



# European Public Sector Award

## Training for Sustainable Change Managing Human Capital at the Municipality of Porto

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# Training for Sustainable Change

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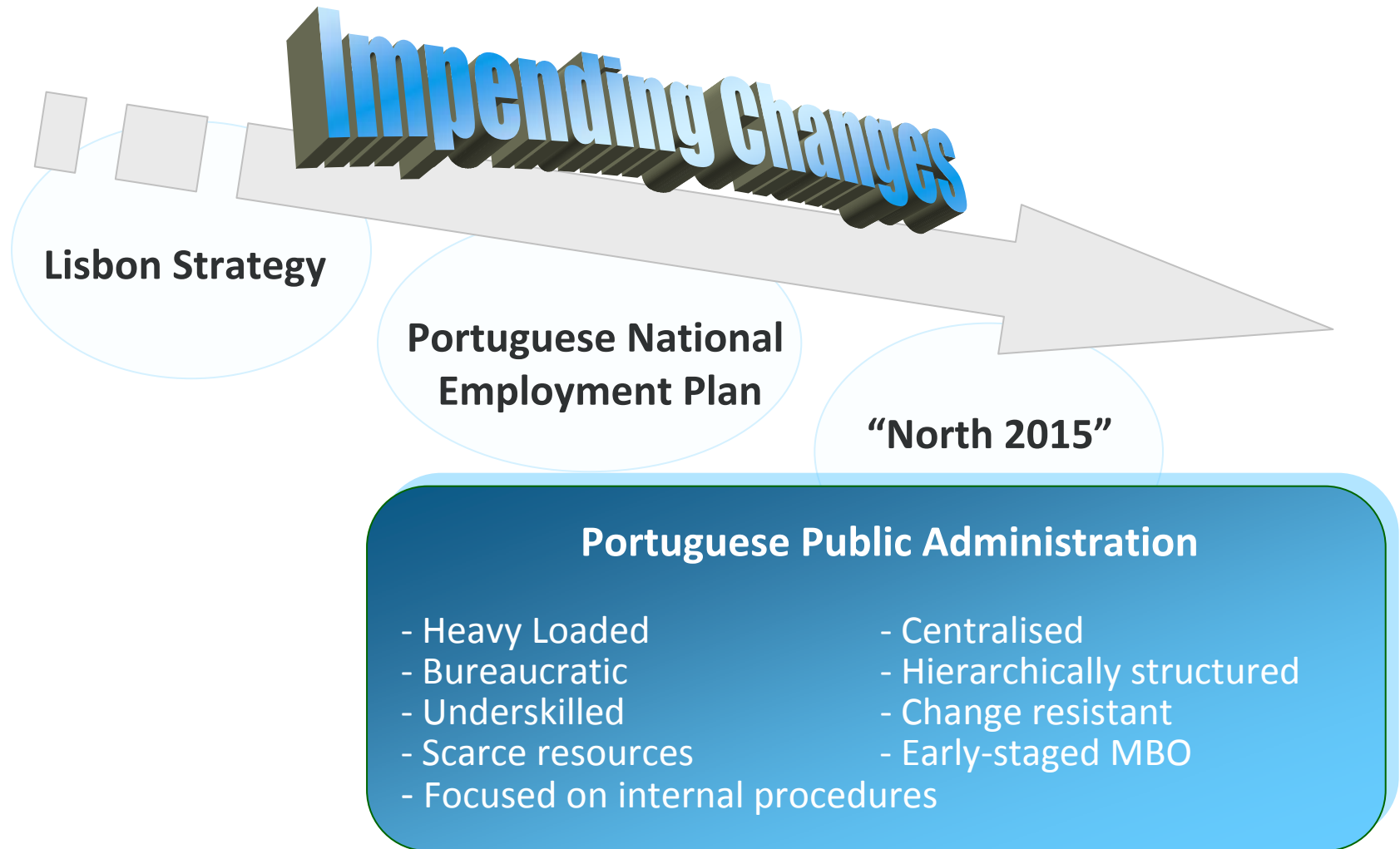
# 1. Introduction - Municipality of Porto



Rui Rio  
Mayor

- **2<sup>nd</sup> largest Municipality in Portugal**
  - 2863 employees; 94,49 % holding permanent public bond
  
- **Municipal Council: Executive Council - 7**
  
- **70 Managing Staff – 31 Men; 39 Women**
  - 3 year renewable service commission: 12 Municipal Directors (appointed); 20 Heads of Department (public recruitment) and 38 Heads of Division (public recruitment)
  
- **15 Municipal directions or equivalent**
  - Presidency Services;
  - Fire Department;
  - Municipal Police;
  - Finance and Patrimony;
  - Studies and Planning;
  - Information Systems;
  - Human Resources;
  - Culture;
  - Environment and Urban Services;
  - Urbanism;
  - Public Ways;
  - Education and Youth;
  - Tourism;
  - Legal Affairs;
  - Fairs, Markets and Sanitary Inspection

# 1. Background



# 1. Background - Snapshot

	2004	2008
<b>No. of Employees</b>	3.303	2.863
<b>Managing Staff</b>	75	70
<b>Average age</b>	41	43
<b>Average Antiquity</b>	14	17
<b>Higher Education Index</b>	15,89%	19,46%
<b>% Employees up to 9 yrs of school</b>	64,78%	56,90%

\* Data on the 31<sup>st</sup> December

## 2. Project Overview and Objectives

Start-up: 2005 with a transversal approach

**Objective: leaders and employees as Agents of Sustainable Change**

Main features: Self Assessment through CAF followed by EFQM

Focus on Development through continuous experiencing

Processes improvement and behavioural enhancement

Regular Monitoring and Assessment



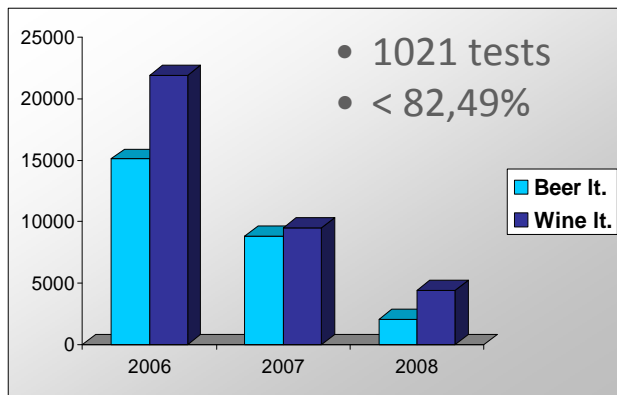
# 3. Project Implementation – Transversal Approach

- CAF/Surveys: 15
- Citizenship: 25
- Training: 20
- Quality Management System: 35
- Assiduity Control: 15
- Addictions Prevention and Treatment: 30
- Hygiene and Safety: 10

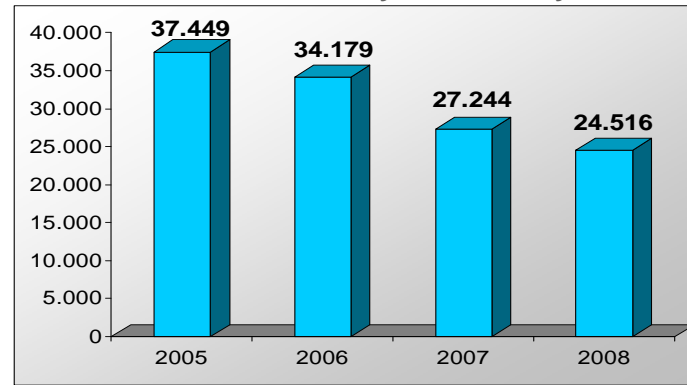
# 150



Beer & wine Consumption in Municipal Canteens



Absenteeism by Illness - days



**Comércio do Porto (O)**

### Câmara do Porto com bons resultados na avaliação dos serviços

Falta de comunicação interna foi uma das principais falhas detectadas nos 12 departamentos do município auto-avaliados através do modelo europeu

**Um dos grupos de trabalho reunia os seguintes membros:**

“Muito satisfatório”, foi dada a nota que atribuiu o município dos serviços municipais. No entanto, a avaliação dos serviços municipais, que contou com a presença de representantes da Câmara Municipal de Alameda, apontou para a melhoria do trabalho de cada um dos departamentos e a melhoria da comunicação interna com o objetivo de melhorar a participação dos cidadãos.

Após, a Câmara Municipal realizou um conjunto de ações para a melhoria dos serviços municipais, com o objetivo de melhorar a participação dos cidadãos.

“Muito satisfatório”, foi dada a nota, mais importante do que o resultado em si, foi o facto de a Câmara Municipal ter sido avaliada pelo Conselho Municipal de Alameda, que é o órgão de fiscalização da Câmara Municipal de Alameda.

“O Conselho Municipal de Alameda” é um projeto de auto-avaliação baseado no modelo europeu, que tem como objetivo melhorar a qualidade dos serviços municipais.

“Falta de comunicação”, foi apontada como uma das principais falhas detectadas nos 12 departamentos do município auto-avaliados através do modelo europeu.

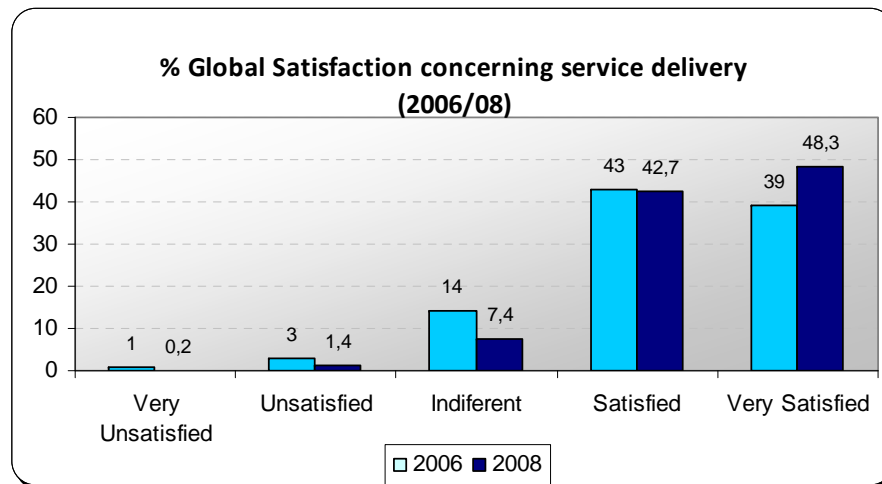
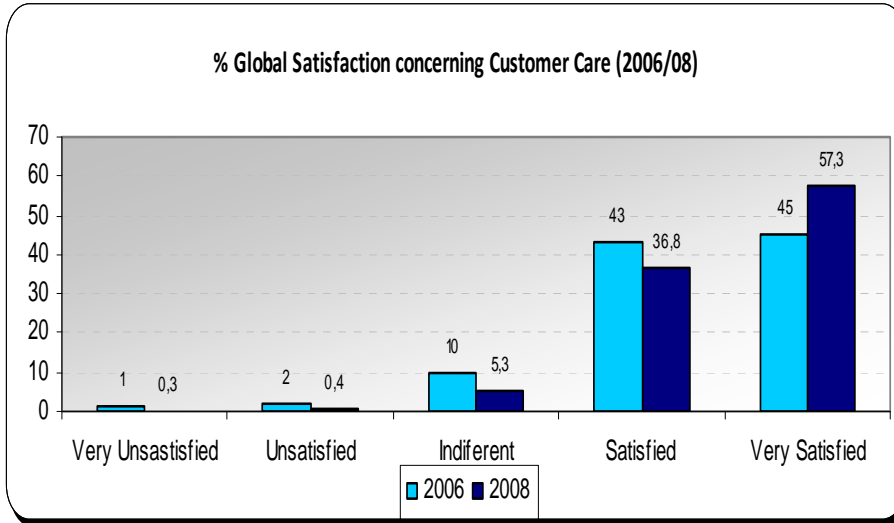
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# 3. Project Implementation - Proactive Information Input

SI 2006  
86,4%

SI 2008  
90%



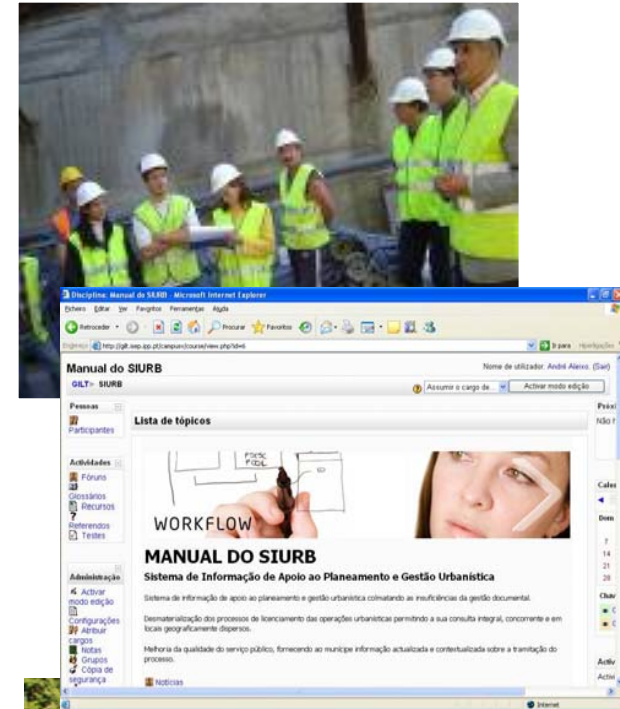
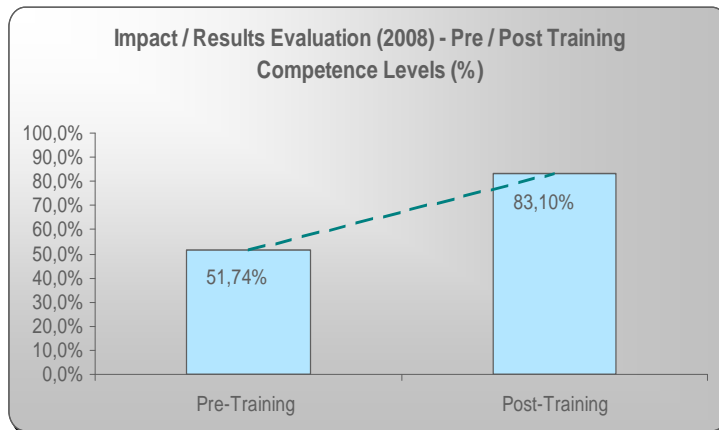
SI 2006  
83,2%

SI 2008  
87,6%

### 3. Project Implementation – Training for Change

- Training directed at technical and behavioural competences development
- Involvement in training definition and assessment

- 2005/06 training volume for managers increased 135%
- 2005/08 participation rate of managers has doubled



### 3. Project Implementation - International Experiencing

- Looking outwards for best practice and best way to incorporate it in the service
- Talent management
- Full involvement in programme definition; impact assessment
- Going outside their comfort zones
- Upskilling; Personal development; Broaden Horizons



2007-2009  
9 mobilities

2010-2011  
12 mobilities approved under  
LDV Programme



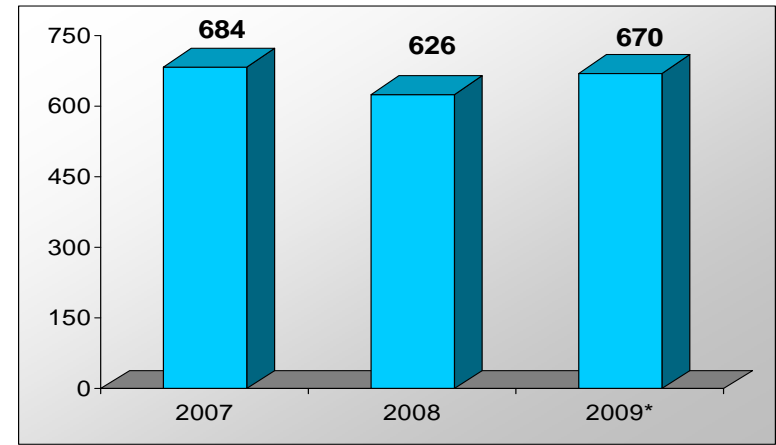
Education and Culture DG

Lifelong Learning Programme

# 3. Project Implementation – Upskilling

- Motivate staff
- Recognise new competences' importance to service - Internal Recruitment
- Manage professional and school tasks
- Chance for Upskilling
- Respond to new challenges

Ongoing RVC of Competences in Adult Education Processes



\* Until September



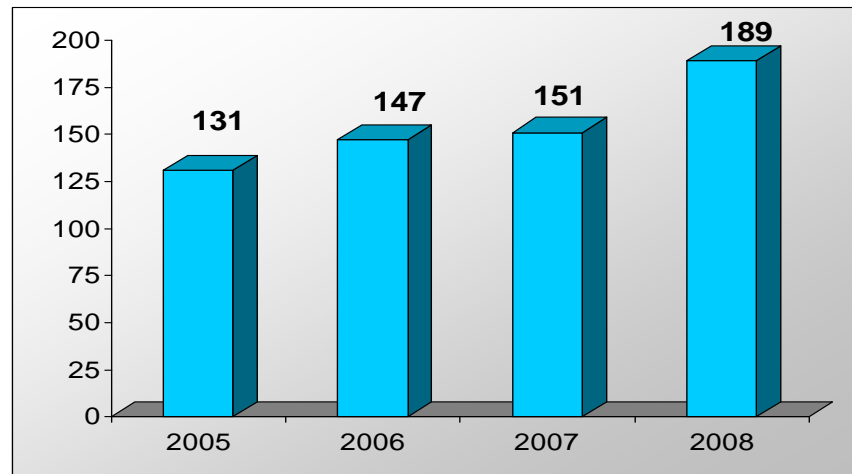
## Working Students

- More than 600 attending up to secondary level education
- More than 100 attending Higher education level

### 3. Project Implementation – Internal Mobility

- Management of Staff Profile vs Position
- Negotiation focus
- Chances of New working positions inside the institution
- Challenge of non static professional paths and new talent development
- Worklife balance

Nº of Internal Mobility Processes





# 3. Project Implementation – Benchlearning

- Knowledge of best practices
- Enlarged vision of Public Sector Management
- Cooperation Chances
- Bi-directional Benchlearning
- Chance to take the stage
- Challenge: routine breaks



Dutch Delegation



National School of Public Adm.  
Communities of Practice



Swedish Deleg. of Umäa

### 3. Project Implementation –Healthy Lifestyles/Worklife Balance



Group exercise



Stop-smoking



Labour gymnastics



Surveillances

- Consciousness of well being variables vs impact on performance
- Involvement in non-task related activities
- Feeling that the institution cares also at personal level
- Motivate staff involvement



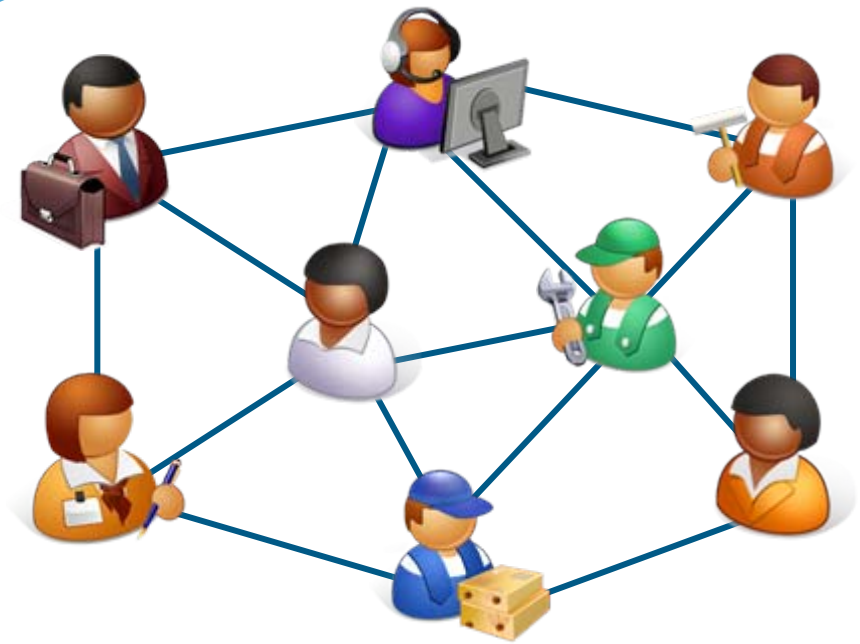
IPEs



Parents/children

### 3. Project Implementation –Web Effect

- Doing more and better with increasingly less;
- Anchored development
- Involvement as the driving force for decision making and project implementation
- In(Ex)ternal networking
- Teamwork
- Communication



# LEADERS AND EMPLOYEES AS AGENTS OF CHANGE

## Training for Sustainable Change

- Sustainable
- Impacts on citizens
- Based upon involvement
- Cost-effective
- High replication potential





**Do You Have  
Any Questions?**