

The leadership approach of the Austrian PES

PES to PES dialogue conference

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The role of leadership as a success factor for the organisation

We assume that quality of managers is essential for the organisation's further development:

- they represent values and principles of the organisation
- they are responsible for the organisation's culture
- they are role models
- they work as change promoters
- they take responsibility actively
- they have to improve their leadership knowledge on an ongoing basis (for example in leadership training, coaching) .

An elaborated leadership culture is one of the most important factors for a successful organisation. It leads to good quality customer services.

Concrete approaches to good leadership

Our concepts and measures

Based on the listed principles we developed special measures for the different target groups:

- A profile of demand for the recruitment of new managers.
- A pool for prospective leaders: Career management – especially for women.
- A curriculum for newly appointed deputy managers. The programme consists of two seminars of 3 days each, it is not compulsory.
- A curriculum for newly appointed managers. This programme takes one year, it takes 20 days and this is compulsory.
- A concept for further qualification of managers who have been managers for years.

Learning from the private sector

- We take part in different HR networks – where public and private sector is represented.
- Most of our HR representatives are interested in events offered by private consulting firms, where new developments are presented and discussed. This kind of learning is important for HR managers. The new knowledge is always necessary for further development of leadership within the organisation.
- In our leadership measures we work with external consultants and trainers, experts for modern leadership.

What is important for an organisation getting to a modern leadership approach

- As HR manager you have to create together with the first level management an understanding of what good leadership means in the organisation.
- The managers on the first level are role models for second and third level managers.
- You have to design appropriate measures – for all levels of managers with respect to the organisation's development.
- Managers are responsible for their teams – the development of teams is an important issue for a good standard of managers.

How is good quality in leadership ensured? (1)

- Our basic assumption is: Good quality of leaders leads to good performance indicators.
- Quarterly we measure the quality of performance based on BSC indicators (reaching labour market targets and satisfied customers - jobseekers and enterprises – as well as process indicators of our 3 main processes).
- We have a ranking list of all regional offices.
- For reaching goals successfully, premiums are paid. Those who don't perform so well are supported. The HR department analyses each case and organises adequate measures.

How is good quality in leadership ensured? (2)

- The quality of managers is also assessed yearly by their employees with a questionnaire. This is evaluated in two aspects:
 1. On an individual level: In the annual appraisal interview the result of the questionnaire is discussed with the next level manager. Subject of the discussion are individual strengths and learning fields as a basis for individual further measures.
 2. On an organisational level: The general evaluation of the questionnaires gives information about the leadership culture in the whole organisation. This result is the basis for creating new measures for managers.

How is good quality in leadership ensured? (3)

- The influence of leadership on employment counsellors in delivering service improvements and sustainable outcomes:
 1. The manager has to have an overview about the qualification of the team members . If there is a lack of qualification the manager has to find ways of compensation.
 2. The manager has to create a climate of cooperation between the team members.
 3. The manager has to divide work within the team correctly, team members should not be over- or under-challenged.
 4. The manager has to actively take the role of a coach in the unit and has to support team members whenever they need it.
 5. The manager has to take the opportunity to praise counsellors when they deliver good service.

Thank you for your attention!

