody

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chart a bit of a career path and see where you know one job might take them to the next one can really be a strong way of getting people engaged.

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Definitely and thankfully, so many people write about it that's a big part of hopefully what we do here a political so we're always very grateful for people who are behaving like that in the importance of.

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So, you talk to you actually mentioned career paths. This is an interesting question from Michael in the chat, the notion of career paths has been challenged in both the private and public sector, as both move towards more flexible structures, and react

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to change, and just asked me what are your views on that. It's interesting, maybe Daniel, take that first given flexibility is such a big part of actually one of the things that you've seen as a positive in your, in your new report.

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Yeah, I'm not sure that career path in the public sector necessarily being challenged I think that there's a huge amount of opportunity to flex to make them more flexible.

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I mean, It depends on on on your starting point of course because we have, we know we work with a lot of countries and some of them have very rigid career paths.

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Brazil comes to mind where you have these these specific careers that that you know are once you're in you cannot get out and and it's very difficult to move from one to another, and other countries you have a much more sort of generalist approach to,

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to the public service structures, where there is a lot more mobility.

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But then there's, you know, you always a trade off with the level of specificity that people gain. I think that we have a huge amount of opportunity to help people find ways of doing jobs that they really enjoy doing and moving from one to another, in

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a way that makes sense for them to develop their own skills and make sense for organizations to be able to put those skills to use.

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I'm thinking about experiments with things like you know talent pools where, where different organizations can draw down on talent that's actually quite rare within certain kinds of digital skills for example, or

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opportunities for younger people to do more rotation type programs, or actually sit down with with sort of a counselor to be able to understand how to get from A to B and and what steps generally need to be taken.

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So, I think that I don't think that, you know, career paths are being challenged in in more flexible spaces but I do think that perhaps, it becomes more of a responsibility for individual employees, and from a manager's perspective, the interesting challenge

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is in recognizing that your star performers are probably going to have to leave you sooner or later, and move on to the next job, and so it's a bit of humility.

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Exercise right to be able to let go of what you really love and help them to develop to the next rule and hope that that is something that is becoming generalizing, and the culture of the organization.

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Right. Thanks.

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Thanks Daniel, um, I think the question that we got sent in earlier, prior to the event that I think maybe touches on some of this as well it's just how do we actually find these people in the first place, how do we how do we find the right people, how

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do we how do we attract this slightly, you know, the diverse public service that we're beginning to see maybe I would have to take that and then just maybe on the back of that people want to think about the question that has been posted in the chat by

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how, how can public services be better, and incorporating acting and inclusion into these conversations about the future of public service, and considering impacts to employees, and those we serve.

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We serve influence or effects I think was talking about hiring, but also thinking about that through all the conversation through an equity, and inclusion lands, as well, so I'm trying to clamp to you.

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Yeah, I'll do my best. Me on the.

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But I deal with the diversity question versus a privately educated white male, obviously very well equipped to do so but I I'm in the. I went poorly in the, in the charity sector that were there is

enormous pressure at the moment to hire in a more diverse

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way and prove that you're hiring in a more diverse way, in the same way as I know there is in the, in the public sector too so we've, we've been doing we've done webinars on it ourselves and have been going to answer those questions not an uptick in the

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context of how do you do when you've got limited amounts of time and this is the priority and what should you do and, and, and what, what are the lessons that we've taken out there's good and bad news that the bad news is it's not easy to turn the tanker

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and start recruiting diversity. If you haven't been doing it already. And it's it's a mistake to be tokenistic about it, but it does, it does require quite structural changes changing the way you speak changing the way you source from changing your networks,

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networks, changing in some ways the ways you evaluate how you do it, but it's a it's a virtuous circle as you build your network, and as your workforce becomes more diverse itself, then you will you will build it up gradually, but it takes time and investment.

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That's the bad news. The good news is, it is good, you know the evidence the evidence shows that the more diverse your workforces, the better you the best of you perform in the public sector where you're trying to represent interest and make decisions

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on behalf of your diverse population that clearly is something that is, this is a win win. So, so, so, so that would be that would be the approach to diversity in recruitment to Hornsea or, or Daniel to add anything to this question, and dude, the panel,

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the panel, by all means, you know when when somebody finishes talking of panel by which is chicken without a prompt from me.

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And I need you just I want to add a thing about diversity that as I am the undersecretary of open government, I really have experienced that diversity and bring sell better results.

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When, when we work on when we because it allows to include many points of view, in, in the same public policy, and in this, I mean this way that public policy look more interested because it involves different points of view.

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So, I believe that if we are leaders of the public sector, we represent diversity, if we are able to incorporate incorporate all that diversity in our teams.

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It's more probable that our public policy will like have, em, maybe they said Banyan says will be able to like fit for everyone in the different ways that we have already made that job.

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I don't know if I'm, I have been clear but what I want to say is that, If we're having our teams more different people. It's the result will be more like a fitting for all the solution that the people that we are leading, that is the society and society,

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really diverse.

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Yeah, I'd love to share a couple thoughts on this one as well because I think one of the challenges of this is really in being able to articulate, you know, a manager needs to take a really active role and who they're hiring and to get more diversity,

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you need a more diverse pool of people that you can hire from, but you also need to be able to articulate what we need, what what what is the competency that you're looking for, we often do this and shortcuts we say I need somebody who has already done

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exactly the job or I need the profile of the person who's leaving, and you start looking for exactly that same set of education and experience and whatever.

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But if we can get much better at articulating the actual skill sets the actual competencies we need in a position and then get support and actually thinking through how, how do we prove those competencies because it's, you know, generally, education,

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and years of experience are very very bad predictors of actual competence and of actual success in a particular position so so is the way that we do most of our interviews, by the way.

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So, you know, there's, there's a big question to be asked on how do we actually assess people.

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Where do they come from, right, there's a lot of criteria in public sector jobs and jobs around the world that don't necessarily make sense man masters degrees everybody needs a master's degree do they

really, I mean does does the person in a particular

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job need to have a master's degree Would you rather hire for a public health position, somebody with a master's degree or somebody who's been working in a Public Health Institute for 20 years but doesn't have a master's degree but it has an incredible

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sense of the field and knows where the problems are and understands the community, you know there's there's a lot of, I think, sort of soul searching that needs to happen in a lot of areas around what the real requirements of the job or and what some

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of the real basic needs are and then how do we measure it, how do we honor skills and competencies that come from different career paths from different kinds of experience, so that we can open up possibilities to other people who might have learned on

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the job, might have learned in their in whatever sort of career they've had up till now might have learned in other sectors, things that the public sector doesn't understand how to translate.

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So I think that's one core issue.

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Yeah, very very interesting point and design having the chat has commanded the great points you've been making Daniel, so thank you.

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Now there's a. There were a few people in the poll to we have a reasonably large number of people on the call, who are very very new to two people management So, question from Veronica.

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What is your advice to someone who has never managed people in the civil service but soon. Well, I think would be great is to maybe have one or maybe two but now he's tied to one top tip from each of you, and.

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So just think one little gem that you can give Veronica and the other people on this call who are really going to embark on that, that people management journey for the first time what's going to stand them in in good stead for this exciting new part

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of their career.

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Right, yeah.

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It's difficult to just I am, but maybe because of Argentina, history, I think that I will choose recipients and flexibility.

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Yes.

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That it's because of Argentina's history I think I understand you know I understand where you're coming from with that wide wider context but maybe thinking about how that those competencies those skills.

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Where might they were might Veronica expect to need them. Do you think she's, she starts managing people.

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Wait.

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I believe that because m i i think that it's really important to have, you know, like, a strategy when you start working, and to know. Where are you going, and to understand why you are doing that.

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But in Argentina, most of the time, our plans, and you plan something, and because of the circumstances or the context of those plans are like crashed out, and you have to start again.

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And to be like really flexible and have to be really quick to adapt to that change because it's always like changing we have a huge, I don't know, our, our money is really heavily weighted.

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So, in my experience from more than 10 years in public service. What happens here to me is that I have a leader, a lot of people, and what I always try to, like, motivate them and explain them is that it's important to have plans, and we have to make

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the plans because if you don't have like you're not clear. And if you don't know where are you going on with you. Maybe you became more like unproductive.

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But if that not the objective or that, or that milestone that you have already, and you know, try to achieve starts moving because of the context of change, or a crash or stop existing I don't know, and you don't have to, like, you know, like, MB.

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How to say in be hard with that or be angry or don't want to continue with the project, you just have to understand that it's the context is the content that we have to know how to manage.

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And I think that also the global Bambi media, a came here to, like, teach us this, because we have a huge plan for. Now, I want to say the city government 2020, and with the upper limit, all the plans change, and in people and teams have to adapt to that

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and flexibility for me was one of the most important, like, em, tools that we, the leaders have to rehab, to start working online to start making maybe different types of, you know, works that we didn't use to, although I'm under secretary of open government

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I have to, I don't know, go to hotels to hospitals to boxing people too, I start doing a lot of different types of jobs. And so flexibility was like a really good, and I like for me for flexibility resilience definitely an example.

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I talked to, Veronica and other gonna get a mentor, not your line manager.

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If you don't already have someone, someone you admire, who senior. Don't be shy about asking people you think are two grand because it's very flattering to be approached and the one of the major public sector is there does tend to be a community thing,

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and meet up with them once a month. If you can, and use them as a sounding board for the. Thank you. And also, I see there's a comment from Marketa in the chat somebody else giving other tips so yes if any of you are experienced managers want to give

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your sort of one little tip to new managers do please post that in, in the chat, Daniel would you go to a top tip.

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Um, I think, one of the tips that I'd give is, is make time to be a team, and that doesn't always mean working working working, there's there's times for teams to sit back and and and laugh, you know between things.

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One of the things that we started doing when we all went to teleworking was setting up a quick 15 minute check in every morning, and at first I thought this is going to be really onerous.

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And it turned into something that was really, team building in the sense that often we don't really talk about work we just have our coffees and a little chat and a giggle about something we saw last night on TV or, or something we read or you know and

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and it creates just a moment for everybody to be together, as humans, as, as, not as employees, and I think that that's really important.

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I do think it's interesting to reflect on some of these things have been, you know, as awful truly awful as a pandemic has been some of these new working methods or the behaviors that we've adopted as we slowly come out of this, of this way of working

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to see which one is of them. We will retain and I think we as we kind of collectively have challenges to work as teams in this in this some remote way yeah it's very interesting.

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I'm a follow up question to Alexander, um, what do you suggest managers look for in a mentor.

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Is it. I mean, there's an element of chemistry to it, so it can be hit and miss someone, you get on with clearly someone you admire. I also think, and someone you think you can learn from.

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And who's done things that you're trying to do at the moment. I'll think in the public sector, try and find someone who's doing a really interesting job, do you want to find out more about, there's so many interesting little bits and pieces of it, that

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would be that would be my other thing.

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Yes, that would be thick, and possibly so I'm wondering if mentoring is actually a skill in itself. So, possibly, somebody who, you know, has done that well with, with other people.

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Definitely. Well, the next question. Um, it's a bit more, I think kind of practical question I suppose from LA, how important is the standardization and consistency in the grading and remuneration system.

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In the retention of personnel in the public service,

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Did you want to take that one first, and then we'll happily Florence here, Daniel would chime in. Afterwards, please do it. I mean, this is, this is not a glib a glib answer.

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And it takes entirely depends on the system and how how how flexible It is I, I tend to be a skeptic on the grading and forced ranking and all those sorts of systems, because I think it's incredibly hard during the public sector The thing was about earlier

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about how you accurately assess people, and it's just, it can be all you know who does this stuff and the other. What I do think matters is being doing a really effective professionalized appraisal process where you do as much as you possibly can but

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it is slightly softer.

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So that's my very glib answer to it.

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Maybe the other two people, because these, these of these standards actions are pretty much baked in to how a lot of public service departments are function.

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So maybe you've got reflections on sort of kind of either, how to work with those systems or or challenge them a bit perhaps, Daniel, or.

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Yeah, I think that standardization is not a bad thing in and of itself but and simplicity is generally sort of the direction that I like to see things moving so if it's if it's about pay scales, you know, transparency, simplicity.

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We've worked in some countries where you have a base pay and then there are so many little add ons because somebody has a car and somebody took a training thing and somebody has an extra year of education and somebody has this pay and not paying this

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stand up here that add up that make it very difficult for anybody to a understand how much that person is really getting paid and be with that person ever wants to move to another organization by Max is mobility question it's a huge barrier because they're

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not even sure what they're going to get paid, and it's it's a big hindrance so you know the simpler the pay structure can be. In general, the better. And the more uniform, it can be across

organizations, the better also for that mobility, knowing that

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you know if I am a policy officer at a certain level in the Ministry of Finance I'm going to get the same pay if I decide to go and do a period in the Ministry of Education.

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That's, that's really useful as well. Um, where it gets more tricky, is when we're trying to then compete with people in the market right and so there you need to be able to address some level of flexibility.

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When you have certain profiles that you really want to bring on board. And there's different ways that you know governments try to do that but it's it's always a challenge.

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The performance angle. I also have a lot of views on I agree generally with Alexander that it's very very very hard to get this right.

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That again simpler is better I've seen some performance systems that try to, you know, assign people on a scale of one to 100 and I, that to me just seems preposterous I mean how can somebody get 87 and the other person get the three and then you know

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what's the difference really, I think, you know, three points five points like that.

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But yeah, I'll stop there.

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I'm moving into a lot of last 10 minutes so I just want to actually try and get through as many questions as, as we as we can. Interesting question from David, Estonia in the, in the chat.

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Does the panel think there has been a shift to human and heart centered leadership within the public sector, maybe throwing said you want to take that one, and then chip in the others.

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Otherwise I'll try and find out what will ask another question.

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So, yeah, the shift the human heart centered leadership to human and I think that, and maybe public sector has always been like a part of human centered, and because we work for the people.

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I think that what motivates in, I will put like a personal example but I'm industrial engineering, and I will want a lot of money if I will work for the private sector that if I work for the public sector, but what motivates me is the possible to change

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people life. I don't care if it's a little bit or it's a huge, but it. So, every time that I have to, like, a make my own teams or try to motivate the people I I choose people who hosts motivational stories work for other people to change things to make

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the life better. And I don't know if it has changed that I think that it has always been the same. and there are always like different interesting and people have different interests.

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I know that but I'm talking for my experience, I'm from, from what I know about public sector and I believe that since I don't know 10 years ago I started when I was 24 years old now I'm 35 and I'm a mom.

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A what really must meet was working for, try to change people's lives. And in order to do that, your motivation and your center has to be the, like, the heart of to be like a more, I don't know, and to put the all the skills or all your degrees or apart,

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and to focus more in what really most people from from their heart.

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Thank you. I'm going to ask another question.

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And for Alexander, or Daniel take this one. How can prints from Winifred, how can we in the public service value incorporate and learn from the experience of people management obtained from other sectors.

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Oh sorry, I was just a hobby horse of mine.

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Don't go for it.

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Don't. I'm fed up with private sector.

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If you look all the management theories out there, dominated by the private sector, it's different managing in the private sector and all the different it's a lot easier.

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And instead, there's huge opportunity to pop ups or to learn from each other no competitive barriers and talk to the people doing the same jobs as you in other countries around the world like a political is doing.

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So, I think there's much more scope, the post it needs to learn from within and not think that the prize. Typically the private sector has better answers because it really really doesn't.

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Fascinating. Thank you, Alex. I'm glad we gave you an opportunity to get on your, your hobby horse.

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Right, I think we've got four minutes a quick one that I can.

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I'm okay this is an interesting one from Alex, kind of reflecting on something we talked about earlier.

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One of the top tips for identifying great people managers to work for. How do you weigh up between working for a great people manager versus working in an area of interest now we've got a couple of minutes so maybe we'll do this, if you've got one point

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he will go Daniel, Alexander, Florence yes if we got to if we can get through these, and then we'll, we'll probably have to conclude, Daniel.

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Let's say pick your manager not your job but I don't always agree with that I think sometimes you have to put up with a bad manager in a bad job for a little while, if you know that it's a stepping stone to something else.

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But I mean, the best way is just to talk to the people who work there and and or people who used to work there and see what they tell you.

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I agree with Daniel, I was just a job where I really admire my manager, and I have all the changes that I have made in my life was because maybe I don't like very much the job, you know, when I was a secretary, and the deputy of chamber.

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I really didn't like so very much my job, but I really admire my manager, my chief media, and he inspires and writes me through to be

become the better person I can be.

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So I really would choose the job because of my manager, slightly different, so I'm choosing how to pick a good manager versus picking an area of interest.

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I agree, I agree French and Daniel it rather cuts against my also think that the mission is really important as well. But I think if you talk to me about what motivates on personally it is doing, working for the people around you.

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Yeah, I think it matters usually. Yeah.

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Great, well thank you all.

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Unfortunately that's been loaded there's many more questions we have not had time to answer so apologies for that but thank you all for joining us. And while we're wrapping up it'd be really great if you could just share in the chat just let your one

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word takeaway from today's discussion just one word that sums up what you'll take away from our discussion, and by all means, I'm Daniel Alexander for to add your one word, as well.

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So really want to thank you all.

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Everybody who has registered will receive an email soon with a recording of the event, and resources, and there's lots of different opportunities you have got to learn with a political so coming up, we have got on the 13th of December, how to build a

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great covered recovery plan. So something very bad thing pressing for many people.

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We have also got your we also always happy and welcome those of you who want to share your ideas, by writing for us, sharing articles and your thoughts with the rest of the community.

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And we also have a portfolio of longer online courses as well so just as we finish.

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Just before we conclude the call, which is great if those of you who

don't gallery view again so we can just see everybody. I think just give everybody sort of like a nice farewell wave, wave everybody off from here at the political offices in London,

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terrific to see so many of you from all over the world.