



dgaep

direção-geral da administração
e do emprego público



**MANAGERS RECRUITMENT AND SELECTION
IN CENTRAL PUBLIC ADMINISTRATION**



MANAGEMENT STAFF

1 A specific statute applies to managers, the Managers' Statute, whose principles are based on a merit and demanding culture, across all public administration.

Their actions are guided by criteria of quality, responsibility, effectiveness, and efficiency, integrated into a management by objectives and output-oriented approach.

2 It is their job to assure the duties assigned to the respective organisation, ensuring its good performance by optimising resources and promoting end-users' services satisfaction.

3 Managers should also motivate and encourage their teams in a joint effort to improve the quality of their work, reflecting a positive image among citizens and society in general.



MANAGEMENT STAFF RECRUITMENT

OPEN COMPETITION
BY CRESAP

TOP MANAGEMENT POSITIONS

1st grade

- Director-General
- Secretary-General
- Inspector-General
- President

2nd grade

- Deputy Director-General
- Deputy Secretary-General
- Deputy Inspector-General
- Vice-President

OPEN COMPETITION
BY THE ORGANISATION

MIDDLE MANAGEMENT POSITIONS

1st grade

- Head of Department

2nd grade

- Head of Division

CRESAP is an independent entity, with its own statute, and reports to the Parliament.

Its financial and administrative resources are provided by the ministry responsible for the public administration.

CRESAP RECRUITMENT AND SELECTION COMMISSION FOR PUBLIC ADMINISTRATION

PRESIDENT
THREE TO FIVE MEMBERS
permanent members

Appointed by the Government, after a Parliamentary hearing, for a five-year mandate, in the case of the President, and four-year mandate, for the other Cresap members, respecting the gender-balanced representation rule.

With regard to the President, the gender rotation is ensured.

MEMBERS AND THEIR SUBSTITUTES,
APPOINTED BY EACH MINISTRY
non-permanent members

Appointed by each ministry, in number of two.

They cannot take part in open competitions run by their organisation.

20 TO 50 MEMBERS WORKERS IN
PUBLIC FUNCTIONS
experts pool

Workers with recognised professional merit, credibility, and personal integrity, that support the Commission in specific technical matters and take part in the selection boards.

The top management positions of 1st grade are equivalents in independence and powers, and there is no hierarchy among them.

TOP MANAGEMENT POSITIONS OPEN COMPETITION OBJECTIVE

Increasing public management efficiency

Transparency in recruitment

Impartiality

To strengthen the professionalisation

Greater stability



TOP MANAGEMENT POSITIONS GENERAL REQUIREMENTS

University Degree

[completed for at least 10 or 8 years, in the case of the 1st and 2nd grade top management positions respectively, on the opening date of the competition]

Technical Skill

Aptitude

With or without a public employment relationship

Professional experience and appropriate training

The Mission Charter defines the objectives to be achieved during the performance of duties and the respective timetable.

It is published together with the notice of the open competition.

When formalising the application, the candidate must submit a declaration of acceptance of the Mission Charter.

TOP MANAGEMENT POSITIONS START OF THE OPEN COMPETITION

GOVERNMENT MEMBER

1

Initiative of the procedure.

Identifies the competences of the position, characterises the management mandate and the main responsibilities and functions associated with it.

Sets the Mission Charter commitments for the respective mandate.

CRESAP

2

Draws up the proposal for the skills profile of the candidate to be selected, namely academic qualifications, professional experience, management, and leadership skills.

Sends it to the member of the Government for approval.

Defines the methodology and sets out the criteria to be applied in the selection.

GOVERNMENT MEMBER

3

Approves the proposal or modifies the proposed profile, with statement of reasons, within 20 days.

[in the absence of a reply there is tacit approval.]



TOP MANAGEMENT POSITIONS PUBLICATION AND APPLICATION

PUBLICATION

4 The CRESAP shall publish the competition notice in the:

- Official Gazette
- CRESAP's website, by full publication, and available for 10 working days
- Public Employment Pool (BEP)
- Official website of the Portuguese Government
- Nationwide newspaper (optional)

CANDIDATES

5 Submit the application on the CRESAP electronic platform, within 10 working days.

The selection methods are applied by phases.

TOP MANAGEMENT POSITIONS SELECTION PROCEDURE

ASSESSMENT ***curriculum vitae***

CV and self-assessment questionnaire analysis
[filled in by the candidate in CRESAP's electronic application platform, made up of 12 performance criteria, including a series of associated descriptors.

The curriculum assessment is expressed from 0 to 20.

Only candidates with a positive curriculum assessment, i.e. equal to or higher than 9.5, will be eligible for the management skills assessment phase.]

The best-placed candidates in the curriculum assessment (minimum of 6 candidates) will be admitted to the next method of behavioural skills assessment.

ASSESSMENT **behavioural skills**

Set of tests to identify the candidate's behavioural skills profile:

- Empathy
- Adaptability
- Capacity to anticipate consequences
- Determination
- Capacity to manage ambiguity

Once all the selection methods have been applied, a qualitative assessment of each candidate is made.

Score awarded:

suitable

not suitable



TOP MANAGEMENT POSITIONS SELECTION PROCEDURE

ASSESSMENT **management skills**

Professional experience	15 a 30%
University education	
Professional training	
Leadership	15 a 30%
Collaboration	
Motivation	
Strategic lead	15 a 30%
Results-orientation	
Change and innovation	
Citizen orientation	5 a 15%
Social sensitivity	
Suitability	

ASSESSMENT **interview**

Preceded by the Personal Profile Analysis (PPA).

It allows for a structured and in-depth analysis of the criteria defined in the initial competency profile for the position, supported by the description of the behaviours that have occurred in real-life situations and experienced by the candidate.



TOP MANAGEMENT POSITIONS APPOINTMENT AND PUBLICATION

COMPETITION WITH INSUFFICIENT NUMBER OF CANDIDATES

If it is not possible to draw up the short list due to an insufficient number of candidates, the competition notice will be repeated once.

If the same situation occurs, the member of the Government responsible for the appointment may recruit by choice, from among individuals who have the required profile defined in the opening notice.

These ones are subject to a non-binding assessment of their CV and the suitability of their skills for the job, carried out by CRESAP.

FINAL REPORT

Based on the scores awarded, the selection board draws up a final report listing the 3 selected candidates (short list), in alphabetical order, together with the grounds for choosing each one, and submits it to the member of the Government for a decision.

GOVERNMENT [APPOINTMENT]

One of the proposed candidates is appointed within 45 working days.

CRESAP [PUBLICATION]

[the procedure ends with the appointment order publication of the responsible member of the Government, which includes the CV of the appointed person.

The CRESAP publishes on its website the short list submitted to the member of the Government.]



TOP MANAGEMENT POSITIONS RESTRICTIONS

The appointment of top managers may not take place between the calling of parliamentary elections or the dismissal of the Government, and the investiture of the new Government investiture.

The mandate term and its renewals may not exceed 10 consecutive years and the manager may not hold the same position in the same organisation before 5 years have elapsed.



MIDDLE MANAGERS GENERAL REQUIREMENTS

Contracted or appointed public employees for an indefinite period of time, who meet all the requirements

University degree

Holders of technical skills and aptitude to perform management, coordination, and control functions

6 or 4 years of professional experience in functions, positions, careers, or categories in which a degree is required for 1st and 2nd middle management positions, respectively



MIDDLE MANAGERS OPEN COMPETITION PHASES

OPENING

1 The initiative for the competition procedure is taken by the organisation's top manager in which the position to be filled is part of.

PUBLICATION

2 Official Gazette
Public Employment Pool

[for 10 days, stating the position to be filled, the appointment requirements, the profile, the selection board composition, and the selection methods to be applied.]

National coverage newspaper

SELECTION BOARD COMPOSITION

[appointed by the organisation's top manager]

3 1st grade top manager of the corresponding organisation or whom he/she designates (Chairman);

Manager of equal or higher level than that of the position to be filled, performing functions in a different public organisation, appointed by the respective top manager;

A person of recognized competence in the respective functional area assigned by a university or by a public association representing the corresponding profession.



MIDDLE MANAGERS POSITIONS OPEN COMPETITION PHASES

SELECTION METHODS

4 Set by the selection board

Compulsory:

- Curriculum assessment

- Public interview at the end of the procedure

SELECTION

5 At the end of the procedure, the selection board draws up the appointment proposal, indicating the reasons why the proposed candidate was chosen, refraining from ranking the remaining candidates.

If it is considered that no candidate fulfils the conditions for appointment, a new competition procedure open to external candidates may be held, after prior authorisation by the member of the Government responsible for public administration.

APPOINTMENT

6 By order of the organisation's top manager, on a tenure basis, for a three-year period, renewable for equal periods of time.



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