

# Developing executives and managers in Swedish Central Government administration

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## Delegated responsibilities and decentralised structure

- The government office carries the responsibility for recruiting and developing 204 heads of agencies
  - A short presentation will follow
- Each agency carries the responsibility for finding, recruiting and developing all 15 000 managers below heads of agencies. Larger agencies have their own programmes
  - Short examples from the Police and the Employment office will follow

## Heads of Agencies

- Are appointed by the government for 6 + 3 years
- Are leading their agency's operations to ensure
  - Fulfilment of political priorities
  - Good control of finances and
  - Effective use of resources (staff, localities, technology)
- Are representing their organisation internally and externally
- As a representative for the state they shall promote the image of the central government as an attractive employer

## A two pillar programme for Heads of Agencies

- General introduction and development programme, planned and provided by the government office
- Specific introduction and development programme, planned and provided by each ministry in charge

## General introduction and development, planned and provided by the government office A:

- Information about personal conditions and the development programme
- Seminar about how the administration works, the budget and economic steering process, employer responsibilities, ethics and the role as government official (1 day)
- Training in leadership, its demands and possibilities, in the context of central government administration (6 full days)

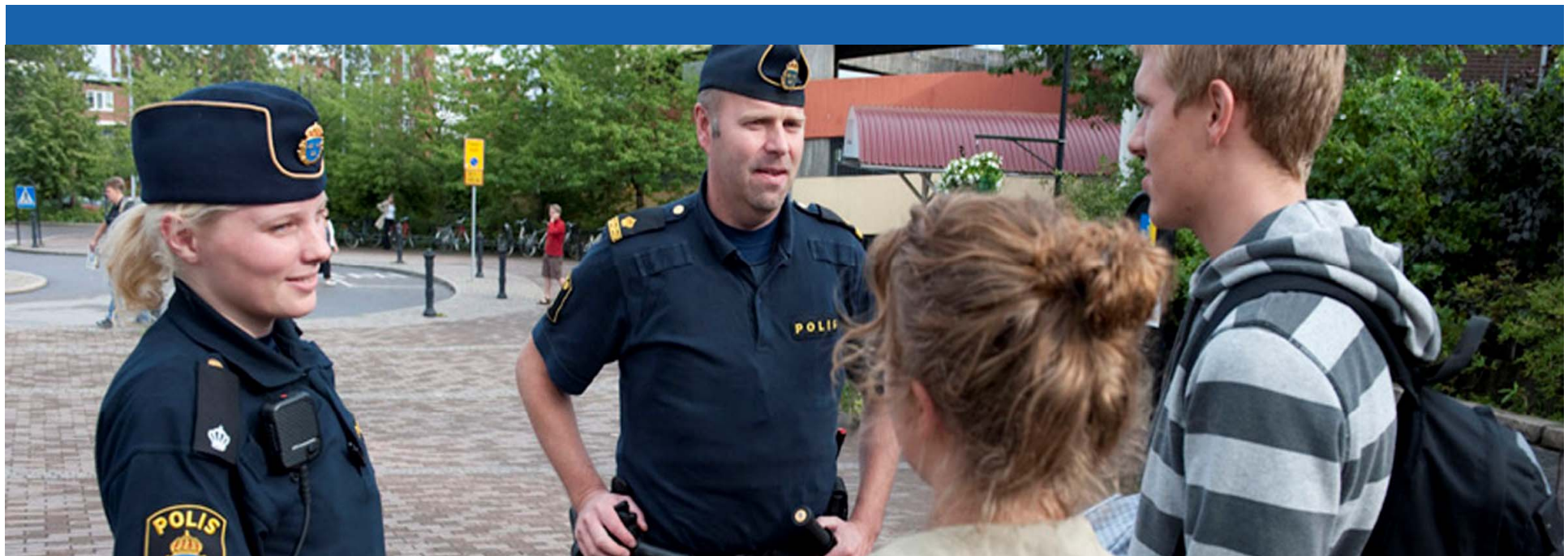
## General introduction and development, planned and provided by the government office B:

- Participation in development groups for professional guidance in managerial skills (4 times during a year)
- Possibility to join a continued network of 7-8 executives in support of a professional consultant
- Continued seminars in different subjects
- Individual skills training (language, media training etc.)

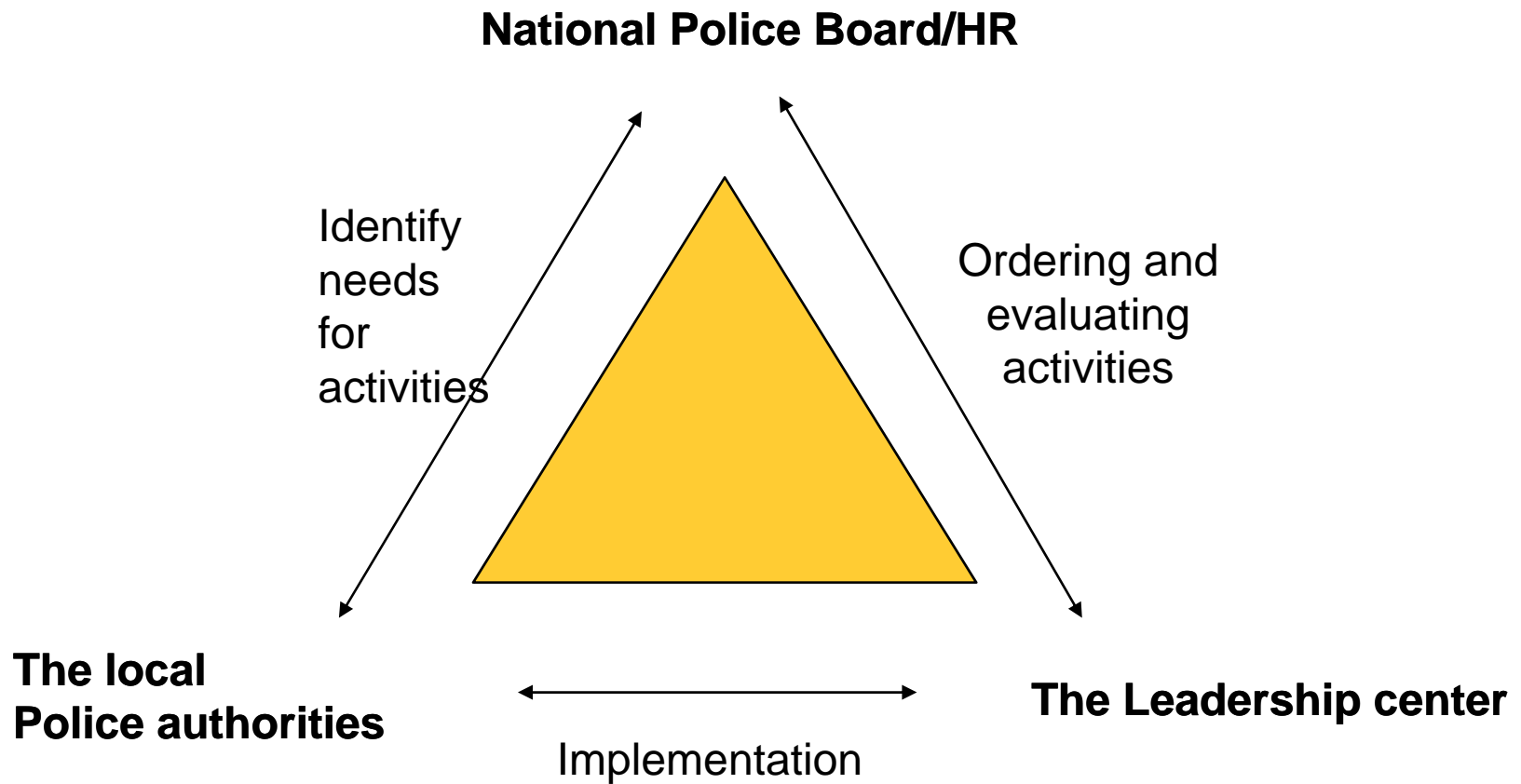


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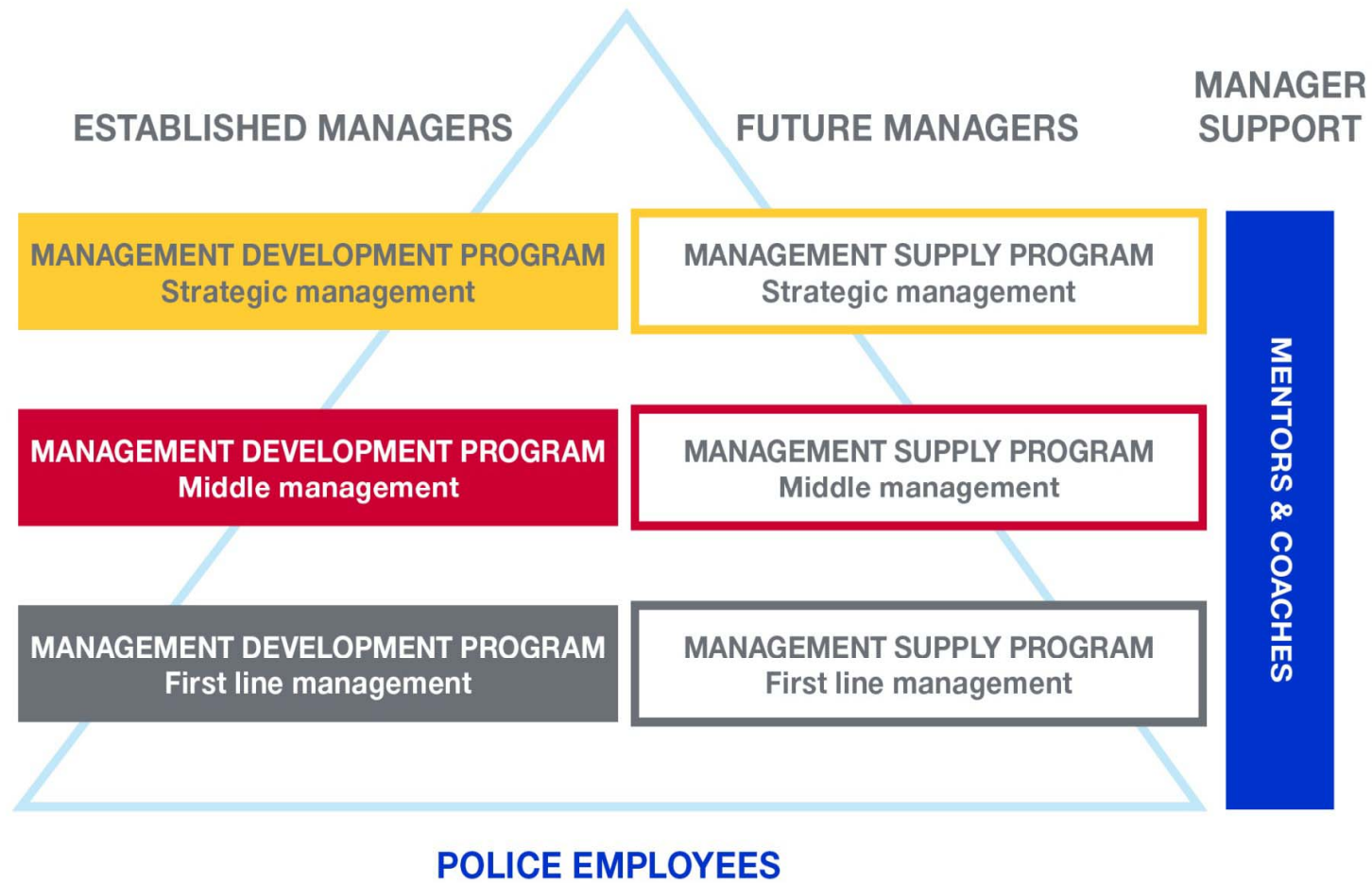
## National management and leadership development in the Swedish Police



# The programme design process







# Management development program – First line management

## **Target group**

Managers who perform leadership directly to employees

## **Aim**

Increase knowledge about the steering mechanisms in the Swedish police force and the ability to accomplish results through others

## **Structure**

Six months of university studies at 15% study rate

- Large group interventions
- Distance learning via Internet
- Leadership training

# Management development program- Middle Management

## Target group

Managers who perform leadership to other managers

## Aim

- Establish the basics of administrative and labour law
- Increase the ability to lead managers and develop effective management teams
- Master organizational issues and the communication flow in the organization

## Structure

Two years of university studies at 25% study rate

- Distance learning via Internet
- 5 seminars of each 4 - 5 days



# Management development program- Strategic management

## **Target group**

Management with focus on overall strategic consideration

## **Aim**

Increase the ability to manage change processes and quality management

## **Structure**

18 months of university studies

- Distance learning
- 9 seminars of each 3 days



# The Police Executive Programme

## Content

- Criminological theories
- Leadership & Management
- Evidence-based policing
- Methods for research and analysis

## Structure

- Three seminars of each two weeks at the University of Cambridge
- Three essays
- Loading extensive literature
- Supervisors

## Evaluation of the Police programme

- The Ministry of justice demands a yearly report on the benefits of the programme.
- Participants assess the programme as very good
- The possibility to use new knowledge may be discussed
- Ramböll Management has got the commission to evaluate the full programme

## Example 2: The Swedish Employment Service Agency

Management maintenance strategy



- 13000 employees
- 550 managers

## Identifying (potential) managers



- (On the labour market)
- Already employed
  - Interviewing managers
  - Search for empirical proof (relevant experience, responsibilities etc.)
  - Testing
  - Selecting

An excellent professional does not always have the capacity to become a well performing manager





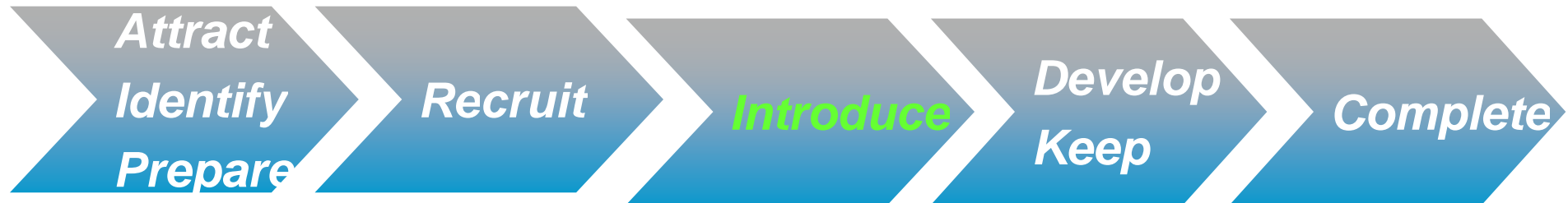
- Local identification
  - Trying leadership
  - Managers assess potential leadership skills for operational or strategic level
- Identification centre
  - Personality test
  - Skills test
  - Simulation
  - Structured interview
- Three part dialogue (local manager, tester, employee)
  - Potential for leadership?
  - Written development plan

## Introducing new managers

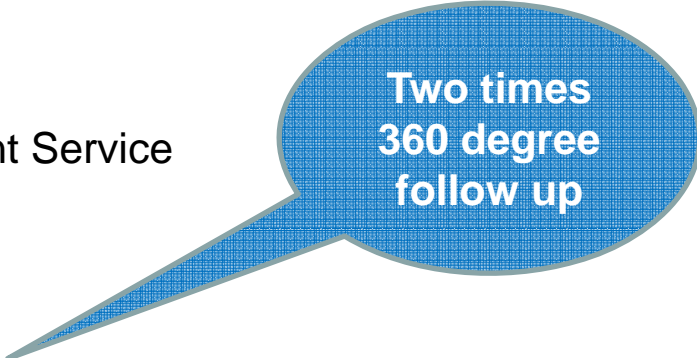


- At the workplace
  - Understanding the assignment and the expectations
  - Identifying specific tasks
  - Identifying competences needed
  - Establishing good knowledge in the field of responsibility
  - Establishing and deepening knowledge about staff
  - Creating a good communication with staff, superiors, colleagues and other stake holders
  - Creating a personal development plan for the new manager

## Introducing new managers cont.



- By means of a set of educations during 2 years
  - The first year of management, partaking in education modules:
    - Being a manager
    - Economy skills
    - Relevant law
    - Operational dialogue skills in the Employment Service
    - Communication skills
    - Developing work environment
    - Safety and crisis management
  - The second year of management focuses leadership development education in five modules
    - Values, group creation, conflict management, communication, staff development, follow up etc.



Two times  
360 degree  
follow up

## Further development of managers



- Leadership for staff's personal growth
- Programme for experienced managers
- Programme for higher executives
- Yearly "managers day" (at several levels)
- Smaller meetings for managers
- Coaching
- Mentorship programmes
- Career advice

## In summary

- The very top executives are the responsibility of the Government and its office
- All other executives and managers are the responsibility of the single agencies as employers
- Maintenance and development programmes are increasingly coming into use as the three examples has shown
- Larger agencies create an administrative structure for this

Thank you!

- For further information please contact:

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