



ΚΥΠΡΙΑΚΗ ΔΗΜΟΚΡΑΤΙΑ
REPUBLIC OF CYPRUS



MINISTRY OF FINANCE
PUBLIC ADMINISTRATION AND PERSONNEL DEPARTMENT



Τμήμα Δημόσιας Διοίκησης
και Προσωπικού

Resolution

59th Meeting of Directors General

Nicosia, 5-6 December, 2012

1. General Considerations

At their 59th Meeting held in Nicosia on 5-6 December, 2012 the Directors General responsible for public administration in the European Union and the European Commission:

- Welcome the interesting discussions and substantial results achieved during the Cyprus Presidency, in line with EUPAN's Medium Term Priorities and Work Programmes
- Appreciate the successful cooperation of the Polish, Danish and Cyprus TRIO Presidency in implementing EUPAN's 18 month MTP and the synergies created in that regard
- Thank EUPAN members for their valuable contribution and active involvement in the Cyprus Presidency's activities through sharing knowledge and experiences, presenting national cases, taking active part in plenary discussions and group work and providing input on the questions included in the thematic papers developed during the Cyprus Presidency
- Appreciate the assistance and support of the Extended Troika during the Cyprus Presidency
- Value the continuation of work methods which create the basis for more interaction in the working groups and produce results with added value for the network while taking note of the need for being efficient and keeping expenses low

2. Implementation of the Medium Term Priorities

The Directors General appreciate the progress in implementation of the current Medium Term Priorities-"An Open, Adaptable and Performing Public Administration" which is concluded at the end of the Cyprus Presidency. They also appreciate the continuity in EUPAN's work reinforced during the Cyprus Presidency by bridging the TRIO Presidency's work and lessons learned, with focus on the development of Top Executives and their role in times of crisis.

To that end, the Directors General highly appreciate the development of thematic papers and consolidated documents leveraging on the national case presentations, discussions and significant input of EUPAN members on the sub-themes explored during the Cyprus Presidency.

The Directors General welcome the opportunity to engage in an active discussion at their 59th meeting in Nicosia on the basis of key aspects captured in the work carried out within EUPAN during the Cyprus Presidency and reflect on actions that could be taken on an individual and collective level to best utilize the knowledge acquired within EUPAN.

2.1. The role of Top Executives in times of crisis

The Directors General highly appreciate the work that has been carried out during the Cyprus Presidency on the role of Top Public Managers (TPMs) in times of crisis. Taking as a point of departure the fact that the crisis has a severe impact on the performance of public administrations and on the working life of the employees, the focus of the work during the Cyprus Presidency was to explore the changes/ shift of focus in the role of TPMs and the challenges they are faced with.

To this end, one of the objectives was to identify the new expectations and emerging role of TPMs in an effort to lead the public sector effectively, considering the imperative need for implementing of human resource and other reform initiatives in national public administrations.

The Directors General take note of the new, emerging demands in TPM's role, focusing, amongst others, on:

- defining strategic priorities and objectives, aiming at longer term results/outcomes and enhanced accountability
- communicating and collaborating with employees, stakeholders and policy makers
- strengthening the human relations and teamwork within their organizations aiming at collective performance
- managing human and financial resources effectively
- utilizing technology for creating better results for less
- cooperating with citizens and having their needs and expectations as a driving force for change
- ensuring the flexibility and adaptability of their organizations

The Directors General appreciate the substantial information provided in the thematic paper on the "Role of TE in times of crisis", developed by the Cyprus Presidency, by incorporating the reflections on the topic during the joint HRWG/ IPSP meeting. They, also, value the input received from member states, observer and accession countries and the European Commission on specific questions included in the thematic paper, related to the changing role of TPMs, which was included in a consolidated document.

2.2. Top Executives Development

In light of the above, it has become obvious that Top Public Managers are operating in an environment quite different than the one of a few years ago. It is therefore important to focus on how public administrations can best develop their TPMs so as to enable and assist them to effectively meet the increased challenges and demands, especially in these difficult times.

The Directors General therefore highly appreciate the work carried out during the Cyprus Presidency which focused on TPM development initiatives aiming at empowering TPMs and enhancing their competencies, so as to achieve high personal and organizational performance. They express their interest for the insight gained into latest trends regarding TPM development across member states, examples of leadership and management development practices, essential competencies, main content and focus of training programmes, ways to empower and support TPMs, challenges to consider and suggestions for future directions.

To that end, the Directors General welcome the thematic paper on “TPM Development” which captures the key themes discussed and provides a frame of reference for practices adopted in several member states. They also appreciate the consolidated document with input received from member states, observer and accession countries and the European Commission on specific questions regarding the state-of-play and way forward in the area of TPM development in national public administrations.

The Directors General acknowledge that a variety of tools and approaches exist with regards TPM development across member states. At the same time, they recognize that great emphasis is placed on leadership, strategic and management development with relevant strategies becoming more explicit and integrated. They also take note to the conclusion that in light of current and future challenges in public administrations, the emphasis on leadership development is essential not just for the individual TPM but for the organization as a whole and that effective leadership is often the outcome of a whole organizational development process.

They also agree to the conclusion that development activities need to be fit-for-purpose, with a practical orientation and of direct relevance to TPMs and their needs/roles and implemented in a way that fits with the demands and time pressures faced by TPM’s in their working environment.

The Directors General also acknowledge that the crisis may have a negative impact on the financial resources available for training and development activities. Within this context, they take note that effective and cost-efficient instruments for development and empowerment of TPMs could include, among others:

- Building and utilizing networks of TPMs that offer opportunities for experience sharing and collective learning
- mentoring and coaching which allow active transfer of knowledge from more experienced TPMs
- mobility and job rotation which offer diversified career path and enhance qualifications and competencies

2.3. European Year 2012 for Active Ageing

The Directors General welcome the continued discussion on Active Ageing during the Cyprus Presidency, in light of the challenges caused by an ageing workforce across member states. In particular, they value the sharing of experiences and good practices amongst HRWG members, supported by national examples regarding the management of issues related to ageing in public organizations.

The Directors General also take note to the suggestion that organizations act proactively in identifying the risks and opportunities resulting from an ageing workforce and taking the necessary measures to react/respond accordingly. They also agree that it is important for organizations to explore how existing human resource management and other existing instruments can be integrated to develop strategies and action plans for effectively managing all phases of the employee’s career, taking into account the changes and the needs of both the organization and the employees.

2.4. Common Assessment Framework

The Directors General appreciate the work carried out for the revision of CAF and thank the countries participating in the CAF Expert Group for their valuable contribution. They consider the adaptations in the model important and worthwhile and they commit to support the further use of CAF and specifically, the CAF 2013 in their public administrations. They encourage and support the translation of CAF 2013, the development of the online Brochure, the implementation of the CAF 2013 by the CAF 2006 Users, the adaptation of CAF for Education to CAF 2013 version and the development of good practice guidelines on the CAF website.

The Directors General thank Norway, the European CAF Resource Centre and the CAF Network for the successful organization of the 5th European CAF Users Event. They recognize the importance of bringing CAF users together not only for presenting their experiences, inspired by the conclusions of the CAF self-assessment, but also for having discussions with the network. They acknowledge the focus on innovation through the implementation of CAF, leading to tangible results in the three main fields of citizen/ customers, people and key performance. In addition, they value the results of the online evaluation of the 5th European CAF Users Event and encourage their use for the continuous improvement of the CAF Users Events.

2.5. Employment Status Developments

The Directors General welcome the conclusion of the study on "The future of public employment in central public administration: Restructuring in times of government transformation and the impact on status development", commissioned by Poland in 2012 and undertaken by EIPA (Professor C. Demmke and Mr. T. Moilanen) as a follow up of the work carried out under the Polish Presidency in 2011 and the Danish Presidency in 2012.

The Directors General appreciate the presentation and further discussion of this subject at the 59th DG meeting in Nicosia, in accordance with the DG resolutions adopted at their 57th and 58th meeting during the Polish and Danish Presidency respectively. They also value the constructive cooperation of the Trio Presidency and EIPA in the development of this study, which reinforces the synergies and continuity in the topics discussed within EUPAN.

The purpose of the study was to analyze and compare the current reforms on central administration level and to identify reform outcomes in status reforms in the central public administrations of the EU Member States. The study focused on different, but interrelated issues:

- Specificities of employment terms in the central public administration in comparison with the public sector in general and the private sector.
- Ratio of public status and private status personnel, recent trends in status reforms and main impacts on working conditions at the workplace level
- Recent evolution of flexibilisation trends in the central public administration, also in view of the need for public administrations to act upon the challenges deriving from the crisis

The Directors General take due note to the added-value of this study which provides significant insight on a broad range of ideas about what constitutes the future of public employment and civil service employment in EU member states and also provides a solid basis to enable further investigation of these issues in the future by public administration, researchers and practitioners.

The Directors General encourage EUPAN members to distribute the report within national administrations.

2.6. Guidelines for EUPAN members concerning inquiries, collection and dissemination of information

The Directors General welcome the initiative of the Danish and Cyprus Presidencies to issue Guidelines, in close cooperation with the extended Troika during both Presidencies, aiming at structuring and adding value to the practice of exchanging inquiries within the network via emails-outside the remit of the rotating presidencies of EUPAN. They encourage EUPAN members to follow the Guidelines and make them available to other members of their organization who also use the network for sending out inquiries.

2.7. Other topics-sharing of good practices

The Directors General recognize the importance of sharing good practices amongst EUPAN members and thank the Cyprus Presidency for giving the opportunity to Germany, Austria, Greece and the Netherlands to present and share recent initiatives in public administration.

In particular, they appreciate the information shared regarding the German initiative/ project for the development of a joint strategy for open government, by linking existing structures and enabling easy access to information, and are interested in the developments on this project, given that the theme of open government is included in the next MTP for further exploration and discussion.

The Directors General appreciate, also, the sharing of Austrian initiative/project the so called "Reform Dialogue" and are interested in the outcome being the preparation of a report containing a catalogue of measures for public administration reform clearly structured and prioritized according to public feedback.

In addition, the Directors General appreciate the presentation of the Greek initiative/ project regarding the implementation of a programme for evaluating the structures of public services aiming at reshaping the public services and look forward to further discussing this theme during the next Trio Presidency, taking into account that the theme will be further elaborated in the next MTP.

Lastly, the Directors General acknowledge the sharing of the results of the Dutch study titled "Countries compared on public performance" in relation to public administration performance and encourage the cooperation of countries in order to make a more in depth analysis of the public administration performance.

3. Evaluation of the Medium Term Priorities

The Directors General thank the Polish, Danish and Cyprus Trio Presidency for their substantial efforts in the effective implementation of the Mid Term Priorities and Work Programmes under the horizontal theme of "An open, adaptable and Performing Public Administration" (1 July 2011-31 December 2012) which was adopted at the 56th Directors General meeting in Gödöllő.

The Directors General highly appreciate the interesting findings of the themes and sub-themes that were explored during the Trio Presidency and support the utilization of the information and overall conclusions included in surveys, thematic papers and other material reflecting EUPAN's work.

The Directors General also agree with the conclusions of the evaluation of the MTP's main objectives which was conducted by the Trio Presidency. To that effect, the Directors General consider that the work of the Trio created added value for EUPAN members by, amongst other:

- Bridging the works of previous and subsequent Presidencies and ensuring continuity of EUPAN work
- Enhancing the exchange of experience among EUPAN Members, associate countries and institutions, by means of a peer-to-peer approach
- Leveraging on EUPAN's internal resources for sharing knowledge and experience, and identifying good practices
- Involving of external partners (EGPA, OECD, EIPA, DISPA, NISPAcee) into EUPAN works
- Achieving effective and result-oriented cooperation among TRIO members as well as consistent and interesting MTP and inspiration for subsequent presidencies
- Promoting sustainability and added value of cross-TRIO initiatives – such as the study on the topic of "Employment status": PL: initial debate, DK: study, CY: final report financed by PL; and Common Assessment Framework resulting in developing CAF 2013 and promoting it during the 5th European CAF User's Event.
- Delivering concrete results for the network, e.g. surveys, thematic papers.
- Promoting a continuous focus on quality in public administrations via Quality Conferences, developing at the same time the new format of 6th QC in order to increase its sustainability.
- Evaluating the cooperation between EUPAN and TUNED
- Updating of the EUPAN Handbook
- Fully operationalizing and utilizing the EUPAN website
- Elaborating guidelines for EUPAN inquiries

4. New Medium Term Priorities

The new Medium Term Priorities and Work Programmes under the general heading of "Delivering a more Resilient, Professional and Responsive Public Administration to the Citizen" (1st January 2013-31 June 2014) was drafted by the next Trio Presidency, namely Ireland, Lithuania and Greece and it was discussed within the Extended Troika Secretariat and the Extended DG Troika during the Cyprus Presidency. The draft MTP was presented to EUPAN members at the joint HRWG/IPSG meeting and EUPAN members also had the opportunity to comment on the elaborated draft.

The Directors General:

- Thank Ireland, Lithuania and Greece and the members of the extended Troika under the Cyprus Presidency for the drafting of the new Mid Term Priorities and Work Programmes
- Consider the themes and sub-themes included in the MTP to be value adding and useful for EUPAN members, providing the basis for challenging discussions and interesting conclusions for the next 18 months
- Approve the Medium Term Priorities and Work Programmes attached as annex to the resolution. The new MTP will come to effect on 1st January, 2013.

5. Informal meeting between EUPAN DGs and TUNED

The Directors General appreciate the continuation of the informal meetings between Directors General and TUNED representatives, on the basis of a structured dialogue on common topics of interest closely linked to EUPAN's current agenda, in accordance with the Copenhagen resolution at the 58th DG meeting.

The Directors General welcome the opportunity to engage in a more interactive dialogue during their informal meeting with TUNED on 6 December 2012, on the basis of key issues of interest as agreed by both parties at the DG Troika meeting with TUNED representatives.

They also reassert the willingness of future Presidencies to host informal DG meetings with TUNED provided that both parties continue to acknowledge the added value in pursuing this cooperation.

6. Publication Clause

The Director General approve that the following documents are published and made publicly available on the EUPAN website:

- Directors General Resolution from their 59th meeting in Nicosia on 5-6 December, 2012
- "Delivering a more Resilient, Professional and Responsive Public Administration to the Citizen" 18 month Medium Term Priorities and Work Programmes (1st January 2013-31 June 2014)
- Study by EIPA on "The future of public employment in central public administration- Restructuring in times of government transformation and the impact on status development"
- CAF 2013 Publication
- The thematic papers developed during the Cyprus Presidency reflecting the discussions and case presentations at the HRWG/IPSG meeting on:
 - The role of Top Executives in times of crisis
 - Top Executives Development
- The consolidated documents with input received from member states, observer and accession countries and the European Commission on:
 - The Role of Top Executives in times of crisis: Input on questions related to the changing role of TPMs,
 - Top Executives Development: Input on questions related to the state-of-play and way forward in the area of TPM development in national public administrations.