



STRENGTHENING
CHANGE
MANAGEMENT
PROCESS
OF EXECUTIVES



PROJECT OVERVIEW
27TH JUNE 2023



Agenda



Framework



Players and roles



Target



Methodology



Roadmap



Output



Framework



The **Technical Support Instrument (TSI)** is the EU program that provides Member States with tailored technical expertise to design and implement reforms. The support is demand-driven and does not require co-financing from Member States.

SHAPE was designed by the DAG in the first half of 2020 to exploit the challenges imposed by the pandemic as an opportunity to evolve the organisational structure within MEF.

In autumn 2020, Italy submitted to the Commission a request for TSI, via the Italian Coordinating Authority (Department of Cohesion Policies (DIPCOE), to implement SHAPE.

At the outcome of an extensive and multifaceted evaluation, selection, and dialogue process by DIPCOE and DG REFORM, SHAPE received technical support from the Commission by qualifying as one of the most promising TSI projects for PA reform in 2020.

TSI Factsheet Italy 2021

Players and roles



Sponsor

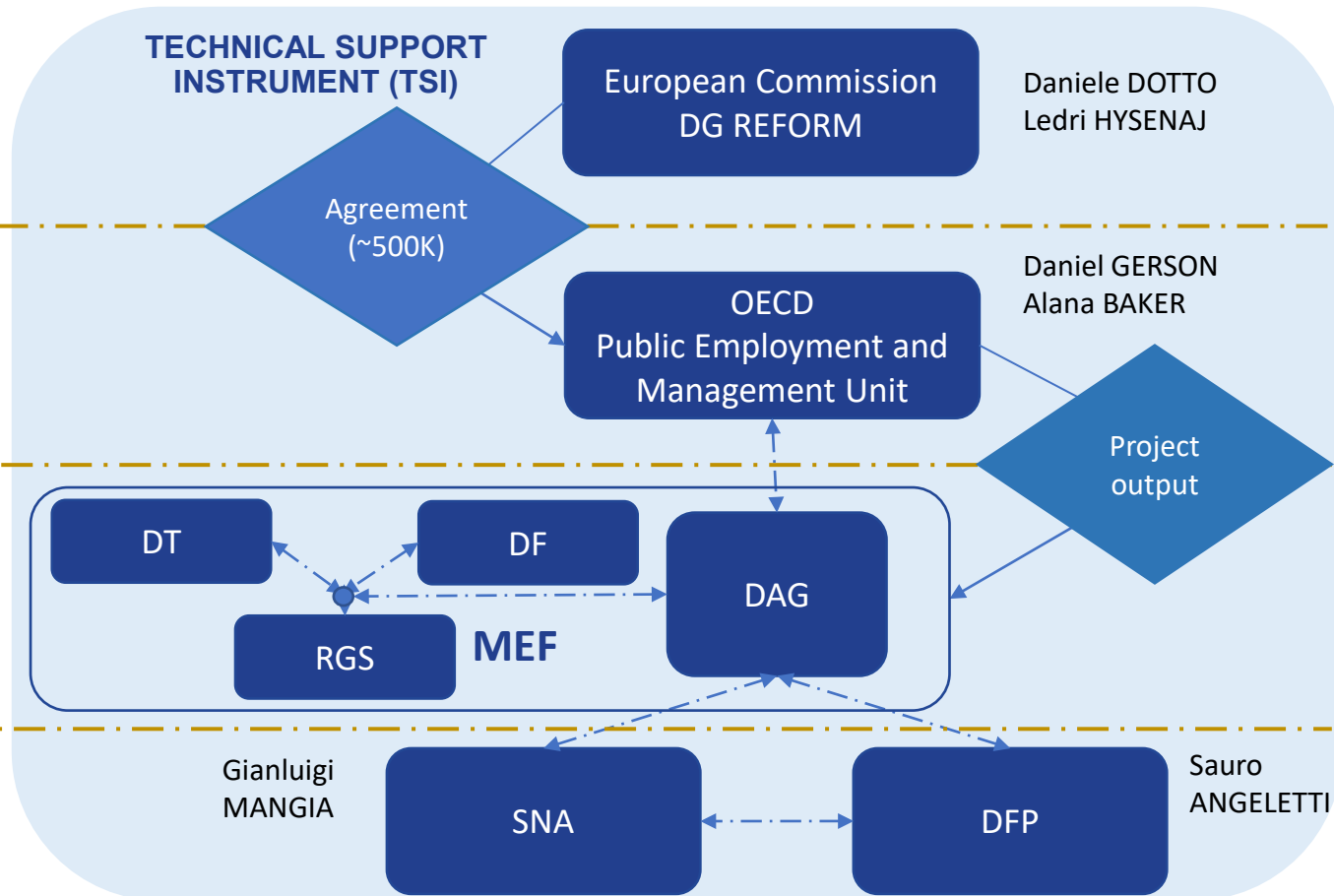


Technical support provider



Applicant / Beneficiary

Partner





Target



Strengthening of managerial skills and attitudes of MEF managers



Re-design of processes for the purpose of strengthening the leadership capacity of management



Promotion of the results for the purpose of their replication in other Public Administrations



Output

- 1 Stocktaking Report**
- 2 Competency Framework for MEF managers, Pilot Training Module and Toolkit to implement the Competency Framework**
- 3 Report to redesign Learning & Development processes**
- 4 Scale Up Action Plan**



Methodology

KNOWLEDGE
AND
UNDERSTANDING

SCENARIO
ANALYSIS

Desk research: carried out through the review of legislative and regulatory acts, literature, as well as acts and documents provided by the MEF and the project partners.

FOCUS

Fact-finding Missions: workshops and meetings with MEF stakeholders to deepen the analysis of specific issues, individually or in groups
Survey : to analyse senior managerial competencies within the Ministry focusing on key skill-based areas of aptitude. 547 managers have been involved.
Focus Groups composed by newly employed managers (aged under 40) : to draw conclusions on the survey results.

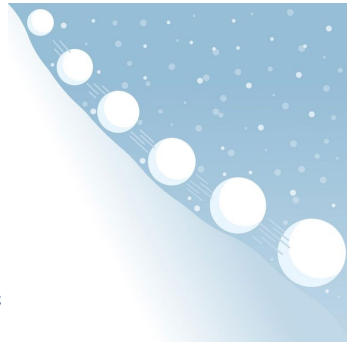
PEER
LEARNING

Virtual Study Visits: webinars to share international best practices focusing on HR public management.
Study Visit in Ireland: focused on «Our Public Service», the Irish reform of public administration, identified as EU best practice by the OECD.

LEARNING
AND
CODESIGN

FIELD
WORK

Workshops with stakeholders: interactive meetings to inform the finalisation of the project outputs.
Pilot Training Module: the Module dealing with leadership competencies was delivered to 16 MEF managers as a pilot trial.





Roadmap (1/2)





Roadmap (2/2)





Output 1 – Stocktaking Report



Scenario Analysis within the MEF, focusing on:

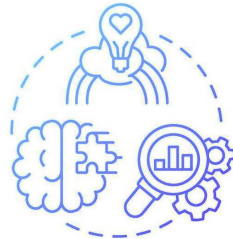
- Legal and regulatory framework
- How public managers perceive their own role
- Detecting average age and measuring *diversity* of MEF managers.

Analysis of selection procedures, performance management system, and training offerings for managers within the MEF, identifying also improving areas, such as:

- Recruitment policies more focused on managerial skills
- Target-setting and performance management systems considering and rewarding managerial skills
- Training systems to develop managers' managerial skills.

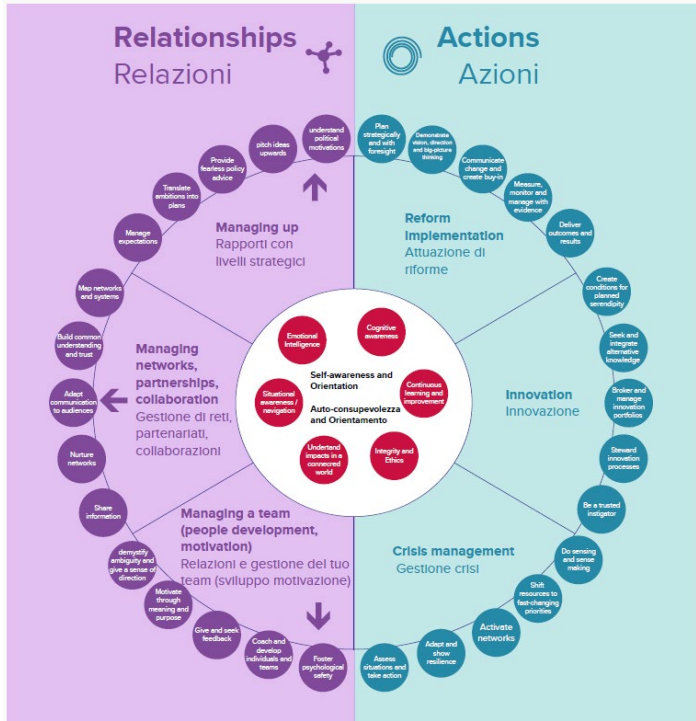
Assessment of 5 area of competencies for managers:

- Digital
- Innovation
- Change management
- Crisis management
- Global thinking.





Output 2 – Managers Competency Framework



- It includes **36 skills** divided into **3 Areas**: "**Orientation and self-awareness**" "**Actions**" and "**Relationships**".
- The 6 skills of the "**Orientation and Self-Awareness**" Area are functional to the exercise of the competencies within the other two Areas, as well as in combination with each other.
- The other two Areas, "**Actions**" and "**Relationships**," comprise 15 skills each, divided into 3 homogeneous groups of 5 skills.
- The competencies represent an outcome as they improve **managerial skills**.



The implementation of the Framework will be supported by a methodological toolkit



Output 2 - The Pilot Training Module (PTM) and the Toolkit to implement the Managers Competency Framework (MCF)

- The **PTM** deals with the competencies identified by the MCF.
- The **PTM trial** was held at the MEF on March, 16 and 17. It was attended by 16 managers from the 4 Departments. The course was designed and delivered by Prof. **Emiliana Alessandrucci** of SNA, contracted by OECD as an expert.
- The **PTM** was focused on the **core area of competencies** within the MCF: mindfulness, emotional intelligence and lateral thinking, to be applied to **innovation and decision making**, by offering a path for **self-assessment and development**. An informal satisfaction survey reveals **positive feedback** from the learners who found the course very useful and inspiring.

- **The MCF** will help the MEF to apply the MCF to processes governing recruitment, learning and development, as well as performance management.
- The **MCF** also provides with **instructions** on **organisational factors** in order to promote – ex. through **communication channels** - the use and the improvement of the competencies outlined in the MCF.





Output 3 – Report to redesign Learning&Development (L&D) processes

The **report**, that provides guidelines to redesign L&D processes, is informed by the information collected during the **ad-hoc workshops** participated by SNA, DAG HR Directorate and the Training Offices from the other departments, as well as newly employed managers trained by the MEF.



The **report** is based on **3 founding pillars** of L&D processes :

1. **Needs assessment**
2. **Delivery**
3. **Evaluation.**



For each pillar, the **report**:

- Maps **current processes**, their **interconnections and results**;
- Identifies **challenges** or bottlenecks in the practical functioning;
- Provides **recommendations** on redesign options.



Output 4 – Scale Up Action Plan

The **Scale Up Action Plan** aims at:

- Including the **Pilot Training Module** on leadership competencies for managers into the catalogue of the courses provided by the SNA
- Launching a **training programme based on the Managers Competency Framework** addressed to all the MEF managers

AS WELL AS...

- Applying and fostering strategic partnership between the MEF, DFP and SNA to improve managerial skills
- Promoting the creation of **professional networkings** of managers within the MEF
- Promoting the creation and development of **communities of practice** in the Italian public administration within the scope of the Project.



Dipartimento
dell'Amministrazione Generale,
del Personale e dei Servizi

Thank you

