

2012

Diversity of top managers: A case study of the 'Senior Civil Service'



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Bachelor Thesis
29-05-2012

UNIVERSITY OF TWENTE.

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Bachelor Thesis

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Preface

This study is performed in order to obtain my bachelor degree for the study Business Administration. The report is a combined result of some people which I hereby would like to thank for their support.

First of all I would like to thank my first supervisor Michel Ehrenhard. In the early phase of the research he had many ideas which helped me during the research. Later we had some discussion about several sections of the report. Mainly the structure is improved a lot with the aid of his help.

Second I would like to thank my second supervisor Veronica Junjan. She helped me during the final phase of this study. With the aid of her comments I could change and improve a lot of details. Furthermore she asked some sharp questions which inspired me to formulate the conclusion a bit more precise and more nuanced.

Finally I would like to thank all the people who supported me during my study career and even before. Especially I would like to thank my parents, brothers and girlfriend for their motivating speeches in the final phase of this study.

KEYWORDS-



Management Summary

GOAL- Nowadays top management teams have a big impact on the performances of organizations and thereby on today's society. One of the main contributors to the performances of organizations is the diversity of top management teams. Diversity can be divided in four different forms: technical, cognitive, and demographic and culture. In the past there is done research to different characteristics as: average age, average tenure in a firm, education level, gender diversity and mobility within the organization. However most of the research is done in the eighties and nineties. Therefore we will do a new study in which the ABD is used a case:

- To give you an idea about why a diverse workforce is important and how the government deals with it
- To perform a career analysis in order to say something about the similarities between top managers

RESEARCH QUESTION- *'What is the situation concerning the diversity in personnel policy in ABD between 2007 and 2012?'*

This question is divided in three subquestions which cover the subjects of mobility, gender diversity and career paths of Secretary-Generals.

FINDINGS- This study shows that diversity has an impact on the performances of organization. The direction of the influence depends on the context of the organization. Diverse teams have a positive influence on organizations which are active in uncertain situations. Teams, consisting of managers with diverse backgrounds, find more possible alternatives because their total view is broader. Another strong point is that diverse teams are more innovative because they have more ideas. However the communication in diverse teams is worse. Therefore they make decisions slower and that has a negative influence. This is mainly because the opinions of diverse managers are not always consistent. Finally the conclusion of most previous studies is that the advantages of diverse teams are bigger than the disadvantages

The ABD understands the relevancy of diverse teams. They pay attention to different aspects of diversity. However the results of this study at least do not confirm that the policy of the ABD works well. Some ministries score relative low on the mobility aspect. The ABD appoints a bit more than 25% women and that is not a good representation of today's population. However we saw that there are many possible explanations for this. Also the career paths of managers are more or less the same. Most Secretary-Generals start at a ministry then become a Director and Director-General and after that Secretary-General.

Based on the findings we think that the ABD can improve parts of their policy, but to draw real conclusion we have to do more detailed research. First have to know more about the total composition of the ABD. Furthermore we do not know enough about possible third variables and the correlation between variables.

ACTION- The advice is to do more research to different things in order to draw real conclusions. Research should be done to the total composition of the ABD and the relation between variables. After that research to the policies with respect to mentors and attracting new employers could be useful. This study suggests that a critical analysis of the policy with respect to diversity could improve some aspects of their policy.

Abbreviations

This is a list of abbreviations that are used in the report:

ABD: Senior Civil State

AZ: Ministry of General Affairs

BZK: Ministry of Interior and Kingdom Relations

BuZa: Ministry of Foreign Affairs

Def: Ministry of Defence

EL&I: Ministry of Economic Affairs, Agriculture and Innovation

Fin: Ministry of Finance

I&M: Ministry of Infrastructure and the Environment

OCW: Ministry of Education, Culture and Science

SZW: Ministry of Social Affairs and Employment

V&J: Ministry of Security and Justice

VWS: Ministry of Health, Welfare and Sport

SG: Secretary-General

DG: Director-General

IG: Inspector-General

TG: Paymaster-General

Plv: Deputy

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Diversity of top managers: A case study of the 'Senior Civil Service'

Most people know that there are three powers in the Netherlands, namely legislative, executive and judicial. But some people suggest that the officialdom is the fourth power in the Netherlands. This idea arises because there are top managers in the civil state who have much more experience than the well known ministers. Because of that the question arises how much influence the officials have on the ministers. In the television program 'yes minister' you can see how the minister does the dirty work for top official Sir Humphrey. For sure the officials and top managers have a big influence on today's society, but we do not know much about them. In this article the focus will be on one special aspect of these top managers, namely diversity. A case study of the ABD is done in order to answer several questions about diversity in top management.

I Introduction

The goal of the first section is to introduce the several aspects of the research. How did we come to the research question and what is the scientific and practical relevance of this research. Then we will introduce the research question and the sub questions that are answered in the report. Also the structure will be described in order to give you an idea about the content. Finally the Senior Civil Service will be introduced as a case.

I.I Background

First some backgrounds of the research will be discussed and both the scientific and practical relevance of the report will be underlined.

We all can imagine that the top managers in the Netherlands have a big influence on today's society. Therefore it is strange that we do not know much about all these managers. What qualities do you need in order to become a top manager? Is it necessary to have any experience in business before you become a top official? What are study backgrounds of top managers? And what other functions are relevant for top managers? This is only a small part of the questions that arise when you think about top managers in the Netherlands. The goal of the article is to answer all these questions and to cover a part of the gap in the literature.

The focus is on diversity because diversity is an actual subject in society. In daily life you have to deal with diversity. Most obvious forms of diversity are gender, ethnicity and age but there are much more forms of diversity. In this paper we will discuss diversity in the sense of study background, work experience, gender, ethnicity, age and other functions. Diversity also has an influence on the performance of teams. Therefore it is interesting to see how the government deals with diversity. What are the goals of the government with respect to diversity and do they reach these goals.

Because of all these questions the ABD is used as a case study. Later will be explained what the ABD exactly is. The ABD is used as a case study because we would like to see

how the government deals with diversity and we expected that they have a progressive policy with respect to diversity. Furthermore they are a role model for all organizations. Another advantage of the ABD is that they have to announce most of the appointments in public. Therefore it is easier to get data about the diversity in the ABD than in other organizations. With the aid of the ABD casus this article tries to say something about the diversity of top managers in the Netherlands.

The scientific relevance of this research is that there is almost no information about the backgrounds of top managers. Late in the eighties and nineties some research is done to this subject but there are fewer papers written in the new century. The weakest point of the articles used in this report is that the research is mostly done in Anglo-Saxon countries. Another point is that not all the papers are focussed on top management in the public sector. Therefore we want to cover a part of the gap in the literature.

The practical relevance of the research is that we evaluate the policy of the Senior Civil Service. With the answers and advices the Senior Civil Service can reflect on their own policy. There are some ideas for improvement and with the aid of these ideas the policy with respect to diversity can be improved. The literature will show that diversity will also have some influence on the performances of the organizations.

The goals of the government with respect to diversity are interesting, but maybe even more interesting is how successful their strategy is. How do they attract top managers and what problems do they face. What kind of diversity is the biggest problem and how did the diversity develop through the years. Therefore this article tries to answer the following research question: *'What is the situation concerning the diversity in personnel policy in ABD between 2007 and 2012?'*

I.II Structure

Before we will explain more about diversity and the policy of the ABD we will first introduce the research questions and the structure of the report. The research question that will be answered is:

'What is the situation concerning the diversity in personnel policy in ABD between 2007 and 2012?'

The question is very general and therefore we focussed on three aspects of diversity. These aspects lead to the following subquestions:

1. What is the situation concerning the mobility in the ABD between 2007 and 2012?
2. What is the situation concerning gender diversity in the ABD between 2007 and 2012?
3. How diverse are the career paths of the Secretary Generals appointed between 2007 and 2012?

The diversity will be analyzed from two viewpoints. First we have the viewpoint of the ABD. How diverse are their top managers on aspects like gender, age and their last employer. On the other hand career paths of the top managers itself will be analyzed. What are the similarities and difference in the career paths of the Secretary-Generals who were appointed between 2007 and 2012? In this way we can assess if there is a fixed route to the top or that there is much difference between the ways the Secretary-Generals came at the top.

All these questions will be answered with the aid of a theoretical framework and an analysis. The goal of the theoretical framework is to get some insights in diversity. With the theoretical framework we can explain causes and consequences that could have an influence on the diversity in the ABD. The analysis itself will be from a descriptive nature and the theoretical framework should support the analysis with possible explanations.

Before we will go to the theoretical framework we will first finish section one with an introduction of the case. What is the ABD, what are their goals and especially how do they pay attention to diversity? When everything about diversity and the ABD we will make a literature framework and after that the analysis will be done.

Section two of the report consists of the theoretical framework. The first part of the theoretical framework tries to answer general questions like: Why should a government have a policy with respect to diversity? What are the (dis)advantages of diversity and how is team diversity related to the team performance. This part is mainly based on the theory of Kochan. The theory explains the link between four forms of diversity and the outcomes of an organization. Second we will discuss the topic of gender diversity. This part is used to answer the second subquestion. A lot of theories are introduced in this chapter. Theories of Naff, Guy, Powell and many other authors are used to get a broad range of possible explanations for gender diversity in organizations. The third and last part of the theoretical framework is related to subquestions one and three. Theories of Talke and Hambrick are used to explain why teams should consist of managers with different background. One of the main conclusions will be that diverse teams make better decision in uncertain situation.

The third section of the report is about the methodology. The most relevant points in section three are the data gathering method, conceptualization and the validity of the research.

After reading the first three sections you have enough background to understand the analysis in the fourth section. The analysis will be divided in three parts. Every part consist of the answer on the related subquestion.

- 1. Mobility:** The first part is about the mobility within the ABD. The focus is on new employees of the ABD and the backgrounds of these employees. Does the ABD attract people from outside the specific ministry or even outside the whole government? The central question that is answered in this part is: *What is the situation concerning the mobility in the ABD between 2007 and 2012?*
- 2. Gender:** The second part is about the gender diversity within the ABD. How many women are part of the ABD and what are the functions of these women. The subquestion related to this part is: *What is the situation concerning gender diversity in the ABD between 2007 and 2012?*
- 3. Career paths:** The last part is about the career paths of the Secretary-Generals who are part of the data set. We try to answer the following subquestion: *How diverse are the career paths of the Secretary Generals appointed between 2007 and 2012?*

In the conclusion we will answer the central research question: *'What is the situation concerning the diversity in personnel policy in ABD between 2007 and 2012?'* In this part we also give some suggestions for improvement of the policy and for further research.

I.III Senior Civil State

Before we will start with a discussion about the theory we will first introduce the case: ABD. At the end of this section you know what the ABD is, who are part of the ABD and what the goals of the ABD are.

The ABD is founded in 1995 and is part of the Ministry of Interior and Kingdom (figure 1). The ABD consists of managers that work for the government. In 1995 there were 350 managers in the ABD. These were managers that are in salary scale 17 to 19. In 2000 and 2002 the ABD is expanded with scale 16 and 15, because of that there are now around the 650 managers part of the ABD.

The ABD consists of all managers of the state (from scale 15 to 19) with full responsibility of people and resources. They operate in various areas like: environment, traffic, healthcare, education and safety. Bureau ABD supports these managers with their career, recruitment activities, training advice and sometimes the ABD is a mediator for the managers (Organisatie ABD, 2012). Next to that they have programs to support upcoming talents in order to guarantee the quality in the future.

The mission of the ABD is to systematically promote and maintain the quality of the management in the top of the government. At the start in 1995 the focus was on the mobility of the managers. Managers should have a broader viewpoint and the departments have to work together. When a department attracted new people it should look outside the borders of that department. Sometimes even outside the borders of the state.

In the second phase between 2000 and 2005 the focus was on ensuring the succession of crucial positions (Rijksbegroting, 2009). At that moment there was a lot of attention for the management development (MD) function. It was important to get an overview of what qualities a manager should have in a specific position. And besides that the ABD map the quality of people and think about the developments in departments. When you link both it is a lot easier to find the right manager for the right place.

Point 65 in the policy from 2007 to 2011 is: the government has a diverse workforce in 2011 with a share of women in the ABD of at least 25% (Balkenende, 2007). Another goal is that they want 50 more bicultural managers of at least sub-ABD level. And at last they want a decrease of 2% of the outflow from people that are older than 50. The common goal is that they want a *more diverse workforce* and that is the start of this paper.

On their own website they explain their policy as follows: "The Empire wants more diverse teams because they function better, are more innovative and more creative. They argue that diverse teams bring the quality of the policy to a higher level. Diverse teams are a better reflection of today's society and there are more viewpoints in a team. So the policy of diverse teams should better connect to the requirements of the society" (ABD, 2012).

The conclusion of the first section is that we will answer the following question: '*What is the situation concerning the diversity in personnel policy in ABD between 2007 and 2012?*' This is scientific relevant because there is a gap and the literature and in practice we can improve the diversity of top management teams. The ABD is used as a case because the ABD consists of top managers and they make a lot of information publicly available.

II Theoretical Framework

In the second section of the report we will describe the theoretical framework. The goal is to get an overview of all the aspects that could be relevant for answering the research questions. The framework consists of three main sections. First the influence of diverse teams on the outcomes of the organization will be discussed. Second there will be a chapter about gender diversity that could be used by answering subquestion two. And the third chapter is about the career paths of top managers. This chapter can be used for the answers on subquestions one and three. Every chapter consists of a short introduction and a brief summary with the main points. In the fourth chapter of this section, "remarks on the papers", we will make some common remarks on all the papers.

II.I Diverse teams

In the introduction we assumed that diversity is important for organizations. Therefore this chapter tries to explain the different elements of diversity. What are diverse teams and in what way could a team be diverse? Next to that some advantages and disadvantages of diversity will be mentioned. And at last there will be explained how a diverse team could influence the business performances.

A team could be diverse in many ways (figure 2). The model of Kochan shows that an organization works in a specific context that is different for every organization. Based on that context the organization should create a culture that is consistent with the context. Furthermore there should be a business strategy and some HRM policies in order to deal in a right way with that context. Mainly the HRM policies have a big influence on the diversity of the workforce in an organization.

The model distinguishes four forms of diversity: technical, cognitive, demographic and culture. With technical they mean that everyone has other skills. For example some soccer players can shoot with their left foot and other with their right. The cognition is about the knowledge that different people have. Some people have an enormous amount of knowledge about wars and other people know more about sports.

Demographic and cultural diversity gets the most attention of the government nowadays. Cultural diversity is about the culture people are living in (Kochan, et al., 2003). Nowadays cultural differences are a huge part of the society. There are a lot of discussions about Muslims, Christians and other religions. For every government it is very important to take the culture of their country into account when they make a policy. The same actions could have a total different influence in countries with different cultures.

The last aspect is demographic is demographic diversity. Demographic diversity is about the composition of the population (Kochan, et al., 2003). For example ethnicity, nationality, age and gender are demographic subjects. Examples of demographic questions are: How many people are women or men? And how many people are above 65 years?

In the policies of the ABD the focus is on the demographic diversity. Gender is the most important part of their policy but there is also attention for age and ethnicity. The question is why diversity gets so much attention of the government. What kind of influence has diversity on group processes and on the outcomes (Kochan, et al., 2003)?

There is a lot of research on diverse teams, but it is difficult to conclude what the effect is on the performances of an organization. Possible advantages of diversity are: (I) the ability to attract and retain the best available human talent, (II) enhancing marketing efforts, (III) promoting creativity and innovation, (IV) improved problem solving, (V) enhanced organizational flexibility (Nelson & Quick, 2003). But diversity could also lead to some challenges: (I) resistance to change, (II) lack of cohesiveness, (III) communication problems, (IV) conflicts and (V) decision making (Nelson & Quick, 2003).

The former CEO of Hewlett Packard described the rhetoric in 1998 with three main points. These points explain why it is important to have a diverse workforce: (I) a talent shortage that requires us to seek out and use the full capabilities of all our employees, (II) the need to be like our customers, including the need to understand and communicate with them in terms that reflects their concerns and (III) diverse teams produce better results (Kochan, et al., 2003). All these points could be true but it is not simple to show that diverse teams produce better results.

Business Opportunities for Leadership Diversity (BOLD) had done research to the relationship between diversity and business performances. The conclusion of their research is that racial and gender diversity does not have a positive effect but neither a negative effect on group processes. Racial diversity was shown to have a negative effect, but it was mitigated by training and development- focused initiatives. Sometimes racial diversity may even enhance performance, namely when organizations foster an environment that promotes learning from diversity. Gender diversity had either no effects or positive effects on team processes (Kochan, et al., 2003).

Their conclusion is that it is important to have a good organizational culture, business strategy and HRM policies. All these things should take into account the importance of the diverse workforce. And it should be a guideline for managing diversity. It suggests that efforts to create and manage diverse workforces have generally paid off by eliminating many of the potentially negative effects of diversity on group processes (Kochan, et al., 2003).

The business case of the former CEO of Hewlett Packard is too simplistic in their eyes. To be successful in working with diversity requires a sustained, systemic approach and long-term commitment. They see it as follows: "success is facilitated by a perspective that considers diversity to be an opportunity for everyone in an organization to learn from each other how better to accomplish their work and an occasion that requires a supportive and cooperative organizational culture as well as a group leadership and process skills that can facilitate effective group functioning" (Kochan, et al., 2003).

A diverse workforce has both positive and negative influences on the organization and their outcomes. Hence, the diverse workforce should be managed in a way that you minimize the negative effects and take advantage of the opportunities diversity offers.

Summary

The main point is that there are four forms of diversity: cultural, technical, demographic and cognitive. All these aspects have an influence on the performance, satisfaction and turnover of an organization. Naff suggests that possible advantages are (I) the ability to attract and retain the best available human talent, (II) enhancing marketing efforts, (III) promoting creativity and innovation, (IV) improved problem solving, (V) enhanced organizational flexibility. That is the reason why we assume diversity is important in practice.

II.II Gender diversity

Now we have an idea why diversity is important we go on with one of the most well known forms of diversity, namely gender diversity. In this chapter we will give an overview of the history of gender diversity and the possible causes of gender diversity in organizations. All the information is useful for answering subquestion 2: What is the situation concerning gender diversity in the ABD between 2007 and 2012? The section is divided in different paragraphs with an overarching subject. Again we will finish with a short summary of the main points in the chapter.

History

Until the 18th century the role of women in society was minimal but at the same time it was accepted. Due to industrialization and the modernization of life women start to get bored. In 1889 the first party for women was founded. This party fought for the rights of women. The result of this first feminist wave was that women got permission to vote in 1919. This was the start of the emancipation of women in the western society. Nowadays women get virtually the same treatments as men in the daily life. But also today there are some differences between men and women. The career opportunities of women are not the same as that of men and also the payments are different. That is exactly the subject that will be discussed in this section. There will be a comparison between the careers of men and women. The main point is to show the similarities and differences in career paths of men and women.

The question nowadays is exactly the same as a few decades ago. How are women integrated in the society and more specific in the labour market. At the start of the twentieth century a lot of women came into the office but not for the managerial positions. After World War II women became more important and started to work after their formal education and stayed in the workforce for a longer time. There was a lot of social and economic pressure that leads to the fact that women started to climb the career ladder and knock on doors for more important, higher level jobs. But not only entering the workforce ensures equality. Payments and the position in the organization are also part of equality in an organization. In the eighties women received 65% of the salary of men so there is a real wage gap. Later in the nineties the wage gap is reduced to 81% and one third of the gap is attributable to occupational sex segregation (Guy, 1993).

But should gender have a great influence on the composition of the workplace? A lot of surveys showed that the influence of gender is one of the most dominant influences on the status in public management. That is rare because men and women have almost the same experiences and grew up in the same culture. Men and women have more in common than what they do not have in common. The Wall Street Journal argued that women have positive influences on your organization because they are good listeners, sympathetic in nature and they have a humanizing influence (Guy, 1993). Furthermore there is a need to build on the skills of women and it is impossible or at least too valuable to ignore the skills women have (Guy, 1993). But what is then the reason that there are such differences between men and women?

Promotion decisions

An interesting starting point is that both men and women think that they are mistreated in promotions and awards. Women rated the fairness of their treatment on promotions and training significantly higher than men (Lewis, 1992). Both also have been victims of unfair personnel practices. Men sometimes had been pressured to withdraw from job

competition to help another candidate. Women were significant more likely to say that they had been denied a job or job reward because of a buddy system or because of discrimination (Lewis, 1992).

As said before there are now more women on the workforce but there is still a big difference in the top between men and women. Women come into management functions in younger years than men. But they receive lower payments and are mainly active in public welfare, healthcare and employment security agencies. One of the differences between men and women in public management is the personal backgrounds. Women in the same positions as men differ in educational achievement and socioeconomic status. They have more advantageous backgrounds. This means that parents of women have better jobs than parents of men. The women grew up in better classes and there are also more women, which held an advanced degree beyond their bachelor, than men. "For women it is of greater importance of having a good track record and developing relationships to facilitate advancement than did men" (Lyness & Thompson, 2000). The conclusion of this point is that while an average man is able to climb the bureaucratic ladder, the average woman is shut out (Guy, 1993).

Lewis confirms the idea that there are more women in government but the difference is in the professional jobs. One third of the women held a professional job against half of the men. There are some aspects that could explain these differences. One of the reasons is the differences in educational backgrounds. One quarter of the men held degrees in engineering, compared to only 2.6 percent of the women. Women are more to do studies like law. Another reason is that men earn significantly more than women so a family often choose to give the men the chance to advance his career. Women also exit from and re-enter the labour market to attend to family responsibilities. For organizations this could be a cause to pay women less because the risk that they exit from the organization is bigger (Lewis, 1992). But finally Lewis concludes that the chance on promotion for women is at least as high as the chance for men. There was no significant difference when age, experience, grade, and education were controlled simultaneously.

The findings of Naff agree with Lewis and Guy that there work a lot more women for the federal government. But most of the jobs of women are clerical jobs. Also the promotion rate of men and women are almost the same. There is just one useful addition to the promotion rate. The promotion rate of men and women at higher grades is about the same but in the lower grades men are promoted more. That could be a cause for the fact that there are a smaller number of women at the top. Every manager must pass through the lower grades and that are exactly the grades where the promotion rate of women is less. Another interesting point for the fact that women represent a small part of the top managers is that the overall advancement of the government is really slow. Therefore it is difficult to neutralize the difference between men and women in top positions. Naff suggested in 1994 that in 2017 women still represent less than one-third of senior executives (Naff, 1994).

Opportunity, power and numbers

Guy argues that there are three significant reasons for gender diversity: opportunity, power and numbers. Opportunity is related to the future of managers and has influence on the mobility and growth. People with high opportunities have high aspirations, are more competitive and are more committed to their careers than people with low opportunities. The second point is the power what is defined as the capacity to mobilize resources. People that have a higher position in the organization have higher group

morale, behave in a less rigid way and they could delegate more control. The third and last characteristic that has an influence is the numbers or proportions. This means the composition of people in an organization. People that are underrepresented feel the pressure to become visible but they are limited in their source of power through alliances. Besides that they are stereotyped and their effectiveness is limited (Guy, 1993). All these characteristics are related to each other and thereby they produce self-perpetuating cycles. To become part of a group is difficult when you have no power, neither the opportunity and you are outnumbered by another larger group. Everything that is different from that larger group has to prove that they can play a role and that is difficult. The influence of opportunity, power, and proportion produces upward cycles of advantages and downward cycles of disadvantages (Guy, 1993). This is consistent with tokenism, women reported greater barriers, such as a lack of culture fit and being excluded from informal networks (Lyness & Thompson, 2000). Tokenism is about the fact that there is a dominant group in an organization and the token group. The dominant group dominates the organization and that has a negative influence on the token group. In this case the men are the dominant group and it is difficult for women to break this.

Powell et al agrees that being a number of the current organization is an important variable, but what are the reasons (1994)? Many researchers found a similar-to-me effect what means that decision makers may see insiders as more similar to themselves than outsiders and thus more preferable as candidates. Perhaps such an effect extends to promotion decisions regarding top management positions and is based on qualities of applicants besides their gender. Familiarity with an organization makes the applicant better prepared for the responsibilities of a position. Besides that "the selecting officials may know applicants from their department better than outsiders and feel more confident choosing applicants whose work is well known to them and to the department" (Powell & Butterfield, 1994). This could also be an explanation for the fact organizations face difficulties to get a mobile organization. When a department choose applicants that are already working for the department, the workforce will never become more diverse.

Lyness et al draw more or less the same conclusions. First, women may feel that they are not a good fit with the male-dominated culture at senior management levels or they need to change in some way to fit it" (Lyness & Thompson, 2000). The second barrier women have to deal with is the fact that the dominant groups heighten cultural boundaries. Most important result of the boundaries is that women are excluded from informal interactions. A lot of crucial information is discussed during informal meetings. Women will not get this information because they are not part of the network.

Besides being a number of the organization Powell et al suggest that the most important criteria to get an open position are the job-relevant criteria. Variables with influence are for example years at the highest grade. That has a positive effect on the early judgment but a negative on the final selection decision. The highest grade achieved and work experience has a significant influence on the first stage of the application process but not on the selection process. And there is also a significant effect of the performance appraisal ratings on the selection decision. The only criterion that has no influence on the early judgment neither on the selection decision is education, but that could be caused by the little variance in the group (Powell & Butterfield, 1994).

Lyness et al conclude about this subject that women are more dependent on formal organizational career management processes. They need formal procedures to make a chance on promotion while men use their informal network. Women are also viewed

stereotypically, which could make it difficult to obtain critical development assignments that are necessary for promotion. A lot of assignment goes to the gender of the usual job-holder and a lot of jobs are male typed. Probably this is caused because of the number of women in an organization, the opportunities for women and the power of women in an organization.

Experience, education, relocation, time, children, mentor and diversity

There are a lot of factors that have some influence on the overall promotion but in Naff's research the focus is on five factors: experience, education, relocations, time devoted to the job and children (Naff, 1994). All these factors explain a part of the differences between the treatment of men and women. Both experience and education are good predictors of advancement. Employees that have achieved the greatest number of promotions have worked the longest period for the government. The average time that women worked for the government is less than the time of men, so that cause part of the discrepancy. Education is also partly responsible for the differences. Employees at higher grade levels generally have more education than those at lower grade levels. Naff agrees with Lewis that the percentage of women with a college degree is lower than by men what could explain part of the differences. Experience and education explain partially the lower promotion rate of women but after controlling there are still significant differences that supports the proposition that equally qualified men and women probably not receive the same treatment for promotion (Naff, 1994). This confirms the statement of Guy that only special women are promoted. The third factor is the number of geographic relocations an employee has made during his or her career. Employees at senior level have relocated more than those who are not at that level. Many of these relocations occur not because employee has been asked to relocate, but because he or she applies for a career enhancing position in another locality. The suggestion is that women are less likely to apply for such positions than men and thereby the chance for promotion is smaller. But analysis shows that even when you control the number of relocations with experience and education the promotion rate of men is still higher (Naff, 1994). Lyness et al agrees that women may have difficulty obtaining opportunities for geographical mobility. A stereotype woman is unwilling to relocate because of dual-career and family considerations. Therefore overseas assignments are also male gender-typed (Lyness & Thompson, 2000).

How many time an employee spent on the job each week is the fourth factor. It is not the issue whether an employee works part time as opposed to full time, but rather how many hours are spent on the job each week. Both men and women spent on average 41 to 45 hours to the job each week. But there are more men that work more than 46 hours a week. There are 24% men in comparison to 17,5% women that work more than 46 hours. The assumption is that women could not meet the requirement to work more than 46 hours. Managers assume that women are busy and that women cannot meet at night. Maybe one of main reasons for this is that people assume that women have to care for children (Naff, 1994).

This automatically leads to the fifth factor, namely children. Women that bear the responsibility for children often do not have the flexibility to work into the evening and therefore cannot meet the informal requirements. But also when they have the flexibility, managers assume that women are not able to work overtime (Naff, 1994). Organizations conclude that women are less committed to their career mainly because of children. But analysis suggests that: "even women without children are assumed to be less committed

to their careers until they have demonstrated their commitment by remaining in the work force for several years without having children". Conversely men with children may benefit from children because managers assume that family responsibilities make their careers more important (Naff, 1994).

But is it fair to assume that women are less committed than men? There are reasons to the contrary. First women receive performance appraisals that are at least as good as men receive. Second, women are just as committed to their jobs as men and equally ambitious. Third, the role time plays is not fair. Time is not always equal to productivity and at last companies concluded that time is less important than matching employees' skills, interests and abilities to the job.

Powel et al suggest that there are negative effects of years of work experience and the number of years an applicant had spent at the highest grade. The explanation of these effects could be that organizations look to the performance of an applicant within a limited time frame. Applicants at the threshold of a top management position with less experience may have been seen as fast-trackers who offered a greater potential for success precisely because they reached that threshold sooner than the average applicants (Powell & Butterfield, 1994). Because of the fact that women have fewer years of work experience than men they could benefit more from that perception. Another reason to select a new person is that you want new blood in an organization. Therefore selecting officials favoured candidates who had not been at their highest grade for a long time.

Another main difference between men and women is the relationship with their mentor. Women benefit less of their supervisor than men (Lewis, 1992). Lyness et al also concludes that women receive less mentoring than men because of tokenism. There are less senior women to be a mentor for talented women and male mentors are unwilling to enter relationships with talented women. Lewis found also a big difference between men and women in the interactions with their own supervisors. Supervisors have a great impact on the chance of promotion so this could cause that there are fewer women at the top. Women rate supervisors lower on people skills, particularly in their own interactions with them. But they give their supervisors also lower marks on leadership skills and on their ability to organize their work group effectively to get the job done. Curiously women saw less room for productivity of their supervisor so that is in contrast with their rates, but why is unclear (Lewis, 1992). For middle and top managers the ability to supervise people is important. Women and men act almost in the same way when they face problems. The results of both are also the same so the ability to deal with problems could not be a cause of the differences on the work floor (Lewis, 1992). The conclusion is that men and women deal in the same way with problems but women have less benefit from mentors.

Powel et al suggest that both relevant and irrelevant variables have an influence on both the early judgment and the selection decision. The hypotheses of the study, which proposes that applicant gender will directly and indirectly influence promotion decisions for top management position to the disadvantages of women, were rejected. There was small influence on the early judgment, in favour of women, but not directly influence on the selection decisions. The influence on the first stage is because of the relationship with two job-relevant variables: employment in hiring department and work experience in favour of women. Applicant gender has an indirect influence on selection decisions through its relationship with the performance appraisal rating also in favour of women.

The gender of the decision makers did not moderate the relationship between applicant gender and promotion decision outcomes (Powell & Butterfield, 1994).

The last difference between men and women that will be discussed is about diversity. For women it is more difficult for women to get development assignments. Another difference is that women are more likely to be promoted to jobs with familiar responsibilities and they have more often a trial period. This shows that there is less confidence in the ability of women and it is more difficult for women to develop because they always have the same responsibilities. In this way they will never learn to deal with more responsibilities. The mobility of women is also less than that of men. Women work during their career in fewer departments and therefore women's functional breadth is less than men's. Besides that women may be chosen less than man for stretch assignments involving risk or working in unfamiliar areas. This will limit the mobility of women too (Lyness & Thompson, 2000). Managing a diverse business is significantly associated with career success and managing downsizing and large-scope assignments also have an influence on career success (Lyness & Thompson, 2000).

Glass ceiling effect & perception

The focus of the research of Powell et al is on the glass ceiling effect what is defined as: "those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organizations" (Powell & Butterfield, 1994). Their research is about women as a group and the problems they have to get top management positions. Not because they have a lack of ability but because of the fact that they are women.

Powell et al concludes that organizations face difficulties to deal with the perceptions of gender-related issues. Prejudices will have an impact on the way people handle in their live. Women will not do any effort when they think that they will be discriminated. When they think that the glass ceiling phenomenon is true they will not apply for an open position because a man will get the position. The perceptions of the glass ceiling effect will lead to fewer applicants and thereby to a smaller number of promotions of women to top management. The women with lesser performances will not apply and thereby the level of women that apply will be lower. Governments need to change procedures but without changing the perceptions of people the procedures will be less effective (Powell & Butterfield, 1994).

Naff also did some research on the glass ceiling effect. In her eyes the glass ceiling effect in the federal government exists of two aspects: (I) the nature of barriers that limit women's advancement and (II) women's own perception of their treatment in the workplace (Naff, 1994). Women made progress the last decades but there are still informal policies and practices that have unintentionally prevented women and minorities from receiving equal consideration for top level jobs. Education and experience explains a part of the discrepancy but not all. One of the things that is described by Naff is 'subjective discrimination'. That is defined as the perception by an individual or group that their own situation is discriminatory, whether or not such discrimination actually exists. To create a work force that treats women and men in the same way she argued that it is necessary to understand this subjective component (Naff, 1994). He also supports for the glass ceiling effect and explains the negative consequences of the perception of women. Organizations evaluate employees according to easily quantifiable criteria and therefore organizations may overlook the best employees. In most cases they will overlook women. They will not overlook women that cannot meet the criteria,

but the women that perceived to be unable to meet the criteria, because they have the idea that they have no chance and they must perform better than men in their eyes.

Facilitators for women

There are also some facilitators to career advancement that women could keep in mind. One facilitator that is frequently mentioned by women is having a good track record of successful accomplishments. A good track record is more important for women because stereotypes may be overcome when there is job-relevant information available for the decision makers. Another important facilitator for women is the development of relationships. Women are the token group in most organizations and therefore they have to invest in relations with men in powerful positions. Building a network with men who have influence in the top management positions is essential. A third recommendation to female managers to overcome barriers is "taking a proactive approach to managing their own careers, including, for example, setting their own career goals, taking the initiative to obtain challenging developmental assignments and taking career risks" (Lyness & Thompson, 2000). Gender is seen as a factor that limits the ability to take risks. In order to overcome this stereotype a woman has to show that she is not afraid to take some risk. A fourth and very important difference is mentoring. Women face greater barriers by obtaining a mentor than male managers do. The success of a mentor is bigger when the mentor is white male manager and women are less likely to have a white male mentor. There are also other reasons for the fact that a mentor has less effect on female managers. First of all they may benefit more from female mentors that serve as a role model. But women are underrepresented in the top so it is difficult to find a good female mentor. Female mentors do also have less organizational power and therefore it is more difficult to help the talented women. The last reason is the fact that male mentors don't understand the complexity of their female protégés. Developmental job assignment is the fifth and last facilitator. Women will face difficulties to obtain developmental assignment and they use other strategies. However the positive influence of such assignments is for both men and women the same (Lyness & Thompson, 2000).

Prior research has shown that there is a relation between job assignments, transitions to novel situations, mobility and the development of skills and career success. A developmental job assignment is developmental for managers because they are challenged by the assignment. By doing the assignment the manager will develop the skills that are needed during the assignment. Transitions to novel situations will also develop managers. The current skills are inadequate and it requires a new way of coping. Overall mobility is necessary in the current economy. The environment is changing almost every day and in order to survive in this environment an organization has to be mobile. Both inter-organizational and functional mobility will increase the possibilities during a career because an organization wants mobile employees (Lyness & Thompson, 2000).

Performance

There are a lot of questions about the role of women in the top of the governance. But what is the impact of more women on the financial performance of an organization. There are two famous theories about the influence of women on the results of an organization. First the agency theory that suggests that more female board members will bear no financial consequences. The agency theory means, in the case of appointments, that you select the most able managers and makes them accountable to investors (Francoeur, Labelle, & Sinclair-Desgagné, 2008). An agency-theoretic says that women bring a fresh perspective on complex issues what could help in a complex environment, but the role on

financial performance is neutral. Second, the stakeholder theory that foresees business benefits from promoting women to top management positions. Women will have a positive influence on the decision making process due to advantages related to knowledge, perspective, creativity and judgment. Gender diversity is a good policy, even if there is no evidence for a financial relationship, in the eyes of stakeholders theoretic because of the advantages in the decision making process (Francoeur, Labelle, & Sinclair-Desgagné, 2008)

A lot of research is done to the relation between diversity and performances, but there is no clear conclusion. Some studies suggest that there is no relationship but some other suggest that more women will lead to better performance. One interesting aspect that is found in earlier researches is about the glass cliff. This means that women are often appointed to leadership positions under problematic organizational circumstances with greater risk of failure and criticism (Francoeur, Labelle, & Sinclair-Desgagné, 2008). Why this is the case is unclear but one suggestion is that there are more board meetings when there is a crisis and women have fewer attendance problems (Francoeur, Labelle, & Sinclair-Desgagné, 2008).

In the research of Francoeur et al the three-factor model is used to analyze the influence of women on the financial results. This model is used because it is easy to take the level of risk and other market factors in consideration. The conclusion of the research is that firms operating in a complex environment that have a high proportion of women officers do experiment positive and significant returns. Another conclusion is that you generate significant excess return when you have more women in your corporate board or top management. The first emphasize the stakeholder theory but the second the agency theory. However the glass cliff effect suggests that women have riskier position. This could mean that they outperform male managers because they have more difficult start positions (Francoeur, Labelle, & Sinclair-Desgagné, 2008).

Solutions

In the future managers have to think out of the box and there should be more women on classifying positions. Guy suggested that at least three things should happen: loosening rigid position classifications to accommodate women's career paths, encouraging agencies to be representative bureaucracies vertically as well as horizontally, and to promote affirmative action in deed as well as in word. Later there will be a discussion about how it is nowadays in the Dutch civil state and the figures will show if women are better represented 20 years later.

An open and effective design could lead to better decisions. Procedures and criteria should be standardized and well established and there should be emphasis on procedural fairness in making decisions about promotion. When that is the case qualified women may fare at least as well as qualified men. Also public announcement for all open positions and records of the decision making process must be kept (Powell & Butterfield, 1994). Thereby the decision maker is accountable for the decision and the risk of discrimination is less in this way. Also programs concerned with equal employment opportunities will help. The problem of these programs is that it could lead to the fact that women are more benefiting from promotion decisions than men rather than being victimized. How a decision making process like this is linked to the private sector is difficult to answer but in the federal government it could be an improvement (Powell & Butterfield, 1994).

Private sector

Based on this section there are enough reasons to leave the Senior Civil State but that does not happen. In a questionnaire with nine questions women and men gave almost the same answers. There is one big difference and that is the influence of the current private sector labour market. Men saw the private sector as a reason to leave the government and for women it is a reason to stay. Women saw their careers hampered by discrimination but in comparison to non-federal workers they are less likely to say that they are underpaid. Women have less confidence to find a better job outside the government and therefore they are looking for a job outside their current workgroup but within the government (Lewis, 1992).

Summary

The literature shows that there were a lot of improvements the last decades. However there is still a difference between men and women especially in the top of an organization. There are different possible explanations varying from the number of women in an organization to the perception of women. Some more plausible explanations are the education level, time spent on a job and the responsibility for children. In the analysis section we will see how the situation is in the ABD between 2007 and 2012.

II.III Top managers and their career paths

The last chapter of the theoretical framework is a briefly explanation of the link between a diverse workforce and career paths. Why is diversity in work experience and in career paths important for organizations? The theory described in this section underlines the relevancy of subquestions one and three: What is the situation concerning the mobility in the ABD between 2007 and 2012? And how diverse are the career paths of the Secretary Generals appointed between 2007 and 2012?

The basis of this research is the diverse workforce. Many scientists had done research to the influence of many forms of diversity on the performances of teams. One of the aspects that is not explained in many reports about diversity of top management teams is diversity in working backgrounds. This is relevant for both top managers as well as for the State. One of the most interesting aspects of diversity is probably the experience of top managers in their earlier careers.

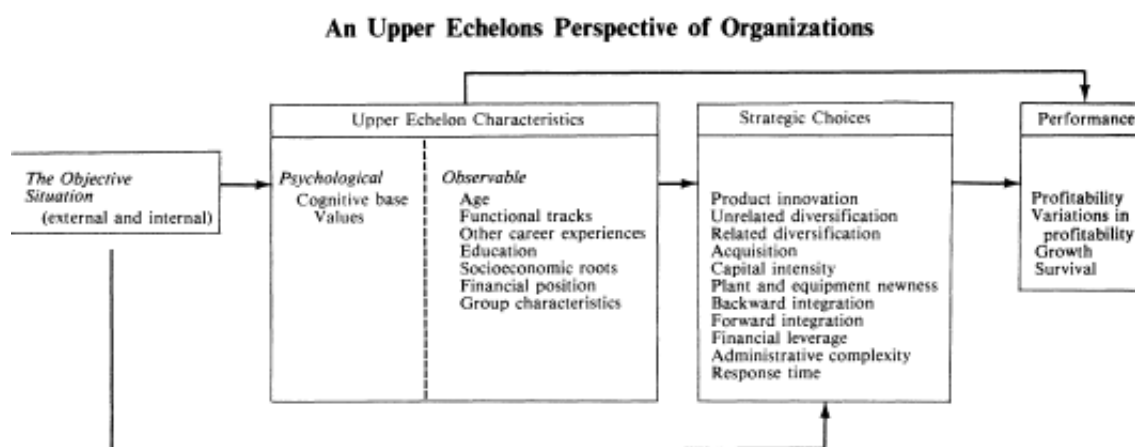
Theory about upper echelon implies that strategic choices are the result from idiosyncrasies of top management. These theories suggest that the diversity of top management teams drive the innovativeness and the performances of the organization. This happens because top managers make decisions that are consistent with their cognitive frames, which are a function of their education, functional background, experience and values (Talke, Salomo, & Rost, 2010). The reason why task oriented diversity drives performances is due to differences in information, knowledge and perspectives. Diverse groups will think more diverse instead of homogeneous because they have a different level of information. The expectation is that managers with diverse educational, functional, industry, and organizational backgrounds combine different views of the world and have more constructive tasks conflicts encouraging thoughtful strategic choices concerning a firms strategy (Talke, Salomo, & Rost, 2010). In complex environments the advantage of diverse teams is the biggest. This is because diverse teams have more potential to notice novel linkages. There are also more views that could

relate new information to the information that is already available. In this way a team can react faster on new movements.

Another research to the influence of heterogeneity with respect to age, tenure, education background and functional backgrounds confirms that organizations become more innovative when they are managed by more educated teams who are diverse with respect to their functional areas of expertise. Mainly the average education level and the heterogeneity of functional backgrounds have a significant influence on the innovativeness. Education level is more important for technical innovations like the design and delivery of products and services, marketing and office operations. Functional backgrounds are more relevant for administrative innovativeness related to general management issues such as staffing and employee surveys, strategic planning, compensation systems, and training programs (Bantel & Jackson, 1989)

Hambrick et al (1984) agrees that the background of top managers have an influence on the performances of an organization. They agree with Talke et al that the organizational outcomes are partly a result of the values and cognitive bases of powerful actors in the organization. The background of a manager is the bases of the decision making process. First of all the background has influence on the vision of a manager. Second, the managers select the information they want to perceive. Third the interpretation of the managers is also based on the background of the manager (Hambrick & Mason, 1984). In the following model they made an overview of what aspects of a manager can influence the strategic choices. Functional tracks, career experiences and education are factors that influence the strategic choices and the performance of an organization therefore an analysis of the career paths of top managers could be useful.

In a follow up research Hambrick et al say that diverse teams, in terms of functional backgrounds, education, and company tenure, exhibited a relatively great propensity for action, and both their actions and responses were of substantial magnitude. Heterogeneous teams, by contrast, are slower in their actions and responses and less likely than homogeneous teams to respond to competitors initiatives (Hambrick, Cho, & Chen, 1996). They argue that diverse teams are good at creating, but homogeneous teams are good at deciding. Their final conclusion is that organizations with diverse teams perform better when you measure performance in market share and profit.



Picture 1: An upper echelons perspective of organizations

Also Carpenter et al agrees with the fact that there is an influence of top managers' background on the organization. Top managers' international experience, educational heterogeneity and tenure heterogeneity were positively related to firms' global strategic postures, and functional heterogeneity exhibited a negative association (Carpenter & Fredrickson, 2001). Carpenter et al also agrees with the fact that uncertainty plays a big role. They did more research to it and draw the conclusion that the founded relation is non-linear when uncertainty is taken into account. Uncertainty is a consequence of environmental factors that generally result in a lack of information needed to assess means-ends relationships, make decisions and confidentially assign probabilities to outcomes. In such circumstances decision makers use their personal frame instead of objective characteristics to make decisions (Carpenter & Fredrickson, 2001). That is the reason why organizations profit from diverse top managers. In situation where objective facts don't determine the choices the subjective experience of top managers will lead to a final choice.

Therefore we will try to answer questions like: Did the top managers work their whole live for the public sector? Is it necessary to work for a private organization before you get a top function? At what age can you become a top manager? What study increases the chance to become a top manager later in your career? What are the job similarities are of top managers? When we have answers on these questions we can say more about the diversity at the top of the State. Maybe we can even predict who the top managers are within several years.

Another bridge between a diverse workforce and the career paths of managers is the type of organizations new employees come from. Do they come from the private sector, consultancy or simply out of the Empire? One goal of the ABD was to improve the mobility. They want to attract people with different backgrounds in order to get a broader viewpoint and in their opinion a qualitative better viewpoint. Besides that it is necessary to improve the mobility in order to maintain the labour market (Organisatie ABD, 2012).

In order to say something about the mobility in the ABD a network analysis will be done. Network analyses are widely used and the main idea behind a network analysis is that individuals are embedded in a web of social interactions and relations. The question is how all the individuals can form an efficient society. Network analyses provide explanations for individual creativity to corporate profitability (Borgatti, Mehra, Brass, & Giuseppe, 2009). The network analysis should provide a structure of all separate individuals. In this research an analysis will be done in order to get an overview of the former employers of the new employees in the ABD. A structure created with a network analysis can provide value to a company because structure matters. For example, teams with the same composition of member skills can perform very differently depending on the patterns of relationships among the members. Similarly, at the level of the individual node, a node's outcomes and future characteristics depend in part on its position in the network structure (Borgatti, Mehra, Brass, & Giuseppe, 2009). The network analysis will be used in this research to evaluate one of the goals of the ABD, namely mobility. The analysis makes clear how diverse the managers are with respect to their last employer. With the aid of the network analysis we can say something about the diverse viewpoints of the employees and how much value they add to the organization.

Summary

This chapter shows that the research is relevant from both the perspective of the State and the potential top managers. The career paths of top managers and the mobility

within an organization have an impact on the success. In uncertain and complex situations the impact is the highest. Furthermore diverse teams are more innovative. Diversity in career paths means that a team can use different viewpoints and will make a better decision in the end.

II.IV Remarks and limitations of the literature

Finally we have to make some remarks based on the literature review. The articles included in the literature review cover many interesting aspects. There are much more papers about gender diversity, but most of the papers conclude more or less the same. It was much more difficult to find good papers about the link between team diversity and team performance. The article of Kochan gives a simple model that includes the most relevant aspects of diversity. This model is used as starting point because it gives an idea about the forms of diversity and how these forms can influence the performances of organizations. The articles used in the section 'top managers and career paths' covers perfectly why it is important to do research to the whole career paths. This is interesting for this research because this research is not only from the perspective of the organization but also from the perspective of the managers.

It is important to be aware of the weak points of the literature research. This research is focussed on the Dutch ABD while many of the researches, included in the literature review, are executed in the Anglo-Saxon world. The culture and structure in The Netherlands is different than the culture in for example the United States. Therefore it is possible that the conclusions in the articles are not exactly true for The Netherlands.

Furthermore some of the included researches are executed in the private sector. It could be that the conclusions do not exactly hold for research in the public sector. It could for example be the case that there work much more women in the public sector in comparison to the private sector. Therefore the literature should be interpreted carefully, but it gives a lot of ideas about possible causes of diversity and why diversity is so important.

III Methodology

In the first two sections the subject is introduced and a literature framework is designed. Before we will do the real analysis we will first describe the data gathering method and the validity of the research.

III.I Data Gathering Method & Operationalization

The questions that will be answered in the analysis are explanatory questions. In first instance the analysis is more or less descriptive but the literature review will be used to give possible explanations for the things we observed. Because there is a limitation of time we used a cross sectional design. The special features of cross –sectional designs are: no time dimension, reliance on existing differences rather than change following intervention and groups based on existing differences rather than random allocation (de Vaus, 2001)

In order to say something about the diversity of the workforce of the ABD we have to collect data. The data are collected from the records of the ABD. As said before the ABD is part of the Ministry of Interior and Kingdom and consists of all managers of the state (from scale 15 to 19) with full responsibility of people and resources. With the aid of the records of the ABD all the appointments were collected between 2007 and 2012 (Benoemingen ABD, 2012)

Between 2007 and 2012 we found 480 appointments of the ABD. We used the year of appointment, name, new function, new ministry, old function, former employer and the gender of the new employees. The ethnicity and age of the new employees are not publicly available. From 2010 and further the appointments of the police top are not used because these data were missing. Therefore we have fewer appointments in 2010 and 2011 (figure 3).

For the network analysis the appointments are the unit of analysis. In this we can something about the last job and the mobility within the ABD. For the gender diversity the focus will be on the persons who are appointed. And for the career paths the whole careers of the Secretary-Generals will be analysed, so the Secretary-Generals are there the units of analysis.

Furthermore the ministries are changed between 2007 and 2012. Therefore we decided to use the current names of the ministries. For example the ministry of 'Agriculture, Nature and Food quality' was active in 2008 but we used the name ministry of 'Economic affairs, Agriculture and Innovation' because that is the new name. In this way we can see if an employee really changes from ministry.

Another important aspect is about the new and old functions of employees. All the employees have different functions. Therefore we have to classify the functions. The functions are classified in four different levels:

- Level 1: Secretary General
- Level 2: Deputy Secretary General, Director General, Inspector General and Paymaster General
- Level 3: Deputy Director General, Deputy Inspector General, Directors and Deputy Directors
- Level 4: Remaining functions

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In this way we can see if there is any discrepancy between the different kinds of functions. With the aid of the levels we can also determine if a job change is a promotion or not. When someone goes to a better level we call that a promotion and otherwise not.

All collected data are from the government. Therefore we can assume that the data are reliable and complete. For the new Secretary General we did some further research. This is a qualitative research and you can see the results in appendix B (Carreers Secretary-Generals)

III.II Validity

The last paragraph of this section is about the validity of the report. We will briefly discuss the internal and external validity.

In general the validity of the research is strong. There is one big issue that has an influence on the internal validity, namely the influence of the variables. This influence is mainly a threat when we draw conclusion about gender diversity. There could be many other reasons why women get other jobs. For example they have to care for children, they are not willing to work more than 50 hours etc. All these possible reasons are not taken into account in this research therefore you should carefully interpret the conclusions.

Also for the external validity we have to realize that there are some restrictions to the analysis. There is a distinction between four different aspects of external validity, namely: units, treatment, outcome and settings (Shadish, Cook, & Campbell, 2002). The main restriction in this research is about the outcome part. The categorization of the different aspects can be done in many different ways. For the network analysis we have to categorize the different ministries and external organizations. When you categorize them in a different way the conclusion could be different. Also the functions are classified in four levels. This classification is based on some very general criteria and therefore you can discuss a lot about some results of gender diversity. So you have to be aware of the restrictions of this research and therefore you should carefully interpret the findings.

In total we used 480 appointments in our research. The data are coming from a website of the government and therefore we assume that the data are reliable. One of the validity issues that could play a role is the threat of third variables and the correlation between the variables.

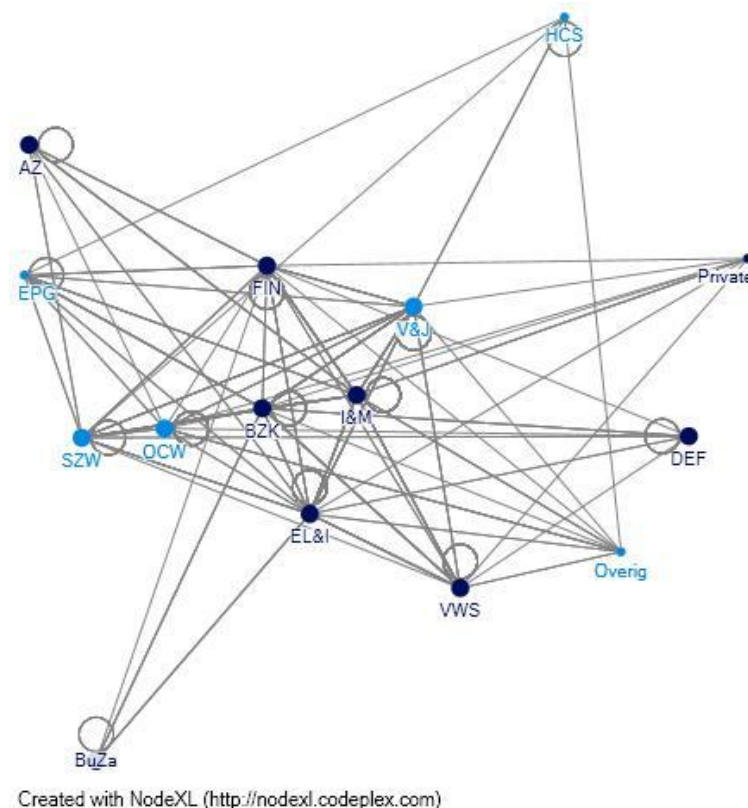
IV Analysis

In section four the analysis will be discussed. The starting point of the analysis is a network analysis which is done with Node XL. This analysis is done in order to get some insights in the mobility of the employees of the ABD. One of the goals of the ABD is to improve the mobility and to encourage employees to change from departments instead of changing from job within the departments. Secondly there will be a discussion about gender diversity in the ABD. Then the diversity between the career paths of the Secretary-Generals will be discussed. The goal of the different paragraphs in section four is to answer the three subquestions.

IV.I Mobility

In this part the diversity will be analyzed on the basis of mobility within the ABD. This was one of the goals of the ABD in the starting years. We want to give a complete overview of the mobility within the whole State. Therefore we will first analyze all the departments together and after that we will analyze the departments separately. When we combine all these separate analysis we will try to answer subquestion 1: What is the situation concerning the mobility in the ABD between 2007 and 2012?

In the following picture you can see the total network of appointments of the different departments.



Picture 2: Network Analysis (Total ABD)

The circles in the picture are job changes within the department and the other lines are job changes between the departments. Based on the picture there is no obvious conclusion. The only things that you can see are the two clusters. Node XL divides the network in clusters. Cluster 1 (light blue) consist of the departments: VWS, Private, I&M, FIN, EL&I, DEF, BZK, AZ and BuZa. The second cluster (dark blue) consists of the

departments: V&J, OCW, SZW, EPG, HCS and Others. Based on the clusters we can see that there are more job changes between departments that are in the same cluster. In total there were 480 appointments but 460 duplicated edges. This means that not all the departments are connected with each other. In total there are 274 job changes within a department and 206 between different departments. This means that there are 42,9% job changes that contribute to the mobility within the state. In order to say something more about the mobility of the different ministries the same analysis is done for the ministries separately.

The first ministry that is analyzed is the Ministry of General Affairs. The results are shown in figure 4. We can see that there is only a connection with four other ministries, namely FIN, EL&I, I&M and SZW. This means that they did not appoint employees from other departments in the last five years. In total they appointed 12 people and there are 10 duplicated edges. Six of the appointments are people of their own ministry which equates to 50%. This is not really different from the total graph, but we can at least say that the flow in this ministry is not so high when you compare it with other ministries. That could have a negative influence on the mobility within this department.

The second ministry that is analyzed is the ministry of the Interior and Kingdom Relations. In figure 5 we see that this ministry has more relations with the other ministries. The ministry of Internal Affairs is the only ministry that is not related to the ministry of Interior and Kingdom. In total there were 61 appointments, 57 edges with duplicates and 26 self loops. This means that 57,4% of the appointments contributes to the mobility of this department.

The third ministry that is analyzed is the Ministry of Foreign Affairs. With eyeballing it scores even worse than the Ministry of General Affairs. This ministry is connected to three other ministries (figure 6). There were only 8 appointments since 2007. Six of these appointments are duplicated and four of the appointments are job changes within the department. Again this means that 50% of the appointments contribute to the mobility of this department.

The Ministry of Defence is related to five other ministries (figure 7). In total they appointed 13 people the last years and seven of them already worked in this ministry. This means that only 46,2% of the new employees come from other ministries or organizations.

The second large ministry is the Ministry of Economic Affairs, Agriculture and Innovation. There is a connection with almost every other ministry but that is also because they appointed 70 employees since 2007 (figure 8). Fifty of these appointments are job changes within the department. Only 28,6% of the new employees derived from other departments. This is a lower score, probably because the former ministry of Economic Affairs and the ministry of Agriculture, Nature and Food quality are combined (Fuseren ministeries EZ&LNV, 2010)

The next ministry is the Ministry of Finance. In figure 9 you can find the results of the network analysis for the Ministry of Finance. Also this ministry appointed employees of most of the other ministries. In total they appointed 26 new employees and 13 of them already worked in the ministry. So 50% of the appointments improve the mobility of the ministry.

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Now we will analyze another combined ministry namely the Ministry of Infrastructure and the Environment. In figure 10 you can see that there are links with most of the other ministries. Again we notice that this combined ministry, just as the Ministry of EL&I, has appointed 113 new employees. 74 of these employees were already employees of this ministry. In total they attracted 34,5 % of their new employees from other departments.

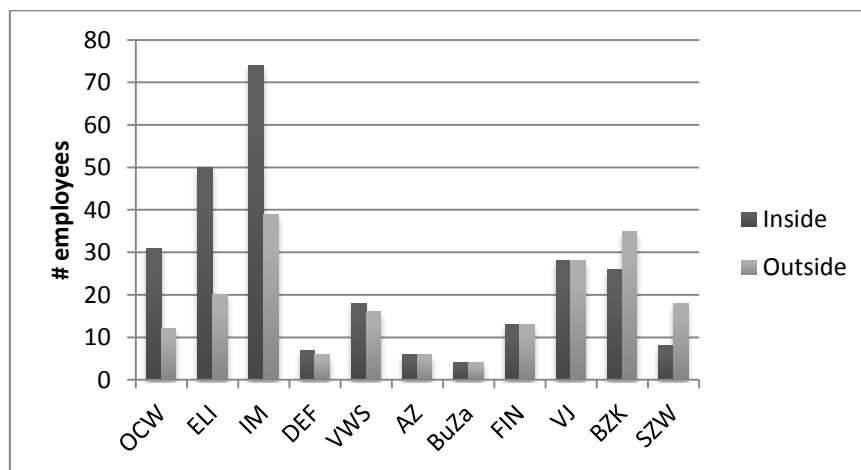
The Ministry of Education, Culture and Science did appoint people from 4 other departments (figure 11). In total they appointed 43 people the last five years but 31 of them already worked for the ministry. This means that 27,9% of the new employees come from outside the ministry. In comparison to the other departments this is a lower score but we did not find an explanation for it.

After that the Ministry of Social Affairs and Employment is analyzed (figure 12). More than half of the other ministries are related to this ministry. In total they appointed 26 people and only 8 of them already worked for the ministry. This means that 69,2% of the new employees are attracted from other ministries. This is far above the average so the flow in this ministry looks better.

Also the Ministry of Security and Justice is connected to half of the other departments (figure 13). They appointed 56 new people and 28 of them already worked for the ministry. In total 50% of the new employees are from other ministries.

The last ministry is the Ministry of Health, Welfare and sport. In total they appointed 34 new employees. Eighteen of these employees already work for the ministry (Figure 14). This means that only 16 of them come from outside the ministry which equals to 47,1%.

The general conclusion is that 42,9% of the new employees come from outside the ministry. In the pictures 3 and 4 you can see how many people are appointed from inside the ministry relative to people appointed from outside the ministries.



Picture 3: Network Analysis (Total Overview)

The ranking of the ministries is based on the percentages of people that come from outside the organization (picture 4). The Ministry of Education, Culture and Science has the worst score. Also the Ministries of Economic Affairs, Agriculture and Innovation and the Ministry of Infrastructure and the Environment have relative low scores, but this these scores could be due to the aggregation of the former ministries. Another interesting point is that if the new employees come from outside the ministry they almost always come from other departments. There are three ministries that do not appoint

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employees from outside the State and in total there are nine new employees from private companies. The total amount of appointment in some ministries looks low but there are no data available of the total composition of the ministries. These facts could be an indication that there is space for improvement. But before we can draw a conclusion we will first have to do research to the total composition of the ABD.

Ministry	Number of appointments	Connected ministries	Private	EPG	Overig	HCS	Outside the ministry
OCW	43	4	x	x	x	-	27,90%
ELI	70	8	x	x	x	-	28,60%
IM	113	7	x	x	x	-	34,50%
DEF	13	5	-	-	-	-	46,20%
VWS	34	5	x	-	x	-	47,10%
AZ	12	4	-	-	-	-	50,00%
BuZa	8	3	-	-	-	-	50,00%
FIN	26	7	x	-	x	-	50,00%
VJ	56	7	x	x	x	x	50,00%
BZK	61	9	x	x	x	-	57,40%
SZW	26	7	-	x	-	x	69,20%

Picture 4: Ranking of the ministries

The number of new employees that derived from private organizations is the last point we will discuss. When we take the current economic state of Europe into account governments have to become more efficient. Therefore they should consider appointing more employees from private organizations because people from the private sector know how to run an organization in an efficient way. But also for this point it is important to realize that we can only draw conclusions when we know more about the total composition of the ABD.

Conclusion

Now we can say more about the question: What is the situation concerning the mobility in the ABD between 2007 and 2012? The analysis shows that it could be useful to do more research to the mobility within the ABD. We see that most of the appointed people already work for the ministry or at least for the government. That will not lead to an improvement of the mobility within the ABD. But before we can draw real conclusion we have to do more research to the total composition of the ABD in order to find a baseline with which we can compare the results.

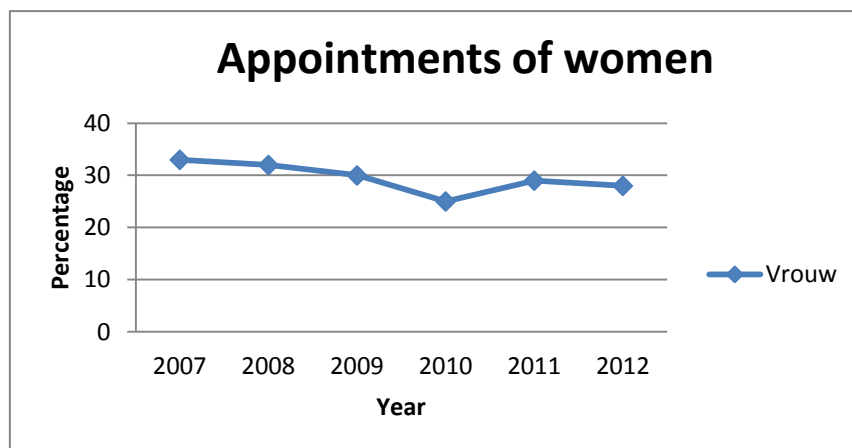
IV.II Gender Diversity

Now we have some idea of the mobility within the State and all the separate ministries. Earlier research proves that mobility is not the only form of diversity that could influence the performance of an organization. One of the most researched forms of diversity is gender diversity. The goal of the government was to have at least 25% women in 2011. We only analyze the appointments in the last five years. Because the percentage of women was lower in 2007 we can assume that they should appoint more than 25% women because they had a lower level than 25% women in the ABD. Therefore we will answer subquestion 2 in this paragraph: What is the situation concerning gender diversity in the ABD between 2007 and 2012?

In figure 15 you can see that 30% of the new appointments are women. That is higher than 25% but only a small part. This could mean that it will take a long time before they reach the level of 25%, but that again depends on the total composition of the ABD. And

the numbers confirm that it becomes even more difficult for women to represent one-third of the ABD before 2017 as Naff suggested. Because we analyzed the number of women in the ABD for the last five years we miss the developments within those years. In picture 5 you can find the trend in the last five years.

Based on the goals of the State the expectation was that this line increases, but that is not the case. The line is even declining between 2007 and 2012. In the case that the trend goes on for the coming years the percentage of women in the ABD will not grow fast.



Picture 5: Gender Diversity (Developments between 2007 and 2012)

In order to draw a statistical conclusion we tested the following hypothesis with a binomial test ($\alpha=5\%$):

H_0 : the proportion of women appointed is equal or lower than 25%.

H_1 : the proportion of women appointed is more than 25%.

In picture 6 you can see that the p-value is 0,007. This is smaller than alpha and therefore H_0 is rejected. This means that we can conclude that more than 25% of the new appointments are women. In the case the test is done for 28% the null hypothesis is accepted. This means that more than 25% of the appointments are women. This is still not enough to represent a population with a lot more women.

Binomial Test

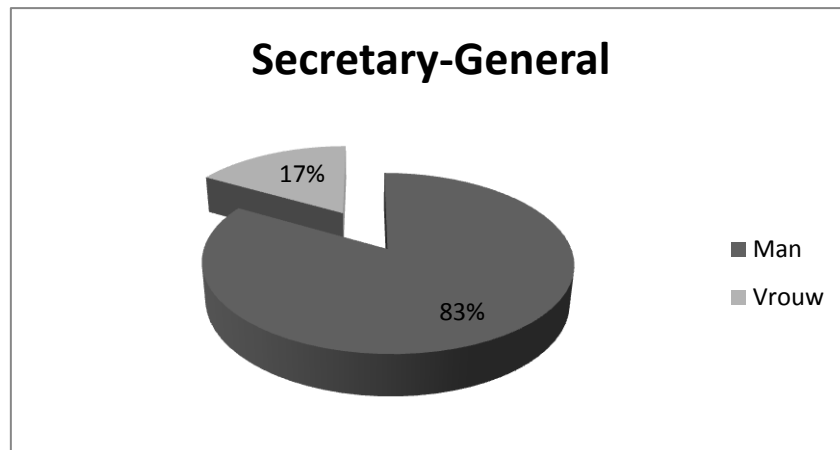
	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (1-tailed)
Geslacht	Group 1 v	144	,30	,25	,007 ^a
	Group 2 m	336	,70		
	Total	480	1,00		

a. Based on Z Approximation.

Picture 6: Gender diversity (Binomial test)

Another and maybe even more interesting analysis is about the number of women in the different levels of the government. Organizations appoint more women but most of the times for the lower functions in their organization. Women face difficulties to come in top

management positions (Powell & Butterfield, 1994). The question is how the ABD deals with that problem. In order to analyze this all the functions are divided in the four categories described in the data gathering method. The percentage of women in most of the levels is almost equally distributed (figure 16 until 18). There is only one level that is really different than the average as you can see in picture 7. This is in line with the statements that there are still differences between men and women to become a top manager. Even in the State it looks like that women and men have unequal chances.



Picture 7: Gender Diversity (Secretary-Generals)

The last interesting aspect is about the promotion of employees. All the appointments are job changes but not all job changes are real promotions. We decided to call a job change a promotion if and only if an employee goes to a better level. When we compare men and women following this definition we get the results that are shown in picture 8. Based on these results we can say that women make more promotions but not so much. Only 37,5% of the women make promotions and 31,5% of the men make promotion.

Promotion

Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Valid	No	230	68,5	68,5	68,5
		Yes	106	31,5	31,5	100,0
		Total	336	100,0	100,0	
Female	Valid	No	90	62,5	62,5	62,5
		Yes	54	37,5	37,5	100,0
		Total	144	100,0	100,0	

Picture 8: Gender Diversity (Promotions)

Conclusion

Now we can briefly answer the question: What is the situation concerning gender diversity in the ABD between 2007 and 2012? Overall we can say that the government reaches their target with respect to gender diversity, but the question is how good their targets are. Can you represent a population that consist 50% out of women with a

government that consist only for 25% out of women. We think that 25% is not a good representation of the whole population. Besides that there is no improvement the last five years. Maybe even more important is the fact that there are only 17% women in the highest level of the State. Based on all these facts it is recommendable to analyze the situation in more detail in order to improve the policy of the ABD.

IV.III Career Paths

In the first two paragraphs of this section we analyzed the situation from a government perspective. This paragraph consists of analysis of diversity from the perspective of the employees. The careers of all the Secretary-Generals, who were appointed between 2007 and 2012, will be analyzed. What are the similarities between the Secretary-Generals? Are this all very old people? Are there similarities in their studies? Did they work for private organizations? And what kind of jobs did they before they were appointed as Secretary-General? Based on all these findings we can say more about the ideal career path for someone who wants to become a Secretary-General. On the other hand we can see how diverse the Secretary-Generals are from the perspective of the government. The goal is to find an answer on subquestion 3: How diverse are the career paths of the Secretary Generals appointed between 2007 and 2012?

Some of the Secretary-Generals were appointed more than once from 2007 to 2012, therefore we did analyze 13 different persons. All the data used in this section are also in appendix B.

In addition to the chapter of gender diversity we see that three of the thirteen persons are women. This means that 23% of the appointed Secretary-Generals are women. This is a much better percentage than we found in the previous section. Probably this is because some men were appointed more than once because some ministries were combined.

Another interesting point is the age of the Secretary-Generals. Can you only become Secretary-General when you have an enormous amount of experience or also when you are a young person with innovative ideas? The average of all the Secretary-Generals is 57,6 years (from one of the Secretary-Generals the age is unknown). We have to realize that this is their age in 2012 and not the age at the moment they were appointed. Six of them were 60 or older and only two of them were younger than 50. Based on these findings we could argue that Secretary Generals are relatively old and have some experience. This could be because a Secretary-General has a lot of responsibilities and therefore the government wants to be sure that they appoint the ideal person. Therefore they will select persons who know what they could expect from a job as Secretary-General.

We also checked the study backgrounds of the Secretary-Generals. Ten of them followed social-economical studies. Most of them followed Economy or a political study. The question is of course why this is the case. Is this the case because people with a social-economical background are more capable for the job or are the people who followed technical studies not interested? Probably a combination of both but the government could pay more attention to that. Maybe there are some advantages when you have more diverse Secretary-Generals who have a stronger technical/analytical background. This can also be covered by employees with more technical backgrounds. For this study there is a lack of time to analyze that too, but for further research this could be interesting.

Another aspect is the number of additional functions of the Secretary-Generals. Almost all of them did additional function before they were appointed as Secretary-General. Based on this research one could assume that there is correlation but to be sure another research has to be done with a larger number of Secretary-Generals. The additional functions could say something about the mentality of the persons. Also during and after their period as Secretary-General they did some additional functions. In your earlier career you have to realize that additional functions are useful and they could increase the probability of becoming a Secretary-General.

Now we have covered the most interesting aspects but maybe the most important is missing. What are the similarities between the Secretary-Generals on working experience? We made a list of all their former jobs as you can see in appendix B. Based on these lists there are some similarities between the Secretary-Generals.

The first aspect that will be analyzed is the first job of all the Secretary-Generals. In total seven of them started to work for a ministry (picture 9). Three of them started as a researcher at a university and two of them started at a municipality. Even two of them worked for a ministry within three years. We can see that it is at least an advantage to have your first job at a ministry. Or at least within a few years you have to work for a ministry in order to improve your chances to become a Secretary-General. First jobs at an university or municipality looks like a good alternative.

Working within a ministry in your earlier career is recommendable. The next question is which jobs are interesting. All the Secretary-Generals did different jobs but there are also similarities. In picture 9 you can see that nine out of thirteen were director at least once before they became Secretary-General. Seven of them were even director for the ministry of which they became Secretary-General a few years later. A position as a director looks like a step in the right direction when your goal is to become a Secretary-General.

When you once are a director you have to look for a new and bigger challenge. The crucial step is to become a deputy Secretary-General or a Director-General. Eleven out of thirteen were first a Director-General or a deputy Secretary-General before they really became a Secretary-General (picture 9). Nine of them were Director-General or deputy Secretary-General for the same ministry as they became later Secretary-General. So this condition looks even stronger than the other conditions.

There are some other interesting facts. For example five of the thirteen people worked for only one ministry when you do not take into account that the name of the ministries changed. There are four persons who were Secretary-General for more than one ministry. Two of them were even Secretary-General for three ministries. Most of the Secretary-Generals were appointed for the first time between 2007 and 2012 therefore they are not Secretary-Generals for many years. Three of the Secretary-Generals did the work for at least ten years. Mister van Kuijken was Secretary-General for 14 years from 1995 till 2009 for three different ministries. Mister van Maanen is Secretary-General since 1999 till now for three different ministries, so that is also a period of at least 13 years. The last and most striking one is Mrs. van Erp Bruinsma. She was Secretary-General for 12 years between 1998 and 2010. She is the most striking one, because she is 52 now and relative young in comparison to the other Secretary-Generals. Another point that differs is the fact that she was a partner of Twystra and Gudde between

1992 and 1998. She is the only Secretary-General who had some experience in the private sector.

Conclusion

Now we can answer the question: How diverse are the career paths of the Secretary Generals appointed between 2007 and 2012? Based on the data we used we can say there is at least a correlation between the career paths of Secretary-Generals. First of all you have to do a social-economical study, your starters job should be at a ministry, then you should become a director at a ministry, once you reached that level you have to become a Director-General or deputy Secretary-General and then the last step is to become a Secretary-General. Six of the Secretary-Generals made exactly these steps during their careers and the others made most of them (picture 9). All these facts suggest that there is not much diversity between the Secretary-Generals because of their different working backgrounds.

Name	Social-Economical study	Starts	Director	Dep SG/DG
Kasja Ollongren	Yes	Yes	Yes	Yes
Richard van Zwol	Yes	Yes	Yes	Yes
Wim Kuijken	Yes	Yes	Yes	No
Renée Jones-Bos	Yes	No	No	Yes
Chris Buijink	Yes	No	Yes	Yes
Andre van der Zande	No	No	No	Yes
Hans van der Vlis	No	No	No	Yes
Siebe Riedstra	Yes	Yes	Yes	Yes
Johan de Leeuw	Yes	No	No	Yes
Geert van Maanen	Yes	Yes	Yes	Yes
Jeroen Bartelse	Yes	No	Yes	No
Roos van Erp Bruinsma	Yes	Yes	Yes	Yes
Roel Bekker	Yes	Yes	Yes	Yes

Picture 9: Career path analysis

V. Conclusion

In the fifth and last section of the report we will first answer the central research question of the report. The answer is based on the analysis in section four. Further we will summarize the main points and make some recommendations. And finally we will explain what we have achieved with this report and we will do some suggestions for further research.

V.I What is the situation concerning the diversity in personnel policy in ABD between 2007 and 2012?

In the first paragraph of section five we will evaluate the policy of the ABD in order to find an answer on the central research question.

The policy of the ABD pays attention to the four different aspects of diversity, namely: culture, demographic, technical and cognitive (Kochan, et al., 2003). The goals, which we analyzed, of the government on these aspects are:

- **Cultural:** 50 more bicultural managers.
- **Demographic:** at least 25 % women and a decrease of at least 2% in the outflow of people older than 50.
- **Technical/Cognitive:** they want to improve the mobility within the ABD.

At least the intentions of the ABD are good. They understand that a diverse workforce has a lot of advantages. The first point that strikes is that the ABD changed their goals after the starting phase of the ABD. In first instance the goal was to improve the mobility but after the first evaluation they changed the goals instead of the means. We could not find much information about the reason why they changed the goals but it is at least a point of attention.

In the analysis section we saw that more than 25% of the new employees is women, but we do not know the composition of the total ABD. Because of that it is difficult to say if they really reach their target. We still think that the ABD has to attract more women. At this moment the ABD is not a good representation of the society they are responsible for. In the appointments they now reach the 25% level but the goal is that the composition of the total ABD consists 25% out of women. And even if that level is reached the questions stays if that is enough, probably not.

More than half of the job changes are within a specific ministry. Some ministries score well on mobility but some of them probably need more attention. The most important aspect is that they almost do not attract people from outside the government and that limits the mobility and thus the diversity of the ABD.

Also the career path analysis shows that the careers of the Secretary-Generals are more or less the same. This means that they have the same backgrounds, but even more important that there could be a lack of different viewpoints and qualities.

Answer

Therefore the answer is that the policy of the ABD pays a lot of attention to a diverse workforce. But based on the data we used it could be suggested that they still can improve on many facets. If we want to draw real conclusion we first have to do more research to the total composition of the ABD and not only to the appointments in the last five years. But there are at least some question marks with respect to the policy of the

ABD. The findings of this report look at least not completely consistent with the desired results of the policy of the ABD.

V.II Summary and Recommendations

This paragraph consists of an explanation why diversity is important. Then we will continue with some possibilities that could lead to a more diverse workforce. The possibilities are based on the literature framework.

First of all it is good to remember that an organization could be diverse in four aspects, namely: culture, demographic, cognitive and technical. It is important to have a diverse work force because there is a talent shortage that requires us to seek out and use the full capabilities of all our employees, the need to be like our customers, including the need to understand and communicate with them in terms that reflects their concerns and diverse teams produce better results (Kochan, et al., 2003). Mainly in situations of uncertainty organizations profit from managers with diverse backgrounds (Carpenter & Fredrickson, 2001).

There are different alternatives for the ABD to become more diverse on the technical and cognitive aspect. The first recommendation is that they have to analyze the total flow of employees. The analysis suggests that the ABD do not appoint enough people but therefore we first have to do more research to the total flow and composition of the ABD. When an organization appoints more people they automatically have more options to get a more diverse work force. One of the possible reasons that they appoint people from their own organization is maybe because of the similar-to-me effect (Powell & Butterfield, 1994). Therefore the policy should encourage the hiring department to appoint people that are not similar. The way of thinking within the organization is often a problem and therefore the government could check if this way of thinking should be changed. Besides that the organization culture should support that new employees are derived from private organizations or at least come from outside the ministry.

In this report the focus of demographic diversity is on gender diversity. The first points that should be underlined are the three features that could cause the problem: opportunity, power and numbers (Guy, 1993). The problem is that there are fewer women at this moment. Because of that they feel that they have fewer opportunities in an organization and they feel the pressure of the larger group. The government should create a culture in which women know that they can become top managers. They have to know that they have an equal chance as men and they will get the same resources to reach their targets.

Another point that they could do is encouraging the ministries to be representative vertically as well as horizontally for the population (Guy, 1993). They could reach this by developing a special training program for women who have the potential to reach the top management positions. In this way the government shows that they support women and women will feel the support more. Besides that the government will have a better overview of the quality of these women. In this way they can give personnel trainings in order to improve the weak points before they get top management positions.

Another main difference between men and women is the influence of their mentors (Lewis, 1992). That is why we advice the ABD to do research to the relation between mentors and women in the ABD. Earlier research proves that this relation has a big influence on the job moves of the employees. Therefore they should pay attention to

what kind of mentors could help women. Do they prefer female mentors or are male mentors, who have a big influence in the top of the organization, a better alternative. This is a special point in the training program that should develop the women with potential.

Earlier research shows that there are more potential problems. Examples of possible problems are the perception of the women, the composition of the organization with responding features and the developments of women. In order to improve the fairness in making decisions about new employees there should be strict procedure and the records of the process must be kept. The government has to develop programs that show the opportunities to women and there should be special attention for the relationship between women and their mentors.

Summary

An organization could be diverse on four aspects: culture, demographic, cognitive and technical. Mainly in uncertain situation an organization can profit from a diverse workforce. Before we can give real suggestions we have to do more research to the similar-to-me effect, the composition of the total ABD, the perception of women and the role of mentors in the ABD.

V.III Value of the research and further research

In the final paragraph of the report we will explain the value of the report and we do some suggestions for further research.

The scientific and practical relevance are described in section 1. This report is a research to diversity in the ABD. The last years there is not done a lot of research to diversity and the findings of this report shows that it still could be interesting to do more research. The findings suggest that an organization like the ABD can still improve on some aspects. At this moment we cannot draw real conclusions because we do not now the total composition of the ABD. Further research could be useful and could lead to improvements. The policies of organizations could improve with the aid of further and more detailed research. With the research the importance of policies with respect to diversity is underlined and maybe it could lead to improvements in policies in practice too.

Based on the data we assume that there is at least some space for improvement in some aspects of diversity. The question is how the ABD scores on the other aspects we did not cover in this research. Therefore it could be useful to research the relation between the age of the managers in the ABD and their function. Maybe even more important is the way how organizations keep their knowledge within the organization.

Therefore the first suggestion is to do research to how the ABD deals when employees depart from the organization. Do they try to keep the most diverse and valuable employees or are there no real policies with respect to departing employees. Departing employees are at least as important as the employees an organization appoints.

We only analyzed the careers of the twelve Secretary-Generals who were appointed between 2007 and 2012. This means that we only used data from the last and most recent years. Therefore we would like to do another research to the careers of all the managers in the ABD in order to see if the results of this research are confirmed. For example we could follow different Director-Generals in order to say something about why one of them becomes a Secretary-General and another not.

The last and probably most important aspect that is missing in this research is the correlation between the different variables. In this report only direct relations are explained but the correlations between the different variables are not explained. A social-economical study could be an advantage for men but not for women. All these possible relations should be tested in more detail. Mainly the conclusions on gender diversity are too weak at this moment. Based on the data one could assume that there are not enough women in the State, but maybe that is only because they don't have international experience because of children. There could be many reasons and therefore future research to possible third variables, that could partly explain relations, is useful.

Based on the findings in this report we think that future research to diversity of top managers is still necessary. Diversity of top managers has an influence on the performances and decisions of organizations. In which direction is not completely clear but this research suggest that there is still space for improvement in organizations like the ABD.

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Appendix

A. Figures

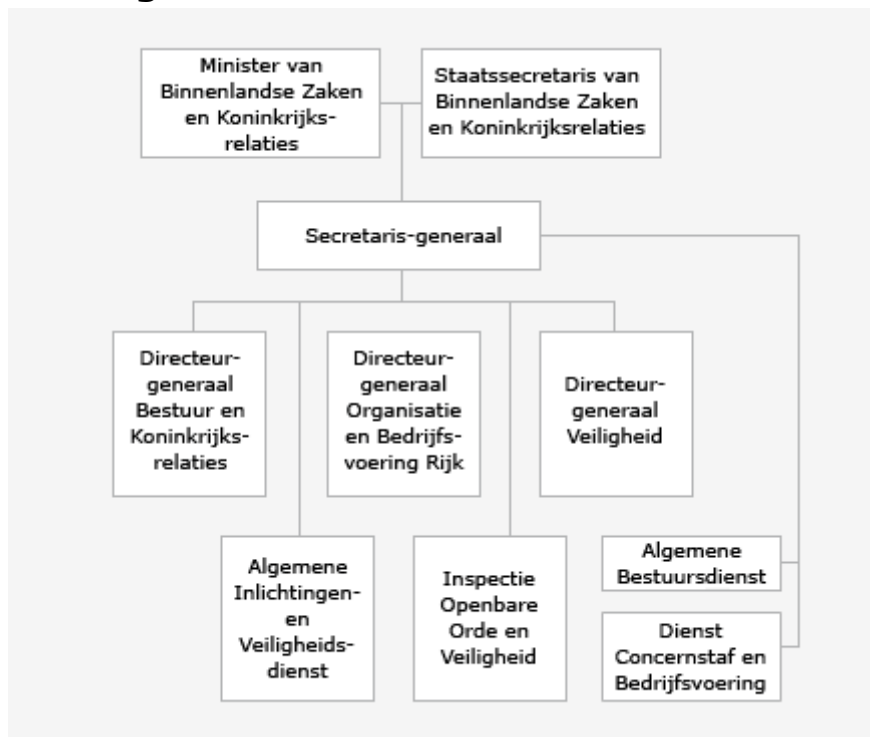


Figure 1: Chart of the Ministry of Interior and Kingdom.

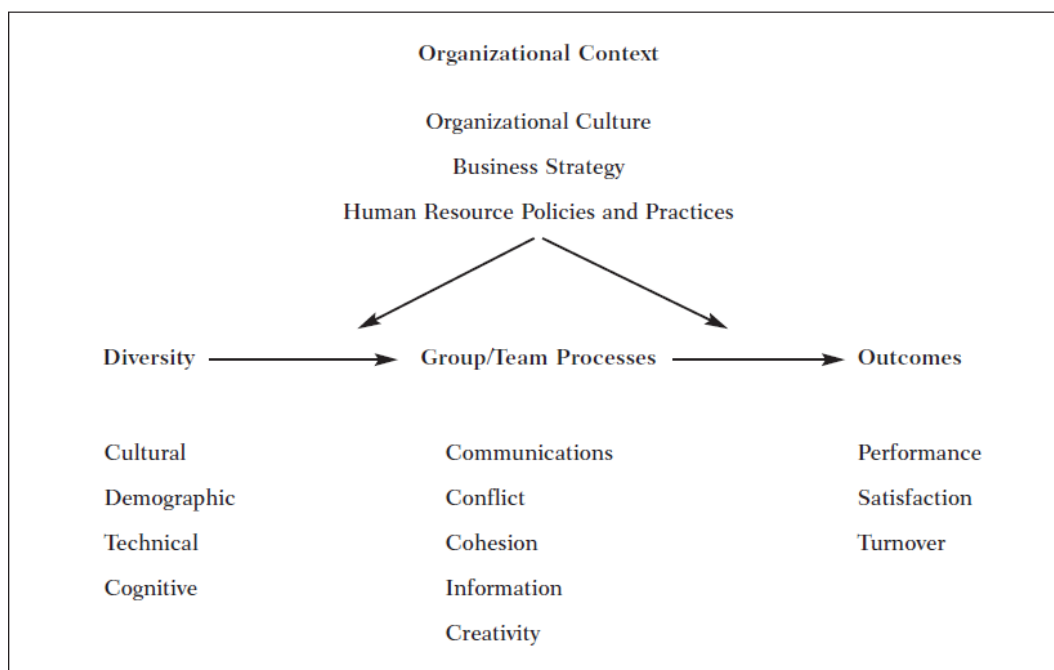


Figure 2 (Kochan, et al., 2003)

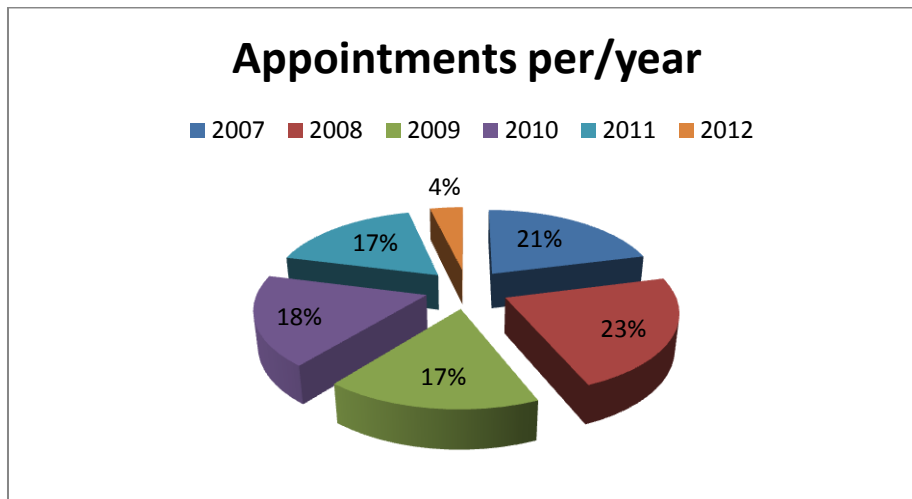


Figure 3: number of appointments per year

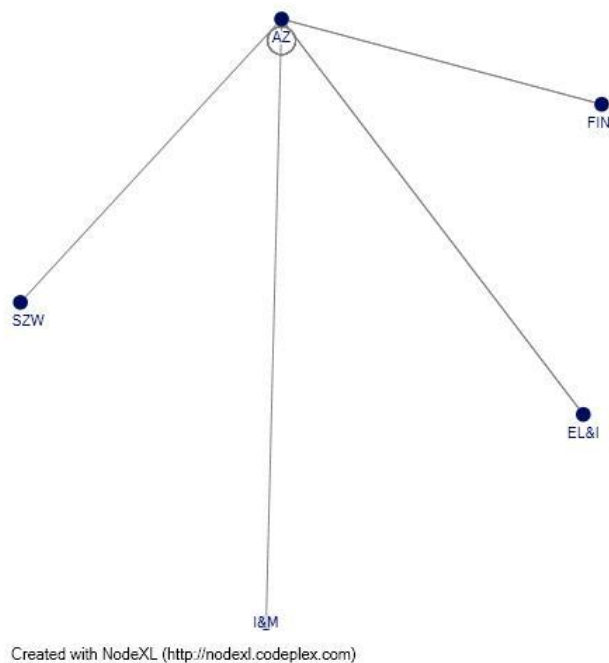
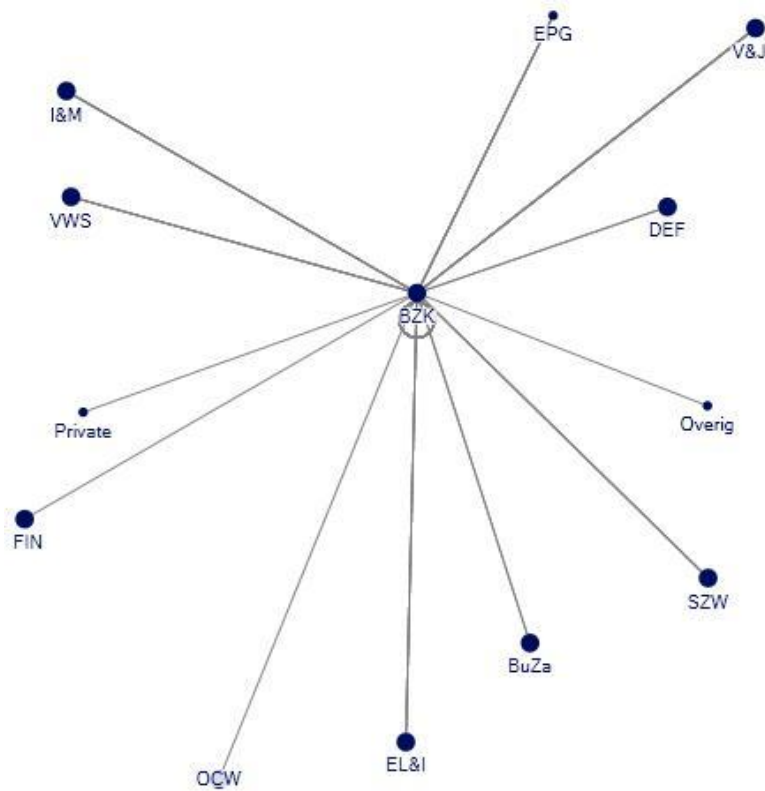
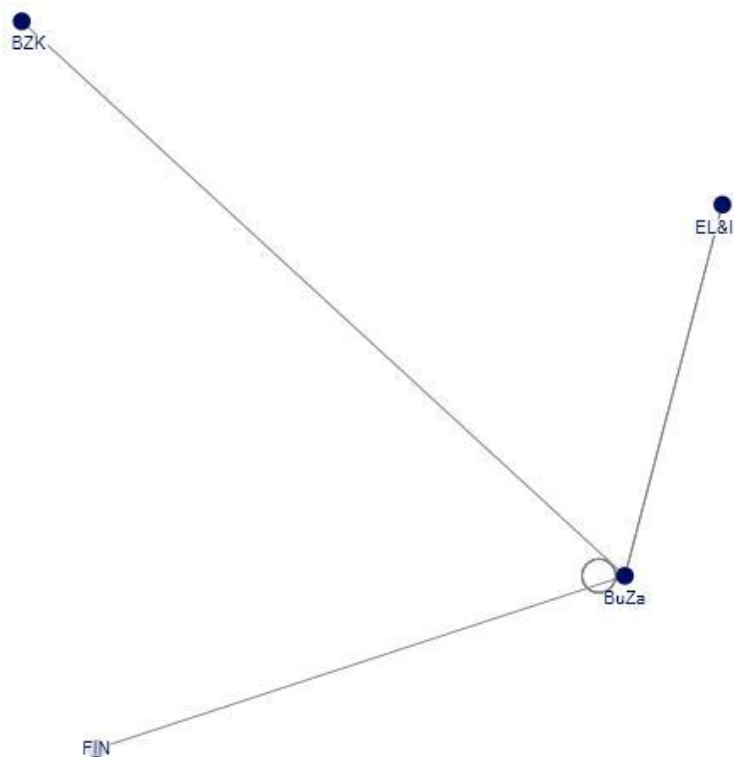


Figure 4: Network Analysis (Ministry of General Affairs)



Created with NodeXL (<http://nodexl.codeplex.com>)

Figure 5: Network Analysis (Ministry of the Interior and Kingdom Relations)



Created with NodeXL (<http://nodexl.codeplex.com>)

Figure 6: Network Analysis (Ministry of Foreign Affairs)

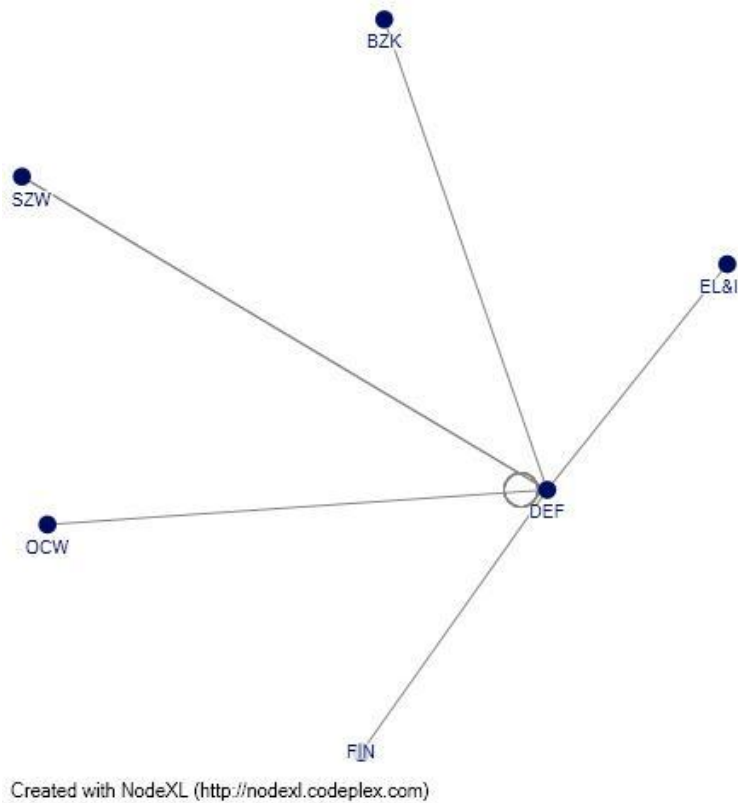


Figure 7: Network Analysis (Ministry of Defence)

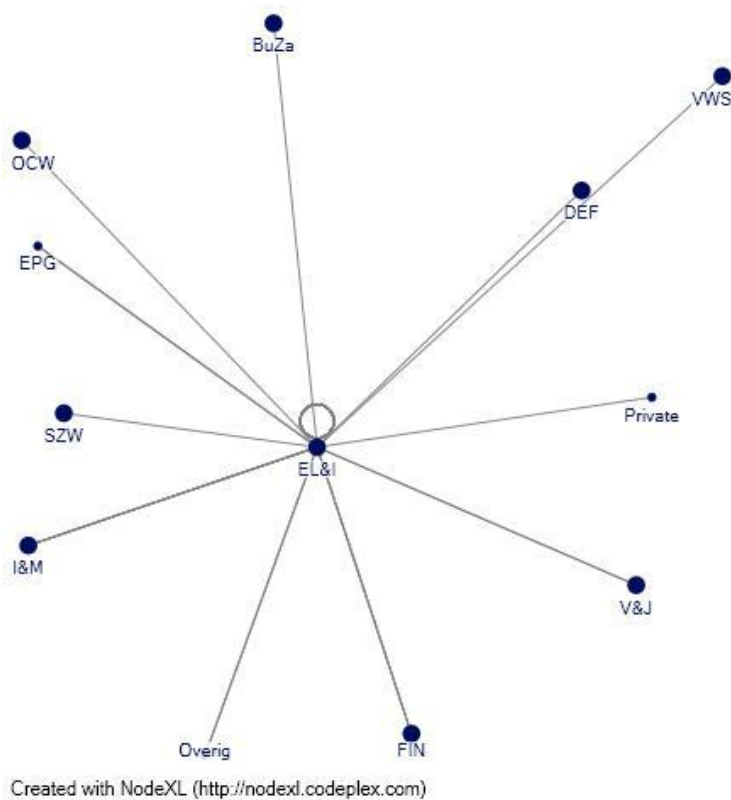


Figure 8: Network Analysis (Ministry of Economic Affairs, Agriculture and Innovation)

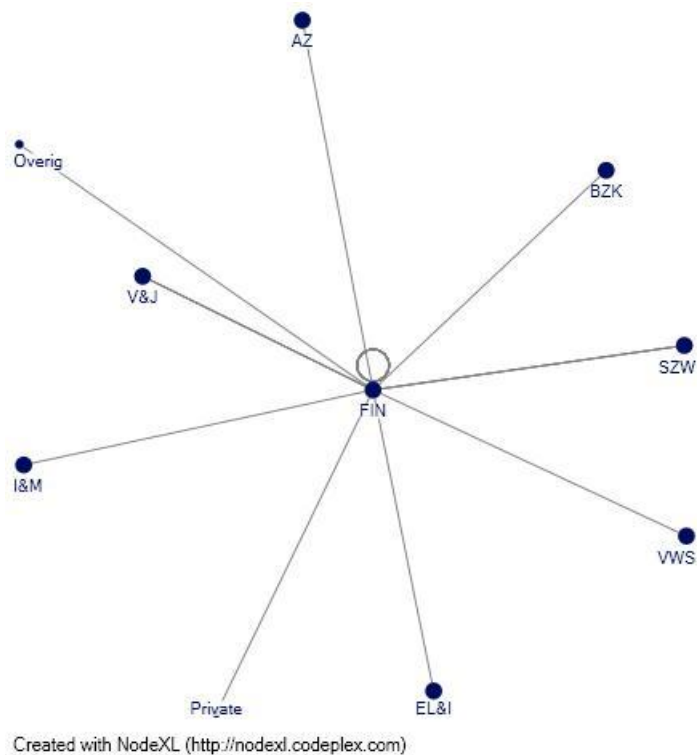


Figure 9: Network Analysis (Ministry of Finance)

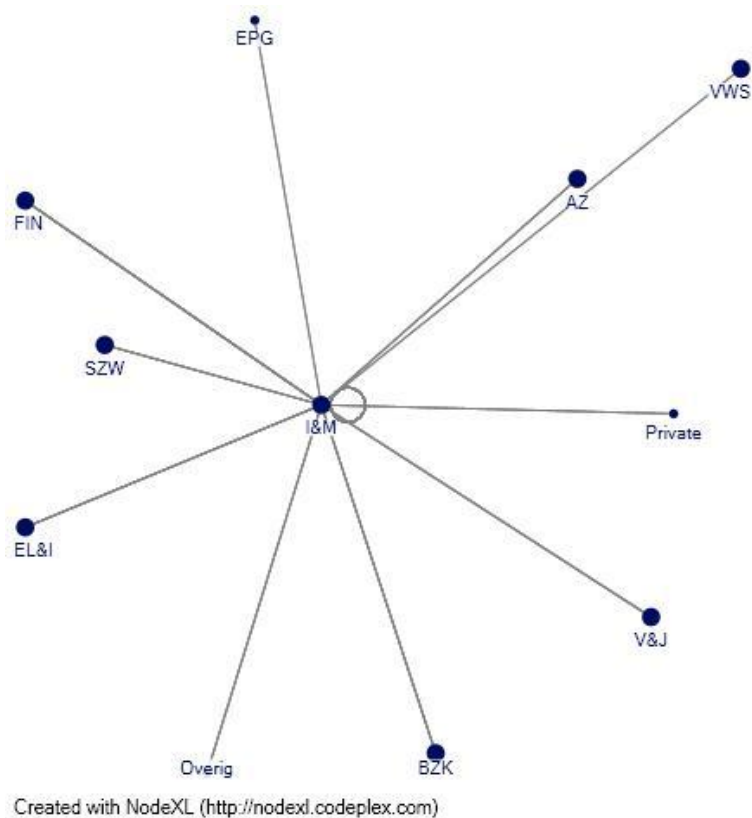


Figure 10: Network Analysis (Ministry of Infrastructure and the Environment)

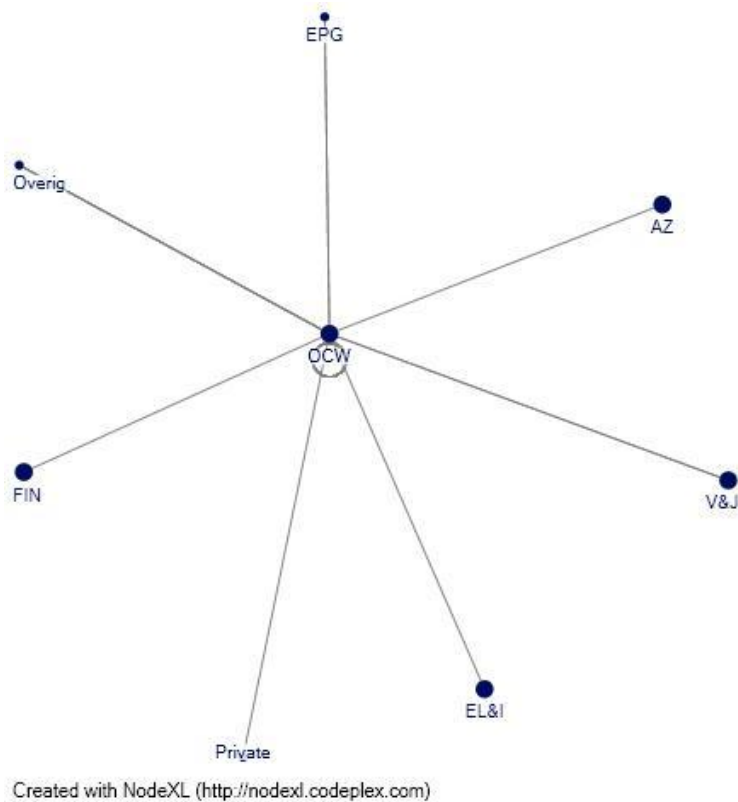


Figure 11: Network Analysis (Ministry of Education, Culture and Science)

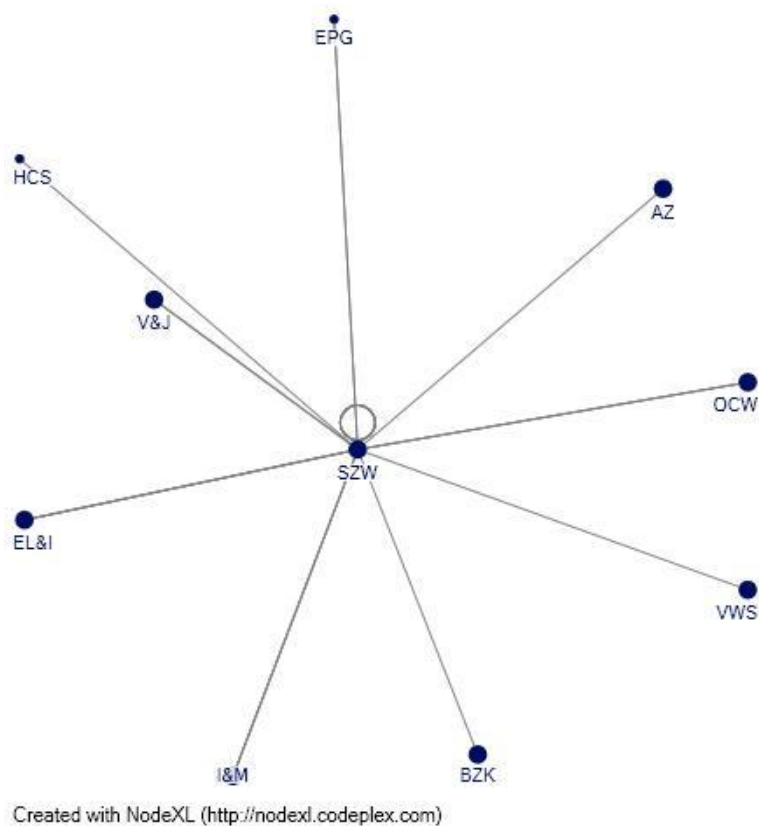


Figure 12: Network Analysis (Ministry of Social Affairs and Employment)

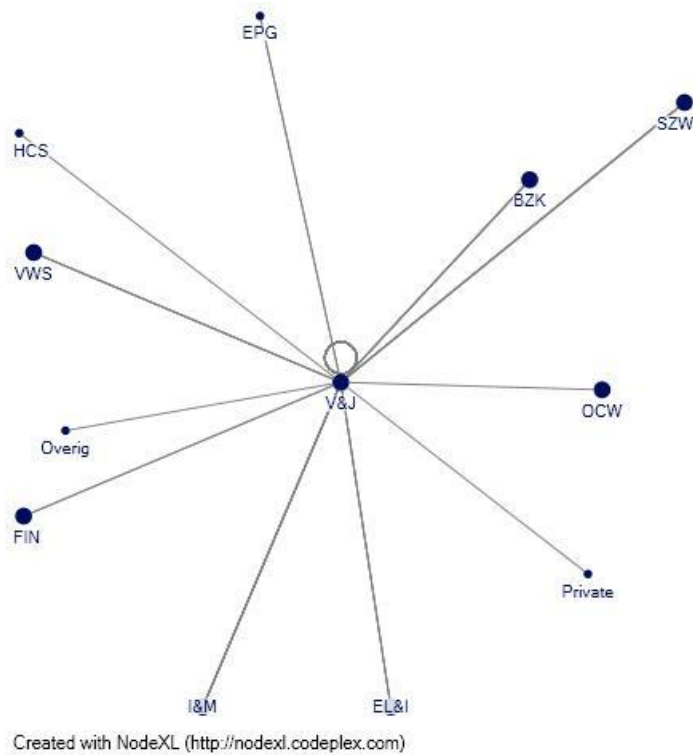


Figure 13: Network Analysis (Ministry of Security and Justice)

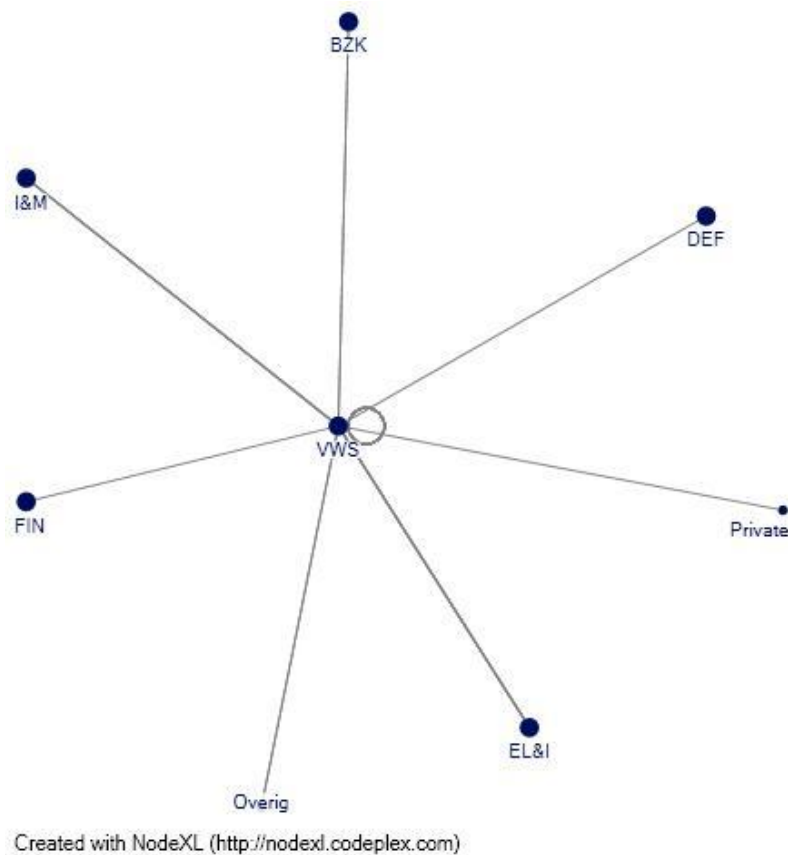


Figure 14: Network Analysis (Ministry of Health, Welfare and Sport)

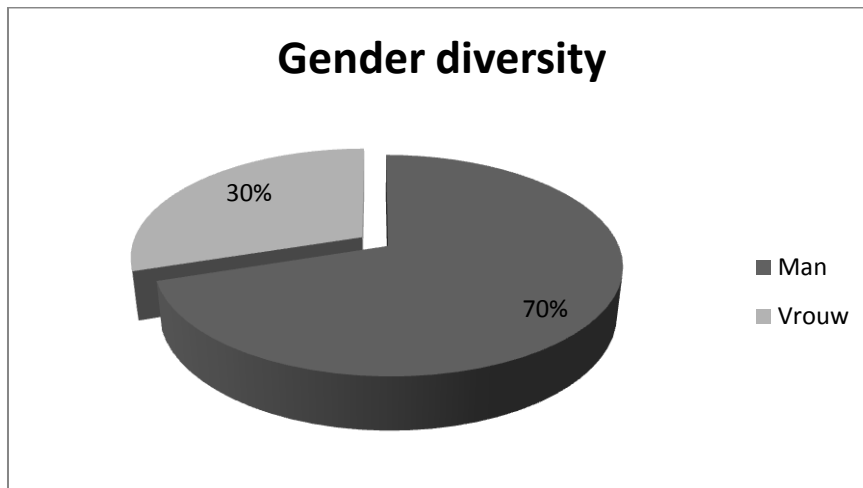


Figure 15: Gender Diversity (Total Overview)

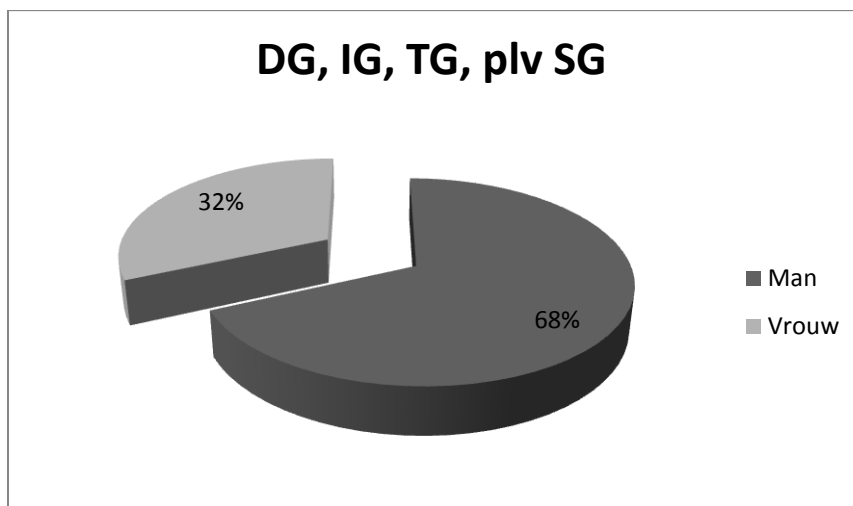


Figure 16: Gender diversity (DG, IG, TG, plv SG)

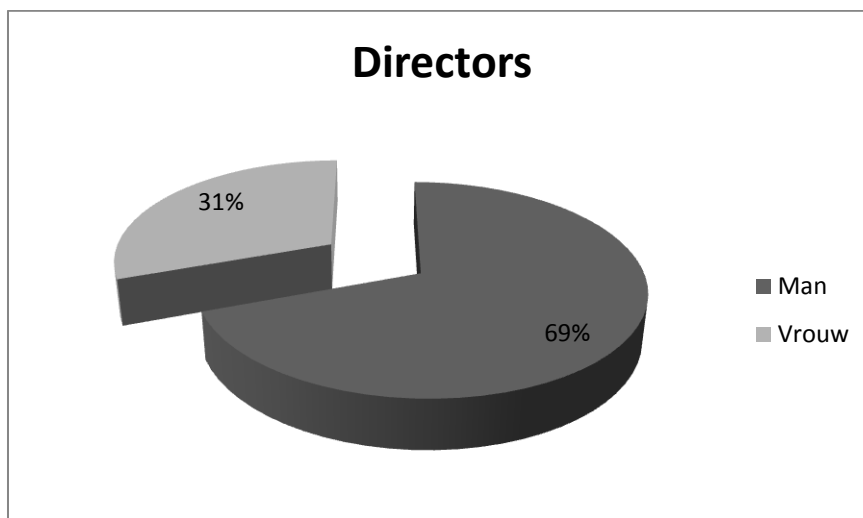


Figure 17: Gender Diversity (Directors)

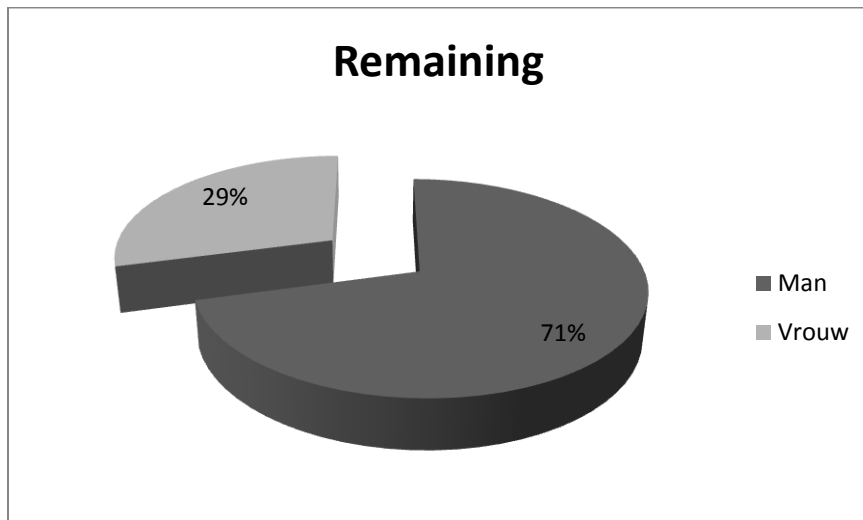


Figure 18: Gender Diversity (Remaining)

B. Secretary-Generals

Kasja Ollongren

Naam: Karin Hildur (Kasja) Ollongren

Geboortedatum: 28-05-1967

Geboorteplaats: Leiden

Partij: D66

Loopbaan:

- beleidsmedewerker Midden- en Oost-Europa, ministerie van Economische Zaken, vanaf 1992
- hoofd parlementaire zaken, ministerie van Economische Zaken, tot 2001
- directeur Europese Integratie en Strategie, ministerie van Economische Zaken, van 2001 tot september 2004
- plaatsvervangend directeur-generaal op het ministerie van Economische Zaken, van september 2004 tot 2007
- plaatsvervangend secretaris-generaal ministerie van Algemene Zaken, van 2007 tot 15 augustus 2011
- secretaris-generaal ministerie van Algemene Zaken, vanaf 15 augustus 2011

Nevenfuncties:

- lid Raad van Toezicht IMD (Instituut voor Meerpartijendemocratie), vanaf januari 2005 (namens D66)
- secretaris kabinets(in)formatie, van juni 2010 tot oktober 2010

Opleiding:

- v.w.o., "Rijnlands Lyceum" te Oegstgeest
- economie, Universiteit van Amsterdam, van 1985 tot 1986
- geschiedenis: nieuwe en nieuwste geschiedenis, Universiteit van Amsterdam, van 1986 tot 1991
- leergang buitenlandse beleid, Nederlands Instituut voor Internationale betrekkingen "Clingendael"
- colleges, ENA (Ecole Nationale d'Administration) te Parijs

Richard van Zwol

Naam: Richard van Zwol

Geboortedatum: 08-02-1965

Geboorteplaats: Amsterdam

Partij: CDA

Loopbaan:

- (adjunct-)inspecteur der Rijksfinanciën voor onderwijs, ministerie van Financiën, van 1989 tot 1991
- inspecteur der Rijksfinanciën voor binnenlandse zaken, ministerie van Financiën, 1992
- inspecteur der Rijksfinanciën voor onderzoek, ministerie van Financiën, 1993
- inspecteur der Rijksfinanciën I, tevens hoofd bureau beleidsvoorbereiding, ministerie van Financiën, van 1993 tot 1997
- hoofd project reorganisatie/samenvoeging Kabinet van Nederlands-Antilliaanse en Arubaanse Zaken met directie Constitutionele Zaken, ministerie van Binnenlandse Zaken en Koninkrijksrelaties, van 1997 tot 1998
- waarnemend plaatsvervangend directeur Personeelszaken, ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 1998
- directeur Financieel-Economische Zaken, ministerie van Binnenlandse Zaken en Koninkrijksrelaties, van 1999 tot 2002
- raadviseur sociaal-economisch en financieel beleid, ministerie van Algemene Zaken, van 2002 tot april 2007
- plaatsvervangend secretaris-generaal, ministerie van Algemene Zaken, van juni 2003 tot april 2007
- raadviseur staatsrechtelijk-constitutionele zaken, ministerie van Algemene Zaken, van 2002 tot april 2007
- secretaris-generaal ministerie van Algemene Zaken, van april 2007 tot 15 augustus 2011 (tevens hoofd Kabinet van de Minister-President en coördinator Inlichtingen- en Veiligheidsdiensten)
- secretaris-generaal ministerie van Financiën, vanaf 15 augustus 2011

Partij:

- diverse bestuursfuncties CDA (lokaal en landelijk), van 1985 tot 2001

Nevenfuncties:

- lid Raad van Toezicht Roosevelt Academy Middelburg
- lid bestuur studentenvereniging "Juribes" te Tilburg, van 1985 tot 1989
- diverse bestuurslidmaatschappen CFO/CNV, van 1989 tot 1994
- voorzitter vereniging van eigenaren, van 1998 tot 2001
- lid curatorium leergang financieel management NSOB, van 2001 tot 2005
- secretaris kabinets(in)formatie, 2003
- algemeen secretaris voorbereidingscommissie RTC (Ronde Tafel Conferentie) Koninkrijksrelaties
- secretaris kabinets(in)formatie, 2006
- secretaris kabinets(in)formatie, van november 2006 tot februari 2007
- adviserend lid Nationaal Comité 4-5 mei, tot 15 augustus 2011
- lid Raad van Advies Nationaal Park 'De Hoge Veluwe', tot 15 augustus 2011

Opleiding:

- gymnasium te 's-Hertogenbosch, tot 1984
- rechten: juridisch-bestuurlijke richting, Katholieke Universiteit Brabant te Tilburg, tot 1989
- hogere vakopleiding openbare financiën, 1990

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- diverse managementopleidingen (in 1996, 1998 en 2001)
- juridisch stagiair, gemeente 's-Hertogenbosch, 1989

Wim Kuijken

Naam: Wilhelmus Johannes (Wim) Kuijken

Geboortedatum: 29-11-1952

Geboorteplaats: Amsterdam

Partij: PvdA

Loopbaan:

- ambtenaar afdeling ruimtelijke ordening, ministerie van Economische Zaken, van 1979 tot 1982
- hoofd Bureau zeehavenaangelegenheden, ministerie van Economische Zaken, van 1982 tot 1985
- medewerker Bureau van de secretaris-generaal, ministerie van Binnenlandse Zaken, van 1985 tot 1988
- hoofd Bureau van de secretaris-generaal, ministerie van Binnenlandse Zaken, van 1985 tot 1988
- directeur Interbestuurlijke Betrekkingen en Informatievoorziening, ministerie van Binnenlandse Zaken, van 1988 tot 1991
- gemeentesecretaris van 's-Gravenhage, van 1991 tot 1 januari 1995
- secretaris-generaal ministerie van Binnenlandse Zaken, van 1 januari 1995 tot 1 oktober 2000
- secretaris-generaal ministerie van Algemene Zaken, van 1 oktober 2000 tot 1 april 2007
- secretaris-generaal ministerie van Verkeer en Waterstaat, van 1 april 2007 tot 1 december 2009
- Deltacommissaris, vanaf 1 februari 2010
- adviseur topmanagement ABD (Algemene Bestuursdienst), vanaf 1 januari 2012 (1 dag per week)

Nevenfuncties:

- lid Voorselectiecommissie topmanagement ABD (Algemene Bestuursdienst), vanaf 1 juli 2006
- voorzitter studentenvereniging "Institutio Amacitia Nostre"

Opleiding:

- gymnasium-b te Amsterdam, tot 1972
- economie, Vrije Universiteit te Amsterdam, van 1972 tot 1979

Regina Veronica Maria (Renée) Jones-Bos

Naam: Regina Veronica Maria (Renée) Jones-Bos

Geboortedatum: 20-12-1952

Geboorteplaats: Oud-Beijerland

Partij: VVD

Loopbaan:

- freelance tolk-vertaaltster, van 1977 tot 1978
- medewerker landbouwwattaché, Nederlandse ambassade te Moskou, van 1979 tot 1980
- ambassademedewerker te Dhaka (Bangla Desh) en Paramaribo (Suriname), van 1982 tot 1987

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- eerste ambassadesecretaris te Washington, van 1987 tot 1990
- hoofd werving en training diplomaten, ministerie van Buitenlandse Zaken, van 1990 tot 1994
- plaatsvervangend Stafchef, Nederlandse ambassade te Praag, van 1994 tot 1998
- coördinator veiligheidscommissie, ministerie van Buitenlandse Zaken, van 1998 tot 2000
- ambassadeur in algemene dienst voor Mensenrechten, ministerie van Buitenlandse Zaken, van 2000 tot 2003
- plaatsvervangend directeur-generaal voor Regiobeleid en Consulaire Zaken, ministerie van Buitenlandse Zaken, van 2003 tot 2005
- directeur-generaal voor Regiobeleid en Consulaire Zaken, ministerie van Buitenlandse Zaken, van 2005 tot 2008
- ambassadeur te Washington (VS), vanaf 1 september 2008
- secretaris-generaal ministerie van Buitenlandse Zaken, vanaf juni 2012

Nevenfuncties:

- lid Raad van Toezicht NGIZ (Nederlands Genootschap voor Internationale Zaken), van 2001 tot 2008
- lid Raad van Advies Universiteit van Tilburg, van 2002 tot 2008
- hoofd Selectieraad, ministerie van Buitenlandse Zaken, van 2004 tot 2008
- lid Raad van Toezicht LUMC (Leids Universitair Medisch Centrum), van 2006 tot 2008

Opleiding:

- gymnasium, R.K. Gymnasium "Katwijk De Breul" te Zeist, tot 1972
- Italiaans, Universiteit van Perugia, tot 1972
- politicologie, economie, Russisch, Engels (licentiaat), Universiteit van Antwerpen, tot 1976
- Ruslandkunde, Universiteit van Sussex, tot 1977
- diplomatenopleiding, ministerie van Buitenlandse Zaken, 1981

Christiaan Pieter (Chris) Buijink

Naam: Christiaan Pieter (Chris) Buijink

Geboortedatum: 16-03-1954

Geboorteplaats: Utrecht

Partij: -

Loopbaan:

- kandidaat-assistent, Europa Instituut, Universiteit van Amsterdam, van 1977 tot 1979
- stafmedewerker Directie Algemene Economische Politiek, ministerie van Economische Zaken, van 1980 tot 1984
- stafmedewerker Bureau van de Secretaris-Generaal, ministerie van Economische Zaken, van 1984 tot 1987
- adjunct van de Secretaris-Generaal van het ministerie van Economische Zaken, van 1987 tot 1989
- directeur Algemeen Technologiebeleid, ministerie van Economische Zaken, van 1989 tot 1991
- directeur StiPT, uitvoeringsorganisatie van het ministerie van Economische Zaken, van 1991 tot 1995
- algemeen directeur Senter, voor technologie, energie en milieu, van 1991 tot 1995

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- plaatsvervangend directeur-generaal Buitenlandse Economische Betrekkingen, tevens directeur Marktverkenning en Beleidsstrategie, ministerie van Economische Zaken, van 1995 tot 1 juni 2000
- plaatsvervangend secretaris-generaal, ministerie van Economische Zaken, van 1 juni 2000 tot 1 augustus 2003
- directeur-generaal Ondernemingsklimaat, ministerie van Economische Zaken, van 1 augustus 2003 tot 1 april 2007
- secretaris-generaal ministerie van Economische Zaken, van 1 april 2007 tot 15 oktober 2010
- secretaris-generaal ministerie van Economische Zaken, Landbouw en Innovatie, vanaf 15 oktober 2010

Opleiding:

- atheneum, Koninklijk Atheneum te Etterbeek (België), tot 1972
- politicologie: internationale betrekkingen, Universiteit van Amsterdam, tot 1980 (cum laude)

Adrianus Nicodemus (André) van der Zande

Naam: Adrianus Nicodemus (André) van der Zande

Geboortedatum: 01-08-1952

Geboorteplaats: Vlaardingen

Partij: PvdA

Loopbaan:

- onderzoeksassistent Rijksuniversiteit Leiden, van 1976 tot 1980
- medewerker Natuur & Landschap, Provincie Gelderland, van 1980 tot 1982
- consulent Natuur Zuid-Holland, ministerie van Landbouw, Natuurbeheer en Visserij, van 1982 tot 1986
- hoofd Natuur, directie Natuur, Milieu en Faunabeheer/Natuur, Bos, Landschap en Fauna, ministerie van Landbouw, Natuurbeheer en Visserij, van 1986 tot 1992
- plaatsvervangend directeur Natuur, Bos, Landschap en Fauna, ministerie van Landbouw, Natuurbeheer en Visserij, van 1992 tot 1994
- plaatsvervangend directeur Groene Ruimte en Recreatie, ministerie van Landbouw, Natuurbeheer en Visserij, van 1995 tot 1996
- directeur Staring Centrum te Wageningen, van 1996 tot 1999
- algemeen directeur "Alterra DLO", van 1991 tot 2001
- voorzitter Kenniseenheid Groene Ruimte, Research Centrum van Wageningen Universiteit, van 2001 tot 2002
- directeur-generaal (lid bestuursraad), verantwoordelijk voor plattelandsbeleid, natuur en biodiversiteit, ministerie van Landbouw, Natuur en Voedselkwaliteit, van 1 mei 2002 tot 1 mei 2007
- bijzonder hoogleraar ruimtelijke planning en cultuurhistorie, Wageningen Universiteit, vanaf 2005 (Belvédère-leerstoel)
- secretaris-generaal ministerie van Landbouw, Natuurbeheer en Voedselkwaliteit, van 1 mei 2007 tot 14 oktober 2010
- directeur-generaal RIVM (Rijksinstituut voor Volksgezondheid en Milieu), ministerie van Volksgezondheid, Welzijn en Sport, vanaf 1 januari 2011

Partij:

- lid adviescommissie Landbouw, Natuur en Plattelandsvernieuwing PvdA-Tweede Kamerfractie

Nevenfuncties:

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- lid Werkgroep Kritische Biologie
- adviseur Werkgroep Milieu, Industriebond NVV
- adviseur natuurwetenschappelijke commissie, bestuur Stichting "Het Zuid-Hollands Landschap"
- lid Adviescommissie Terreinbeheer, directie Gemeentewaterleidingbedrijf van Amsterdam
- docent cursorisch onderwijs, Stichting Post Hoger Landbouw Onderwijs
- lid dagelijks bestuur Nationale Raad Landbouwkundig Onderzoek (NRLO)
- lid bestuur ISRIC, wereld datacentrum voor bodems

Opleiding:

- h.b.s.-b te Schiedam, tot 1969
- biologie, Rijksuniversiteit Leiden, tot 1976
- promotie: wiskunde en natuurwetenschappen, Rijksuniversiteit Leiden, 18 oktober 1984

Extra:

- Officier in de Orde van Oranje-Nassau, 2002

Johannes (Hans) van der Vlist

Naam: Johannes (Hans) van der Vlist

Geboortedatum: 29-04-1947

Geboorteplaats: Rotterdam

Partij: PvdA

Loopbaan:

- medewerker verkeersdienst, gemeente Rotterdam, van 1971 tot 1972
- hoofd civiele werken, Gemeentewerken van Schiedam, van 1972 tot 1982
- lid Provinciale Staten van Zuid-Holland, van 1978 tot 1995
- lid Gedeputeerde Staten van Zuid-Holland (belast met milieu, waterkwaliteit, energie en drinkwatervoorziening), van juli 1986 tot maart 1995
- dijkgraaf Hoogheemraadschap "Uitwaterende Sluizen in Hollands Noorderkwartier" te Edam, van 1 september 1995 tot 1 mei 2001
- directeur-generaal milieubeheer, ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer, van 1 mei 2001 tot 2 februari 2007
- secretaris-generaal ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer, van 2 februari 2007 tot 14 oktober 2010

Partij:

- fractievoorzitter PvdA Provinciale Staten van Zuid-Holland, van 1982 tot 1986

Nevenfuncties:

- voorzitter interbestuurlijke regiegroep herijking EHS (Ecologische Hoofdstructuur), vanaf 2011
- voorzitter RPC (Rijksplanologische Commissie), vanaf 1 mei 2007

Opleiding:

- h.b.s.-b, "Christelijke HBS Walcheren" te Middelburg, van 1959 tot 1964
- weg- en waterbouw, Technische Hogeschool te Delft, tot 1971

Siebe Riedstra

Naam: Siebe Riedstra

Geboortedatum: 1955

Geboorteplaats: -

Partij: -

Loopbaan:

- directeur Algemeen (Goederenvervoer)beleid, ministerie van Verkeer en Waterstaat
- directeur-generaal Mobiliteit, ministerie van Verkeer en Waterstaat, van februari 2008 tot 1 december 2009
- secretaris-generaal ministerie van Verkeer en Waterstaat, van 1 december 2009 tot 15 oktober 2010
- secretaris-generaal ministerie van Infrastructuur en Milieu, vanaf 15 oktober 2010

Opleiding:

- politicologie, Vrije Universiteit van Amsterdam

Johannes Floris (Johan) De Leeuw

Naam: Johannes Floor (Johan) de Leeuw

Geboortedatum: 19-08-1953

Geboorteplaats: Barneveld

Partij:

- ARP (Anti-Revolutionaire Partij), tot 11 oktober 1980
- CDA (Christen-Democratisch Appèl), vanaf 11 oktober 1980

Loopbaan:

- beleidsmedewerker Stadsgewest Tilburg, van 1978 tot 1982
- secretaris CBTB (Nederlandse Christelijke Boeren- en Tuindersbond), van 1982 tot 1986
- lid Tweede Kamer der Staten-Generaal, van 3 juni 1986 tot 1 december 1991
- directeur-generaal Landelijke Gebieden en Kwaliteitszorg, ministerie van Landbouw, Natuurbeheer en Visserij, van 1 december 1991 tot 1993
- directeur-generaal (belast met onder meer Groene Ruimte, recreatie, veterinaire zaken, landelijk gebied) en lid bestuursraad ministerie van Landbouw, Natuurbeheer en Visserij, van 1993 tot 13 mei 2002 (tevens plaatsvervangend secretaris-generaal)
- project-directeur-generaal NVa (Nederlandse Voedselautoriteit), van 1 maart 2002 tot 10 juli 2002
- directeur-generaal VWa (Voedsel en Waren Autoriteit), van 10 juli 2002 tot 1 september 2005
- inspecteur-generaal Inspectie Verkeer en Waterstaat, ministerie van Verkeer en Waterstaat, van 1 september 2005 tot 1 september 2008 (tevens voorzitter Inspectieraad)
- secretaris-generaal ministerie van Sociale Zaken en Werkgelegenheid, vanaf 1 september 2008

Partij:

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- vicevoorzitter ARJOS (Anti-Revolutionaire Jongeren Studieclubs)
- lid partijbestuur ARP
- voorzitter CDJA (Christen-Democratisch Jongeren Appèl), van 1980 tot 1984
- lid partijbestuur CDA, van 1980 tot 1984
- lid dagelijks bestuur CDA, van 1980 tot 1984
- voorzitter CDA afdeling Lisse, van 1984 tot 1986
- lid bestuur CDA Kamerkring Leiden, van 1984 tot 1986

Nevenfuncties:

- lid bestuur STT (Stichting Toekomst der Techniek)
- lid bestuur Abraham Kuyperfonds
- voorzitter Raad van Toezicht "IJssellandziekenhuis",
- lid Raad van Advies Stichting "Instituut GAK"
- *lid dagelijks bestuur Slotemaker de Bruïne-Instituut (vanaf hier vorig)*
- *adviseur Coöperatieve Bond van agrarische bedrijfsverzorging in Noord- en West-Nederland (CBAB)*
- *lid bestuur Vereniging van Christelijk Voortgezet Onderwijs in Rotterdam en omgeving*
- *lid Raadgevende Interparlementaire Beneluxraad, van september 1990 tot november 1991*
- *voorzitter-lid Commissie Beheer Landbouwgronden*
- *voorzitter-lid Centrale Landinrichtingscommissie*
- lid Commissie regeldruk bedrijven (Commissie-Wientjes), van 20 april 2008 tot 1 november 2008

Opleiding:

- Prot.Chr. lagere school te Nieuwland
- Prot.Chr. lagere school te Barendrecht
- gymnasium-b, Christelijk "Johannes Calvijn Lyceum" te Rotterdam, tot juni 1972
- agrarische sociologie, Landbouwhogeschool te Wageningen, van 1972 tot februari 1978

Gerrit Herman Otto (Geert) van Maanen

Naam: Gerrit Herman Otto (Geert) van Maanen

Geboortedatum: 31-01-1951

Geboorteplaats: Haarlem

Partij: CDA

Loopbaan:

- inspecteur bij de Inspectie der Rijksfinanciën, van 1976 tot 1981
- hoofd Bureau Begrotingsvoorbereiding, ministerie van Financiën, van 1981 tot 1983
- directeur Inspectie der Rijksfinanciën, ministerie van Financiën, van 1983 tot 1991
- plaatsvervangend directeur-generaal van de Rijksbegroting, ministerie van Financiën, van 1984 tot 1991
- directeur-generaal van de Rijksbegroting, ministerie van Financiën, van 1991 tot maart 1999
- secretaris-generaal ministerie van Financiën, van maart 1999 tot 1 januari 2003
- secretaris-generaal ministerie van Verkeer en Waterstaat, van 1 januari 2003 tot 1 april 2007
- secretaris-generaal ministerie van Volksgezondheid, Welzijn en Sport, vanaf 1 april 2007

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Nevenfuncties:

- lid bestuur Nationaal Toneel
- lid curatorium post-doctorale opleiding VU
- lid Raad van Toezicht Kroondomeinen
- lid Raad van Beheer Kroondomein
- lid bestuur Rooseveltstichting
- *lid Raad van Bestuur ABP (Algemeen Burgerlijk Pensioenfonds)*
- *lid Raad van Commissarissen N.V. Nederlandse Spoorwegen*
- *lid Raad van Commissarissen N.V. ING*
- *lid Raad van Commissarissen N.V. Luchthaven Schiphol*
- *lid Raad van Commissarissen BNG (Bank van Nederlandse Gemeenten)*

Opleiding:

- gymnasium-b, tot 1970
- economie, Universiteit van Amsterdam, van 1970 tot 1976 (cum laude)

Jeroen Bartelse

Naam: Jeroen Bartelse

Geboortedatum: -

Geboorteplaats: -

Partij: D66

Loopbaan:

- Secretaris-Generaal van de Raad van Cultuur, vanaf mei 2011
- Directeur Kennis en Innovatie, Ministerie van onderwijs cultuur en wetenschap/ministerie van economische zaken, 2007-mei 2011
- Plaatsvervangend directeur onderzoek en weteschapsbeleid, ministerie van onderwijs cultuur en wetenschap, 2006-2007
- Beleidschouf, Nederlandse vereniging van Universiteiten, 2000-2006
- Onderzoeker, Center for higher education policy studies, University of Twente, 1994-2000

Opleiding:

- Erasmus Universiteit Rotterdam, 1988-1993
- European University Institute
- Indiana University
- Universiteit Twente

Roos Margreet (Roos) van Erp Bruinsma

Naam: Roos Margreet (Roos) van Erp Bruinsma

Geboortedatum: 05-05-1960

Geboorteplaats: Rotterdam

Partij: PvdA

Loopbaan:

- medewerker Planning & Control, ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer, van 1983 tot 1986

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- organisatieadviseur PRC Nederland B.V., van 1986 tot 1989
- directeur Business Group Bouw, Techniek, Milieu en Gezondheidszorg, Koninklijke Nederlandse Jaarbeurs, van 1994 tot 1996
- algemeen directeur Jaarbeurs Exhibitions Organizers, Koninklijke Nederlandse Jaarbeurs, van 1996 tot 1999
- adjunct-directeur Jaarbeurs Exhibitions & Media, Koninklijke Nederlandse Jaarbeurs, van 1999 tot 2001
- directeur Marketing & Commercie, KPMG Accountants, van 2001 tot 2003
- directeur Marketing, Sales & Communicatie, KPMG Accountants, van 2003 tot 2004
- eigenaar "Syntegrity" (strategieontwikkeling, conflictbemiddeling), van 2004 tot 2005
- algemeen directeur/bestuurder GVV N.V., vervoerbedrijf GVV/Connexxion, van 2005 tot 2008
- lid Managementteam Connexxion Openbaar Vervoer N.V., 2008 (tevens)
- secretaris-generaal ministerie van Binnenlandse Zaken en Koninkrijksrelaties, vanaf 1 oktober 2008 (benoemd op 4 juli)

Nevenfuncties:

- lid bestuur Stichting Overheidsmanager van het Jaar, vanaf februari 2009
- voorzitter Jury "Veilige Publieke Taak Award", vanaf april 2009
- voorzitter Taskforce "Veilig openbaar vervoer", vanaf januari 2010
- lid Raad van Toezicht TiasNimbas Business School, vanaf september 2010
- lid bestuur Stichting Koninklijk Paleis te Amsterdam, vanaf maart 2011
- adviserend lid Nationaal Comité 200 jaar Koninkrijk, vanaf 25 augustus 2011
- *voorzitter Stuurgroep "Slimmer werken in de publieke sector"*
- *lid Raad van Commissarissen N.V. Afvalzorg Holding, van mei 2007 tot april 2009*
- *lid Raad van Commissarissen N.V. Connexxion Openbaar Vervoer, van april 2008 tot september 2008*

Opleiding:

- h.a.v.o. te Dokkum, tot 1978
- bouwkunde, Noordelijke Hogeschool te Leeuwarden, van 1978 tot 1982
- economische bedrijfskunde, Hanzehogeschool te Groningen, van 1982 tot 1983
- Nyenrode Business Universiteit

Roelof (Roel) Bekker

Naam: Roelof (Roel) Bekker

Geboortedatum: 27-01-1947

Geboorteplaats: Assen

Partij: PvdA

Loopbaan:

- ambtenaar afdeling juridische zaken (woningbouw en stadsvernieuwing), ministerie van Volkshuisvesting en Ruimtelijke Ordening, van 1970 tot 1972
- ambtenaar bureau van de secretaris-generaal, ministerie van Volkshuisvesting en Ruimtelijke Ordening, van 1972 tot 1976
- secretaris ICOG (Interdepartementale Commissie Groeikernen en Groeisteden, ministerie van Volkshuisvesting en Ruimtelijke Ordening, van 1976 tot 1979
- hoofd hoofdafdeling Planning en Voorbereiding, directoraat-generaal van de Volkshuisvesting, ministerie van Volkshuisvesting en Ruimtelijke Ordening, van 1979 tot 1981

UNIVERSITY OF TWENTE.

- coördinator woningvoorziening Amsterdam en plaatsvervangend hoofdingenieur-directeur en Inspecteur van Volkshuisvesting in Noord-Holland, van 1981 tot 1983
- hoofdingenieur-directeur en Inspecteur van Volkshuisvesting in Noord-Holland, van 1983 tot 1984
- raadgever ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer, van 1984 tot 1985
- plaatsvervangend secretaris-generaal ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer, van 1985 tot 1992
- senior partner "Twiynstra Gudde Management Consultants" b.v., van 1992 tot 1 januari 1998 (actief op het gebied van ruimtelijke inrichting en infrastructuur)
- secretaris-generaal ministerie van Volksgezondheid, Welzijn en Sport, van 1 januari 1998 tot 1 april 2007
- programma-secretaris-generaal voor vernieuwing van de rijksdienst, ministerie van Binnenlandse Zaken en Koninkrijksrelaties, van 1 april 2007 tot 1 juli 2010
- bijzonder hoogleraar arbeidsverhoudingen bij de overheid (Albeda-leerstoel), Universiteit Leiden, vanaf 2007 (vanwege de Stichting Leerstoel Bijzondere 'Arbeidsverhoudingen bij de Overheid')
- adviseur Rijksoverheid, vanaf 2010

Nevenfuncties:

- lid Raad van Toezicht Nicis, vanaf 2010

Opleiding:

- gymnasium te Assen, tot 1965
- Nederlands recht: staats- en administratief recht, Rijksuniversiteit te Groningen, tot 1970

Extra:

- Officier in de Orde van Oranje-Nassau