

**Public Administration and Personnel Department,
Ministry of Finance**



CYPRUS PRESIDENCY – EUPAN

Current MTP Evaluation

59th Meeting of Directors General
5-6 December 2012, Nicosia

Medium-Term Priorities (1 Jul 2011 – 31 Dec 2012)

Horizontal theme

“An Open, Adaptable and Performing Public Administration”



Current MTP – Themes & Context

In the wake of the crisis



- Austerity measures
- Need for reforms
- Enhancement of efficiency and flexibility

Top Executives



- Changing circumstances & demands
- Delivering services of high quality
- Need for new competencies, New frames for recruitment & development
- Performance orientation

Governing a Performing Organization



- Maintaining effectiveness, quality and trust in PA (Adaptability, performance & service delivery)

Current MTP - Work methods & Outcomes

Present **national cases**

Take **active part** in WG work

Share experiences and knowledge

Be effecient

Keep expenses **low**

Cooperate with experts

Make **surveys** (reasonably)

Make **reports and tools**

Identify **best practices**

Disseminate **results**

inspire national public administrations



Main Themes under each Presidency

□ Effectiveness of Good Governance and Ethics

- **Output/ activity:** Joint survey followed by a report
- **Main findings:**
 - ✓ definition of more issues as being unethical
 - ✓ trend towards more and stricter regulations continues
 - ✓ more codes of conduct and codes of ethics as well as disclosure requirements
 - ✓ more ethics committees and controls – slow institutionalisation
 - ✓ more media attention but discussions focus on corruption and conflicts of interest



□ Building a positive image of the civil service

- **Output/ activity:** Overview Paper-The EUPAN Members' Experience
- **Main findings:**
 - ✓ broad differences across MS in public perception of PA
 - ✓ most countries do not have a central system for monitoring public attitudes toward PA but a systematic approach is present
 - ✓ prevailing improving-by-doing attitude instead of launching image campaigns
 - ✓ importance of the image of public sector as an employer

□ Quality conference

- **Output/ activity:** 6th European Quality Conference
- **Main findings:**
 - ✓ trust building via public management
 - ✓ involving the stakeholders in decision-making and service delivery processes
 - ✓ creating a customer-focused culture within the public administration
 - ✓ outcome & result-oriented thinking in public management
 - ✓ organisational: 262 participants from 30 countries and organisations; 41 cases presented from 25 countries; on-line broadcast – 357 unique users from 23 countries; overall evaluation 4,31 (0-5)

□ The crisis' impact on human resources

- **Output/ activity:** Thematic paper, Presentation of national cases at WG, DG and DG-TUNED meeting, Discussion
- **Main findings:**
 - ✓ Differences in administrative and legal framework apply, but all MS are in urgent need for implementing downsizing measures
 - ✓ Cutbacks in pay are effective measures, but may also lead to a drop in performance and affect traditional social dialogue mechanisms; Important to carefully consider how initiatives are designed and implemented
 - ✓ Downsizing public workforce, in particular through involuntary redundancy programmes have a major effect on organisation and employees – a carefully thought out process is vital
 - ✓ Crisis' is also a burning platform to introduce changes!

□ Reforms in Public Administration

- **Output/ activity:** Thematic paper, Presentation of national cases at WG and DG meeting, Discussion
- **Main findings:**
 - ✓ Three perspectives often in focus when reforming: Digitalisation, Value creation and Involvement
 - ✓ Performance management should not only address productivity but also outcome in order to maintain and support an effective organisation
 - ✓ Senior management support is crucial when trying to implement citizen focused innovations in PA – show solid business cases and establish systematically measured outcome of services
 - ✓ Implementing shared service centres can be challenging – set aside enough time to define standards and processes, so they encompass the needs of the institutions

□ **Top Executives – Recruitment, Selection & Development, Performance Management Contracts**

➤ **Output/ activity:** Thematic paper, Presentation of national cases at WG and DG meeting, Discussion

➤ **Main findings - Recruitment, Selection & Development:**

Important to:

- ✓ focus on supporting legitimacy, transparency and objectivity in recruitment processes
- ✓ to make TE able to match the increasing complexity, demands for efficiency, change innovation and cross governmental orientation and global perspectives
- ✓ to increase talent pool
- ✓ To support a long term development strategy for the leadership pipeline and the development of TE

□ Top Executives – Recruitment, Selection & Development, Performance Management Contracts (...cont'd)

➤ Main findings - Performance Management Contracts:

- ✓ Contracts do not in themselves create results
- ✓ They can help improving accountability, efficiency and effectiveness
- ✓ They can help management to focus the attention of the institution
- ✓ But drawbacks of the systems can also be detected
- ✓ Need for renewal and simplification of the system? Need for stronger link between performance and pay?



□ The role of Top Executives in times of crisis

- **Output/ activity:** Thematic paper, Consolidated document – Views and Experiences of EUPAN members, Presentations at WG and DG meeting, Discussion
- **Main findings:**
 - ✓ Definition of strategic priorities and objectives for long term results
 - ✓ Leadership and management of human resources
 - ✓ Continuous communication and open dialogue with staff, stakeholders and policy makers
 - ✓ Optimization of processes and working methods – Technology
 - ✓ Close cooperation and involvement of citizens
 - ✓ Reform capacity of their organizations
 - ✓ Culture focusing on results, innovation, creativity, transparency, trust and sharing of knowledge



□ Top Executives Development

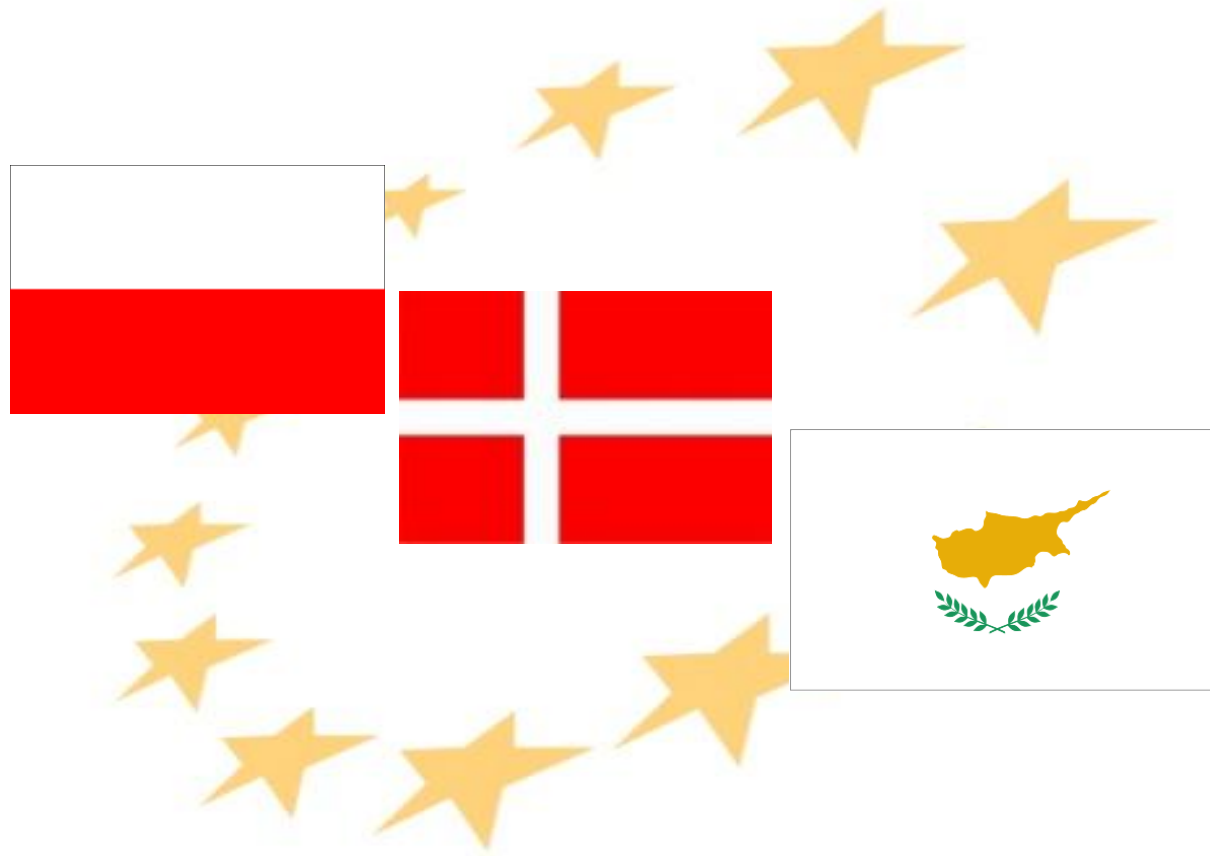
- **Output/ activity:** Thematic paper, Consolidated document – Views and Experiences of EUPAN members, Presentations of national cases at WG and DG meeting, Discussion
- **Main findings:**
 - ✓ Increasing attention is given to TPM development
 - ✓ Emphasis on leadership, strategic and managerial skills
 - ✓ Effective development tools include coaching, mentoring, mobility, career diversification, executive networks
 - ✓ Critical skills and competencies include “human-oriented” leadership, strong communication/ negotiation skills, innovative approach, co-operation
 - ✓ Good leadership can and must be learned!

General Conclusions & Added value to EUPAN

Cyprus Presidency of the Council of the EU

- ❑ Bridging the work of previous and subsequent Presidencies - Continuity
- ❑ Enhancing the exchange of experiences among EUPAN Members, associate countries and institutions, by means of a peer-to-peer approach
- ❑ Leveraging on EUPAN's internal resources for sharing knowledge, experience and good practices
- ❑ Involving of external partners (EIPA, EGPA, OECD, DISPA, NISPAcee) into EUPAN work
- ❑ Achieving effective and result-oriented cooperation among TRIO members and consistent and interesting MTP - Concrete results for the network, e.g. surveys, thematic papers
- ❑ Promoting sustainability and added value of cross -TRIO initiatives: "Employment status" Study and Development of CAF 2013
- ❑ Promoting a continuous focus on quality in PA via Quality Conferences – Developing the new format of 6th QC for sustainability
- ❑ Evaluating the cooperation between EUPAN and TUNED
- ❑ Updating of the EUPAN Handbook
- ❑ Fully operationalizing and utilizing the EUPAN website (www.eupan.eu)
- ❑ Elaborating guidelines for EUPAN inquiries

Thank you for your cooperation!





Medium Term Priorities 1 January 2013 – 30 June 2014

by TRIO
Ireland, Lithuania & Greece