

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



CYPRUS PRESIDENCY – EUPAN

“Role of Top Executives in times of crisis”

Pavlina Mela

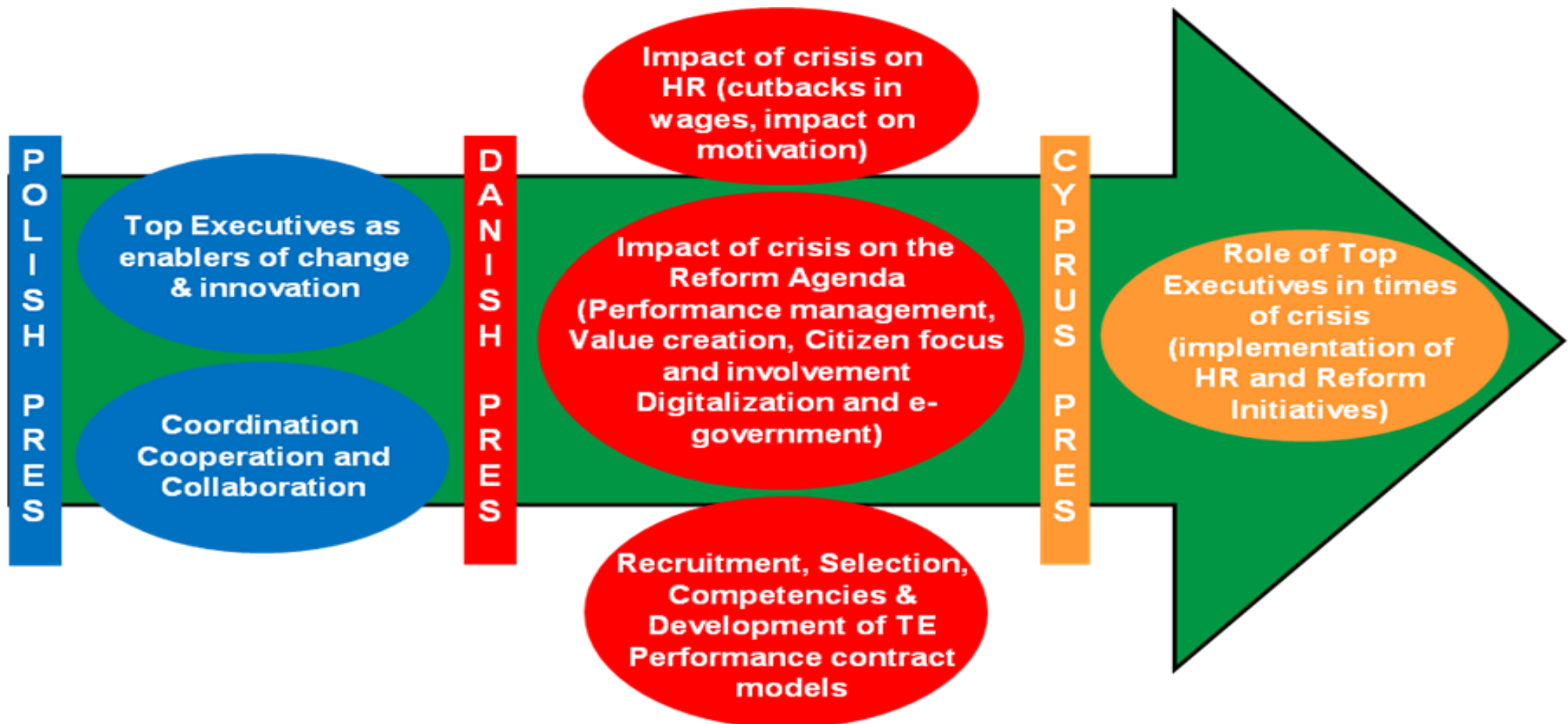
59th Meeting of Directors General
5 December 2012, Nicosia

Structure of the presentation

- ❑ Bridging with previous Trio work
- ❑ Positioning of the topic
- ❑ Cyprus Presidency focus
- ❑ Methodology, work methods and meetings
- ❑ EUPAN work on the theme of “Role of Top Executives in times of crisis”
- ❑ Lessons Learned
- ❑ Group work results



Bridging with previous TRIO work



Point of departure: The crisis had:

- ❑ a severe impact on the performance of public administrations
- ❑ on the working life of the employees



Imperative need for:

- ❑ PA to become more effective and efficient
- ❑ Implementation of Reform and HR measures
- ❑ Innovation and Modernisation
- ❑ Citizen focus and involvement



CY Presidency – Focus

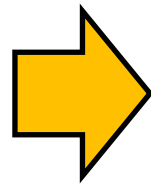
*To explore the changes/
shift of focus in the role
of TE/ TPMs stipulated by
the crisis and the
challenges that they are
faced with*

*To identify the new
expectations from TE/
TPMs*

Preparation for HRWG/ IPSG meeting

Thematic Paper

- ✓ Setting the scene for discussion
- ✓ Providing a framework of understanding on key themes
- ✓ Request for Input by EUPAN members on:
 - How has the role of TPMs changed as a result of the crisis?
 - In your opinion, what can be done by TPMs to implement crisis-related initiatives?



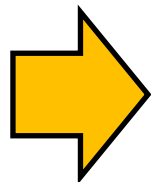
Output

Collection of input -
Preparation of consolidated
document

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HRWG/ IPSG meeting

Presentations

- ✓ Cyprus: EUPAN work on the theme & Main conclusions
- ✓ Denmark, Mr. Mads Sorensen: Role of Top Executives – Experiences from the Danish Presidency
- ✓ Belgium, Mr. Jack Hamande: Top Executives Role and Development

Group work

Output

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- **Denmark:** Role of Top Executives – Experiences from the Danish Presidency
 - Learnings from the Danish Presidency – Key themes, focus and emergent trends
 - Role of the TE – New challenges and Role
 - Reflections – Development and Recruitment of TE

- **Belgium:** Top Executives Role and Development
 - Capturing of ideas and reflections from national case presentations and discussions – Change, Leadership, Teamwork, Human relations, Innovation etc

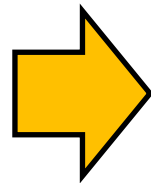


Work methods and Meetings

Preparation for HRWG/ IPSG meeting

Thematic Paper

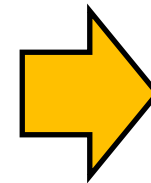
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Group work

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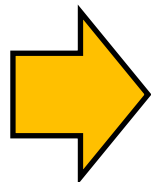
- ✓ Finalisation of consolidated document
- ✓ Evolution of Thematic Paper
- ✓ Group work results

Work methods and Meetings

Preparation for HRWG/ IPSG meeting

Thematic Paper

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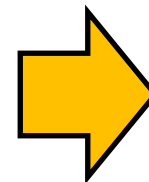


HRWG/ IPSG meeting

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- ✓ Denmark, Mr. Mads Sorensen: Role of Top Executives – Experiences from the Danish Presidency
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- ✓ Cyprus: EUPAN work on the theme & Main conclusions

Group work



DG meeting

Presentations

- ✓ Cyprus: EUPAN work on the theme & Main conclusions
- ✓ Sharing of Group work results
- ✓ Plenary Discussion

Output

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Preparation of consolidated
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Output

- ✓ Finalisation of consolidated document
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How has the role of Top Public Managers changed with the increased need for PA reforms and innovation of public services?

Emergent trends in PA reforms

Accountability for results
(outputs)



Accountability on longer-term results
(outcomes)

Economic efficiency
challenges



Concern with broader societal
challenges across organizations

Citizens as consumers



Citizens as co-producers, co-
innovators and co-creators

IT supporting efficiency



Digital governance profile
(web 2.0. and social media)

Greve, Carsten (2011), *Ideas in Public Management Reform for the 2010's*

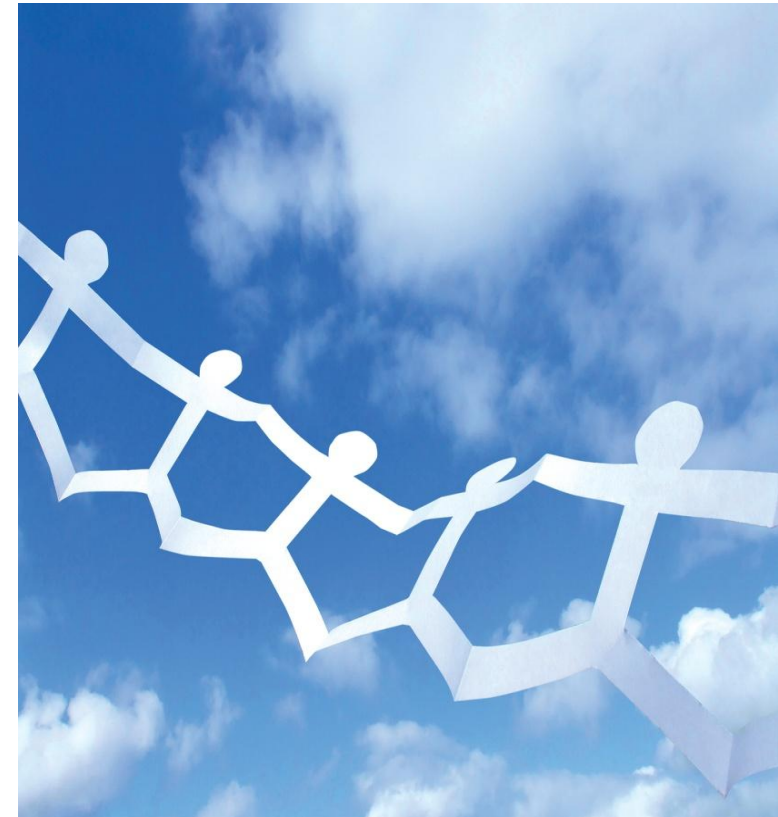
New, emerging demands in the role of TE

- ❑ Redefining the strategic vision of their organisation and defining strategic priorities
- ❑ Focus on outputs and measurable results/ outcomes - Enhanced accountability at all levels



New, emerging demands in the role of TE

- ❑ Communication and Open dialogue with Staff, Stakeholders and Policy Makers
- ❑ Strengthening of human relations within the organisation through teamwork and motivation
- ❑ Human Resource Management
- ❑ Enhancement of own skills – Development



New, emerging demands in the role of TE

*To understand the man you must
first walk a mile in his moccasin...*

...North American Indian proverb



**CUSTOMER
SATISFACTION
GUARANTEED**

New, emerging demands in the role of TE

- ❑ Optimization/ Rethinking of processes and working methods - Utilization of technology, ICTs and e-Gov
- ❑ Reform capacity of their organisations – change management (flexibility and adaptability)
- ❑ Culture focused on results, performance, innovation, sharing of knowledge (and cross governmental), transparency and trust



It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change!

Charles Darwin

New, emerging demands in the role of TE

All these are not new, are normal!

What is really expected by TE in times of crisis?

...Leadership



- ❑ Leaders to “Walk the talk” and to put “Words into actions”
- ❑ Role as enablers of change and connectors/bridge builders;
 - connecting people, expertise, functions
- ❑ Critical role to create leaders
- ❑ To inspire by example

Leadership doesn't require talent, just commitment

Monitoring mechanisms & actions

- ❑ Strategic planning for allocating resources and means
- ❑ Evidence based management; Performance contract?
- ❑ Active search for input/ information from a wide range of people/ groups and objective analysis
- ❑ Quality circles and focus groups to discuss emerging issues and develop solutions
- ❑ Development of communication plans
- ❑ Staff representatives involved - Create “change agents”
- ❑ Establishment of knowledge sharing systems
- ❑ Implementation of Management tools



...Lessons learned

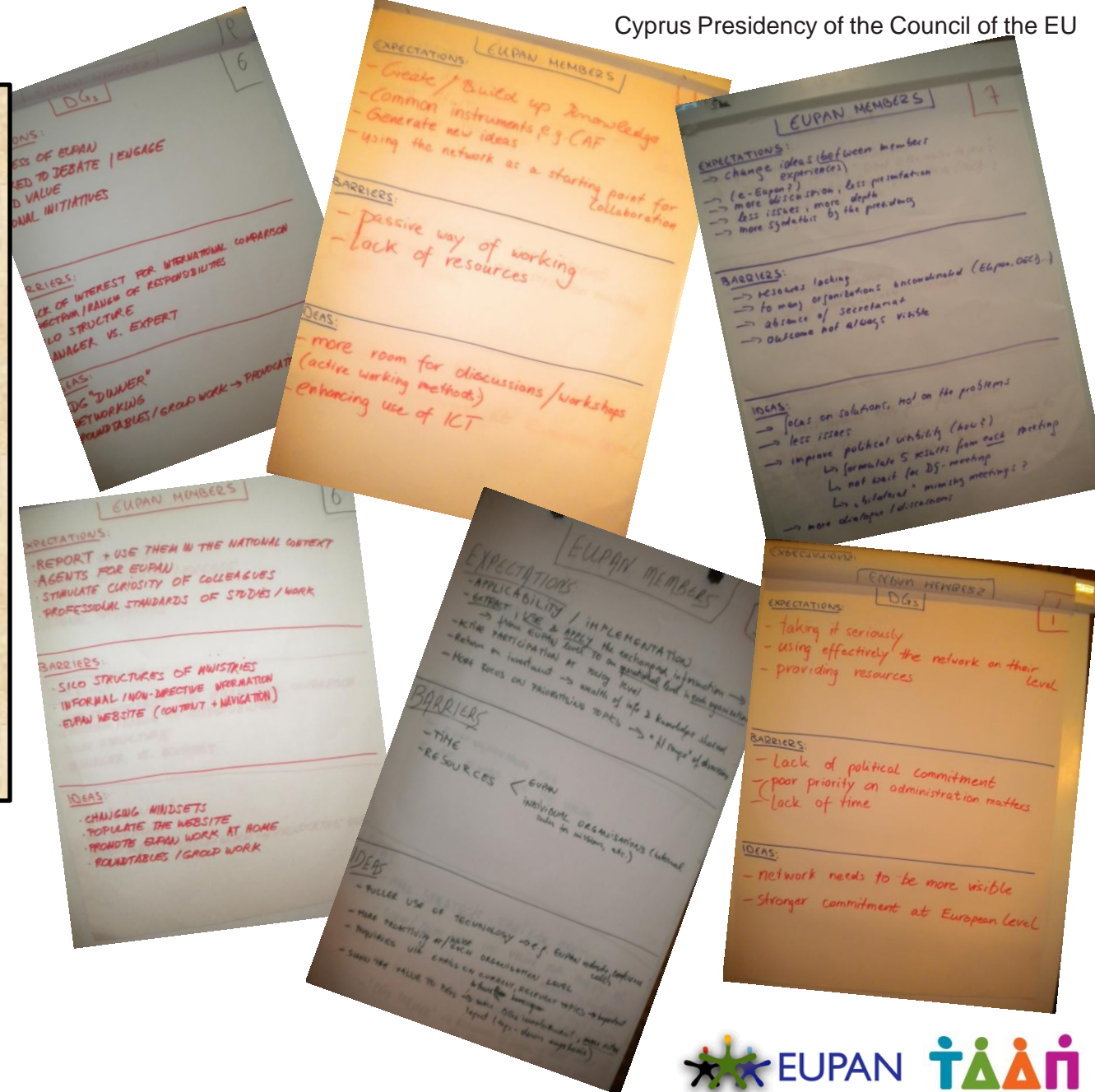
In times of crisis, we expect more!

- ❑ Everyone to think of alternatives and solutions
- ❑ Leverage on people's knowledge and capabilities
- ❑ Challenge: to be proactive not reactive – create flexible organizations to anticipate change
- ❑ Leadership it's a matter of exposure
- ❑ Work with people and teams at different levels
- ❑ Transform on a continuous basis



Group work - Question

What should be done to utilize the collective knowledge of EUPAN and move things forward in our individual countries?



Group work

As EUPAN Members

As DGs

- ✓ Expectations
- ✓ Barriers
- ✓ Ideas



Group work – Expectations from DGs

The importance of leveraging on the general conclusions regarding the role of TPMs, emerging from the work carried out by the Cyprus Presidency

The development of operational and practical solutions for their organizations based on the knowledge acquired from the EUPAN network

The effective utilization of the EUPAN network and the investment of time for interacting with other DGs, aiming at maximising the exchange of knowledge and experiences

The sharing and diffusion of valuable information to the members of their organizations/ public administration

Provide politicians responsible for Public Administration with necessary information

Group work – Barriers and Ideas

- ❑ Lack of time and time pressure
- ❑ Lack of political commitment
- ❑ Lack of interest of stakeholders
- ❑ DG meetings - too little time to talk to each other - Short DGs meeting time
- ❑ Don't always see the value



- ❑ DGs to share the main current projects in their administrations
- ❑ Emphasize the benefits of EUPAN works to political hierarchy / other DGs
- ❑ “DGs corner” – discussion of topics of immediate interest to the DGs, besides the MTP-related ones
- ❑ Network needs to be more visible

Thank you for your attention

Questions?

