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| **MINISTRY OF FINANCE**  **PUBLIC ADMINISTRATION AND PERSONNEL DEPARTMENT** |  |

**Draft Minutes of the Informal Meeting between**

**EUPAN Directors General and TUNED**

**Nicosia, 6 December, 2012**

**Welcome and Introduction**

Mr. Philippos Soseilos, DG Representative and General Coordinator of the Cyprus Presidency thanked the Directors General for the meeting held the previous day and welcomed TUNED representatives to the meeting between Directors General and TUNED.

Mr. Soseilos continued by giving an overview of the Cyprus Presidency´s principles and objectives, as well as work programme on the role and development of Top Executives (TEs). Mr. Soseilos gave a brief summary of key outcomes from the discussions and reflections from the DG meeting the previous day and pointed that the meeting with TUNED presents a good opportunity to give value to each other and share views on these topics.

The meeting agenda was presented and adopted. **TUNED (President)** thanked the Cyprus Presidency for the invitation and the social event the previous evening and welcomed the opportunity to participate in the debate and share our various perspectives on how to ensure a more open adaptable and performing public administration.

The minutes from the 58th DG meeting in Copenhagen on 8 June, 2012 were adopted following a small amendment/clarification submitted by Ireland. The final minutes would be redistributed after the meeting.

**FINLAND: “The Programme for Better Policy Effectiveness and Performance in State administration – Presentation by Mr. Teuvo Matsäpelto, Director General, Office for the Government as Employer, Ministry of Finance**

Mr. Matsäpelto presented the Finnish efforts to improve policy effectiveness and performance which is very important within the context of rising cost in the public administration. Mr. Matsäpelto emphasized the importance of preserving the attractiveness of the state as an employer and ensuring that employees feel respect and security in the work environment. As he explained, the approaches for reform in the public sector in Finland came in 3 phases in the past 20 years, i.e. the cut in expenses due to bank crisis in the 90ies, the productivity programme and personnel reduction as a response to the challenge of an ageing population and the current programme on overall policy effectiveness and balanced performance assessment which started early this year. This programme focuses on long term policy effectiveness which is reflected in the societal impact of government, i.e. better service and performance capacity. It consists of a bottom up approach in drafting of Policy Effectiveness and Performance Programmes for administrative branches, core function analyses of tasks with a view to prioritise and programmes for People Development. The trade unions are also involved in the planning and execution of this programme and proposals are submitted by the personnel. In concluding, Mr. Matsäpelto’s expectation from the programme is that it will result in a shift on organizational culture with staff initiatives being taken into real consideration and act as the basis for decisions. This is a challenge for TPM and the intention is to closely follow their reaction to the initiatives.

**TUNED (Germany)** thanked for the interesting presentation and asked whether the development of staff should be regarded separately from cost effectiveness so as not to harm the credibility of the process. Mr. Matsäpelto responded that both can be done at the same time but they are also clearly separate from each other and developing people is not done for purposes of cost effectiveness but as a means for improving performance and motivation. **TUNED (Finland)** commented that the new programme is more balanced than the previous one and trade unions can share values and main principles and it is important to create controlled and balanced ways to survive budget cuts and support strong state policy. At the same time, reduced resources are a challenge in the implementation of the programme and they will wait to see the progress in the future. **Denmark** asked for more information about the core function analysis of proposals for initiatives to be implemented and how the selection is performed. Mr. Matsäpelto responded that there is a working group assigned with the task of selection of proposals and the process is reaching its end, therefore he will be in a position to give more feedback soon.

**POLAND: “Outcomes of the working team on civil service image” - Presentation Mr. Dagmir Dlugosz, Director General, The Chancellery of the Prime Minister**

Mr. Dlugosz presented an update on the Polish administration’s work on improving civil service image, following the discussions that took place on the topic during the Polish Presidency. Currently the administration is at the phase of implementing policy on improving civil service image based on the recommendations of the civil service image working team that was set up for this task in 2010. As Mr. Dlugosz pointed, increasing public trust is one of the best ways to enhance public sector capacity, lower costs and implement reforms. The research on the civil service image during 2011 demonstrated that the image of the civil service is determined by complex socioeconomical, cultural and organizational factors and it is shaped by individual experience and general stereotypical views. It is also difficult to modify but it is possible in the long term. The recommendations for improving the image include measures for building public trust in the civil service and communication with the media and other stakeholders, promoting active information policies and preparing a manual of organizational communication plan to support the development and implementation of communication policies.

**TUNED (Poland)** expressed appreciation for Mr. Dlugosz activities. He referred to the recent social dialogue break down and pointed out the trade union’s emphasis on the importance of improving tax collection. **Mr. Dlugosz** commented that a recent decision was taken to set up a new sectoral team for dialogue in the field of civil service in public administration and they were asked to prepare new regulations which are underway. Although he cannot be sure on the outcome he expressed his personal support for this initiative. **The Netherlands** mentioned that the issue of public image is a concern in many countries including the Netherlands and asked if there is plan to evaluate the measures influencing media to determine which are more effective. **Mr. Dlugosz** responded that the intention is to establish a monitoring and evaluation mechanism for the process, which of course is not easy. **Ms. Nadja Salson (TUNED)** made reference to the similar project taking place within the social dialogue activities on the external and internal image of the civil service and pointed that they reached similar conclusions for many other countries. However, according to this survey it was shown that improving trust raises expectations and might therefore end up increasing the activity cost instead of decreasing it as Mr. Dlugosz had hypothesized. **Mr. Dlugosz** commented that higher trust may lead to faster policies and thus reduce costs.

**Pancyprian Civil Servants Trade Union (PA.SY.DY) - Presentation by Mr. Glafkos Hadjipetrou, General Secretary, Pancyprian Employees Trade Union, CYPRUS**

Mr. Hadjipetrou referred to the mechanisms for social dialogue in the Cyprus Civil Service, giving a historical overview and description of its main aspects. As he explained, industrial relations in Cyprus are based on a voluntary system strongly dependent on tripartism which has been the basis for forming and implementing social and economic policy. In the public service the recognized official consultative body is the Joint Staff Committee which has jurisdiction to discuss the terms of employment of public servants and submit proposals to the government. Mr. Hadjipetrou referred to the active role of PASYDY Trade Union on reaching various agreements with the government for more efficient, effective and qualitative public administration. Mr. Hadjipetrou underlined however that although this system has served the country very well so far, due to the new circumstances that resulted from the crisis we are witnessing an erosion of the role and procedures concerning social dialogue. In concluding, he emphasized the value of consultation and expressed the hope that the established rights that have historically served to achieve social peace, stability and development will not be sacrificed.

**CYPRUS: “Role, main tasks and impact of economic crisis”– Presentation by Mr. Orestis Messios, Labour Relations Officer, Department of Labour Relations, Ministry of Labour and Social Insurance**

Mr. Messios started his presentation by referring to the enabling factors for a successful industrial relations system such as the one in place in Cyprus which is based on voluntary agreements, emphasizing the importance of strong independent workers and employer’s organizations, political will and commitment of social partners and respect for the fundamental rights of freedom of association and collective bargaining. After giving a brief historical overview of the tripartite national voluntary agreements that apply for the wider public sector in Cyprus, he explained the role of the Department of Labour Relations which acts as mediator in labour disputes in public and semi-government organizations and is responsible for the enforcement of labour legislation and promotion of social dialogue. As Mr. Messios pointed, the effects of the crisis on Labour Relations have been evident, among others, in the increase of disputes submitted for mediation and sent to disputes court. Mr. Messios reflected that a voluntary system of industrial relations under these deteriorating conditions may no longer be appropriate and this should be a topic of debate among social dialogue partners.

**PLENARY DISCUSSION ON KEY QUESTIONS: “An Open, Adaptable and Performing Public Administration”**

Mr. Soseilos invited participants to an open dialogue and exchange of views on the basis of the overarching theme of “An Open, Adaptable and Performing Public Administration”. The following key questions were distributed prior to the meeting to frame the discussion:

1. *Examples of successful cooperation between social partners towards an open, adaptive and performing public administration*
2. *In view of the emerging, new expectations from the role of Top Executives and the Public Administration in general, how can social partners support the implementation of necessary changes? What are the key success factors?*
3. *In view of their role in motivating, empowering and involving staff members what*

*do social partners consider as important development opportunities that should be offered to TPMs? How can social partners support the implementation of the appropriate learning and improvement culture?*

**Belgium (EUPAN)** expressed the view that the dialogue and collaboration with social partners will result in better outcomes when there are clear objectives set out and common positions, even though for the moment this seems difficult. **Sweden (EUPAN)** elaborated on the example of the Swedish public sector and how social partners can contribute to change by means of legal agreements for cooperation in relation to the structural changes and modernization of the public sector. An important element of success is that social partners share a common interest on how agencies/authorities can effectively fulfill their tasks. Also important are the agreements on job security and pensions. **TUNED (representative)** commented that TPMs seem a bit lonely in these times since they have to face so many challenges and do more with less and instead they could participate in social dialogue which could support them in their task. A key success factor is to realize the importance of social dialogue and rethink its future and that should start at european level. **Mr. Soseilos** agreed that the spirit of cooperation as to the challenges faced by TPMs is in the right direction. **TUNED (President)** expressed disagreement with the comment previously made that the voluntary system of social dialogue is inappropriate, that we can talk of good and bad examples of cooperation but the numbers show that conflicts are increasing (strikes) and nobody can be pleased with the current situation. In the absence or disruption of social dialogue there is great disorganization of services, demotivation, time wasted etc. all of which deteriorates the image of the public service. As he reflected, a system of social dialogue based on mutual agreements makes it possible for each part to take on their responsibility for the decisions they accept or reject. In conclusion, the management has an important role to develop because they must implement decisions that were taken at the political level without consultation and all parts must realize we are in the process of modernizing public service within a context of crisis and share the responsibility to improve services offered to citizens. **TUNED (Luxemburg)** referred to the successful example of social dialogue in Luxemburg public sector which seeks to find compromise for the two parts and is characterized by trust and respect which is the most important element for continuation of social dialogue. Not to say that there have not been any problems but overall it has led to exemplary peaceful industrial relations. **Luxemburg (EUPAN)** referred to the 2 year negotiations that took place and although there were opposing views in the beginning, with patience and flexibility an agreement was reached one reform package. **TUNED (representative)** reflected that when speaking of improving trust in the public service, a distinction needs to be made between public services units that deliver services of general interest and are likely to be appreciated by citizens and services like for example the tax authorities which may carry negative stereotypes. **Sweden (EUPAN)** commented that in Sweden the agency with the most trust by the public is the tax authority which proves it is possible to change the image of an agency. **TUNED (Austria)** underlined that based on their experience which has brought on good results, political actors and top executives in the public service must have a dialogue and recognize issues before they escalate so as to reach efficient and effective solutions. **Mr. Soseilos** concluded that key success factors include focusing on what we should be doing to build trust and good cooperation between social partners. **Ms. Nadja Salson (TUNED)** commented that social dialogue is both a means and an objective and is part of normalization and democratization of public administration. The outcome of social dialogue has delivered a better public administration but currently this is undergoing some changes. As she emphasized, social dialogue will work when there is a shared broad vision and be sensitive to changes and social dialogue should be on main issues. She also referred to many examples of good cooperation that exist towards an performing public administration which include gender equality, health and safety issues, stress at work etc and trade unions have been pushing for a more modern administration. In relation to TEs it is important to focus on leadership skills but also on social cohesion which needed at the workplace and concluded that keeping an attractive workplace within the context of crisis is a challenge for leaders.

**Update by TUNED on the activities of the SDC CGA**

Ms. Nadja Salson on behalf of TUNED gave a brief update on the recent activities of the European Sectoral Dialogue Committee for central government administrations (SDC CGA) and referred to the Prague Conference. Ms. Salson also elaborated on the EU funded project on improving the image and attractivity of the civil service which is nearing to an end and outlined some key findings of this work. As Ms. Salson mentioned, a joint policy document was drafted based on these conclusions including a set of commitments to improve the quality of administrations which has led to a framework agreement that will be signed soon. Ms. Salson also informed EUPAN members about the committee’s activities concerning restructuring in the public sector and equal pay between women and men.

**Next MTP and Next Presidency’s Work Programme - Presentation by IRELAND**

On behalf of the next Trio Presidency (Ireland, Lithuania, Greece), **Ms. Grainne McGuckin (Ireland)** gave a brief introduction to the next MTP topics under the horizontal them of “Delivering a more resilient, professional and responsive Public Administration (PA) to the citizen” and presented an outline of the Irish Presidency´s work programme where focus will be on the opportunities afforded by the crisis and the response of public administration to the challenges.

**AOB and closing of the meeting**

Mr. Soseilosthanked the participants for their valuable contribution to a constructive meeting and after thanking the interpreters he closed the meeting.