Report regarding the EUPAN's main results

in the period of the Strategy Paper July 2016-June 2019

Bucharest, 2019

Introduction

This report was prepared during the Romanian Presidency of the Council of the European Union to emphasize the results of the EUPAN Strategy Paper for the period July 2016 – June 2019 and to support the elaboration of the EUPAN Strategy Paper July 2019 – June 2022.

According to The EUPAN Handbook[1], before the end of the period covered by the current EUPAN Strategy Paper (SP) a brief report will be drafted, in order to highlight the main results, as well as the relation between the Rolling Programmes (RP) and the Strategy Paper.

This report focuses on the following issues:

- How were the Rolling Programmes designed? Were they linked to the Strategy Paper? Was the SP a guideline for designing the RPs?
- What were the main results obtained during the period of the SP? How were they disseminated and used?
- Did the results achieved promote de mission and vision outlined in the SP?
- What can be recommended for the preparation of the updated Strategy Paper?

To prepare this report a survey regarding EUPAN's Presidency results was sent by the Romanian Presidency – EUPAN Team to the Presidencies covered by the EUPAN Strategy Paper July 2016-June 2019: Slovakia, Malta, Estonia, Bulgaria, Austria and Romania[2] and all of them completed the questionnaire. The survey requested information regarding the following issues:

- the EUPAN Rolling Programmes,

- events organized (number of events, reports, agendas of meetings),

- titles and web link of surveys / reports / studies elaborated by each Presidency,

- communication channels used to disseminate information regarding EUPAN events, studies,

- the use of the resources provided in the EUPAN network during the period of the Strategy Paper (July 2016 – June 2019).

This report complements the findings of the survey carried out during the Austrian Presidency – *EUPAN Strategy Paper: Evaluation of results of the questionnaire, 2018*.

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[1] "The implementation of the SP as a guideline for designing Rolling Programmes shall be reported at the end of a current SP" (The EUPAN Handbook pag. 33).
[2] According to the rotating presidency calendar the United Kingdom was due to take on the Presidency of the Council of the European Union in the second half of 2017. However, this did not happen due to Brexit, following the 2016 referendum. Consequently Estonia took on the Presidency a semester in advance and Romania took on the Presidency in the first semester of 2019.

The links of the Rolling Programmes with The EUPAN Handbook and the Strategy Paper

According to the EUPAN Handbook the two main domains of EUPAN are: Human Resources Innovation & Organisational Development and Service Innovation and Delivery.
In the Strategy Paper July 2016 – June 2019 the strategic domains were the following:
- Change in the composition of workforce and its challenges,
- Embracing digital (r)evolution in public administrations,
- Lower economic growth and therefore growing financial constraints.

The Handbook indicates the following:
- „Each Presidency selects several topics for discussions, roundtables and / or workshops during the WLs. These topics should be in line with the main domains of EUPAN, the Strategy Paper, as well as the Rolling Programme in force" (EUPAN Handbook 2016: 24).
- „The inspiration for specific operational tasks under the RPs should take into account the SP currently in force, the EU agenda, the current Presidency agenda and MS consultations" (EUPAN Handbook 2016: 33).

All Rolling Programmes for the period July 2016 – June 2019 contain a table with three main domains: Human Resources Innovation & Organisational Development, Service Innovation and Delivery, and Good Governance. This creates a design condition for each Presidency to indicate topics included in these domains, without explicit reference to the strategic domains outlined in the Strategy Paper. In this respect the **EUPAN Hanbook (not the SP) was the guideline for designing the RPs.**

However, **the topics tackled by each Presidency in the Rolling Programme, the EUPAN meetings organized and the resulted publications have clear links with all three strategic domains from the Strategy Paper during each Presidency**, and sparse links with the topics of interest outlined in the Strategy Paper (SP), as shown in the Table 1 below. This explains why the previous evaluation of the SP during the Austrian Presidency identified a general feeling that the SP was too broad according to EUPAN respondents[3].

Table 1 Topics tackled in the Rolling Programme and the events organized by the Presidencies during the period of the Strategy Paper

Presidency	Topics tackled in the Rolling Programme and the EUPAN events organized	Link with the strategic domains in the SP identified during analysis[4]
Slovakia	Civil Service remuneration systems and benefits Performance appraisal of civil servants in central public administrations Cross-border mobility of civil servants Regulatory Impact Assessment challenges	Change in the composition of workforce and its challenges - motivation Embracing digital (r)evolution

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[3] *EUPAN Strategy Paper: Evaluation of results of the questionnaire, 2018*: 3.
[4] The links highlighted reflect author's viewpoint – details in the note at the end of the report.

Presidency	Topics tackled in the Rolling Programme and the EUPAN events organized	Link with the strategic domains in the SP identified during analysis[4]
	Process optimization based on life events approach Supporting partnership and dialogue between public administrations and interest groups Open contracts – enhancing transparency of public administrations	in Public Administrations - open government Lower economic growth and therefore growing financial constrains - process redesign
Malta	Effects of ageing workforce on Public Administration Increasing employee motivation through support programmes/services Public Administration delivery for citizens and business: Service closer to citizens (one-stop-shops) Cross-Border Mobility The Quality Conference	Change in the composition of workforce and its challenges - aging, motivation Embracing digital (r)evolution in Public Administrations -service delivery for citizens with stakeholders involvement Lower economic growth and therefore growing financial constrains - internal efficiency, efficient and effective public service delivery by outcome orientation
Estonia	„Once-only" principle in data collection Internal bureaucracy reduction/cutting red tape Open Government Employer Branding Leadership Development Process Optimization	Change in the composition of workforce and its challenges - leadership Embracing digital (r)evolution in Public Administrations - open government Lower economic growth and therefore growing financial constrains - process redesign
Bulgaria	Policy Labs Recruitment methods Citizens' Charters / Development of common administrative service delivery standards Secretaries General – status, duties, role for the organizational development, internal coordination	Change in the composition of workforce and its challenges - leadership, HR management Embracing digital (r)evolution in Public Administrations - use of IT, use of behavioural insights & analysis. Lower economic growth and therefore growing financial constrains - process redesign - steering & coordination

Presidency	Topics tackled in the Rolling Programme and the EUPAN events organized	Link with the strategic domains in the SP identified during analysis[4]
Austria	New Way of Working in Public Administration: Supportive and Hindering Factors Legal Aspects of New Way of Working in Public Administration Initiatives and Practical Examples for the Integration of Persons with Disabilities at the Workplace Impacts of Digitalisation on Reporting and Visualisation Innovation Framework Performance Management	Change in the composition of workforce and its challenges - workforce and labour market trend analysis Embracing digital (r)evolution in Public Administrations - open government Lower economic growth and therefore growing financial constrains -Improving internal efficiency by organisational development of structures, steering & coordination instruments and culture, process redesign
Romania	Ethics, an integral part of the organizational culture Challenges in the use of electronic services in the public administration Impact of strategic planning documents on the central public administration performance Competencies necessary for e-government Report regarding the EUPAN outputs in the period of the Strategy Paper July 2016-June 2019	Change in the composition of workforce and its challenges - future skills requirements Embracing digital (r)evolution in Public Administrations - integrity - data protection Lower economic growth and therefore growing financial constrains - culture - steering & coordination

In a nutshell, the main topics tackled by EUPAN Presidencies between July 2016 and June 2019 were: performance management, remuneration and benefits in central public administration, effects of ageing workforce on public administration, the use of Regulatory Impact Assessments, motivation, public services closer to citizens (one-stop-shops), the relations between public administration and stakeholders / interested parties, development of mid-level managers, the „once-only" principle, open government, leadership development, process optimization in public administration, public service delivery standards, the Common Assessment Framework (CAF), policy labs, new way of working in public administration, strategic planning, the integration of persons with disabilities at the workplace, ethics as part of the organizational culture, challenges in the use of electronic services in public administration, competencies necessary for e-government. It is apparent that these topics fall into the three domains promoted by the Strategy Paper July 2016 – June 2019.

Results reported during the period of the Strategy Paper

All Presidencies have organised the core 5 meetings stipulated in the EUPAN Handbook: EUPAN 5 Secretariat, EUPAN 5 DG Secretariat, EUPAN WL Meeting, EUPAN DG Meeting and the European CAF Users Events. **The 9th Quality Conference was organized in 2017 by the Maltese Presidency.** In addition, the Austrian Presidency organized a conference regarding **Impacts on Performance Management**. No ministerial-level meeting took place during the period of the Strategy Paper.

During the period of the Strategy Paper the following strategic resources for EUPAN were elaborated: the EUPAN Handbook (2016), the updated EUPAN website (2019), the updated EUPAN Strategy Paper (2019), the update of the Common Assessment Framework (CAF 2020) (ongoing). **The elaboration of these documents illustrates collaboration and experience exchange within EUPAN.**

The EUPAN Handbook (2016) was updated during the Slovak Presidency and was presented and discussed at the EUPAN meetings.

The update of the EUPAN website (2019) was an issue discussed during three presidencies. The Estonian and the Bulgarian Presidencies provided analyses of the website and technical and management options for developing it and for maintenance, which depended on funding or decisions. The Austrian Presidency provided funding and design for the updated website, and obtained an agreement from EIPA to host the website. The update of the website is very important for EUPAN as it is the main communication channel for each Presidency regarding the network, followed by communication by email and using a national website (during the Presidency). The survey shows that only two presidencies (SK and RO) employed other communication channels, like Facebook and Twitter.

The updated EUPAN Strategy Paper July 2019 – June 2022 was elaborated within EUPAN 5 during the Romanian Presidency in the first semester of 2019. EUPAN 5 included representatives of Austria, Romania, Finland, Croatia and the European Commission. The document is based on the evaluation of the previous Strategy Paper during the Austrian Presidency of the Council of the European Union (*EUPAN Strategy Paper: Evaluation of results of the questionnaire, 2018*), the survey regarding EUPAN's main results in the period of the Strategy Paper elaborated during the Romanian Presidency, and observes the provisions of *The EUPAN Handbook* (for this reason the updated SP does not repeat the sections in the Handbook). The document went through a thorough process of consultation within EUPAN, which included: presentation of the first draft and agreement on core strategic domains at the EUPAN Working Level meeting on 8-9 April 2019; feedback provided by EUPAN 5 members, at the WL Secretariat on 6 March 2019, at the EUPAN 5 DG secretariat on 8 May 2019, and by email; feedback provided by the representatives of the six upcoming Presidencies (Finland, Croatia, Germany, Portugal, Slovenia, France), and other EUPAN members, received during the online consultation period.

The three strategic domains agreed for the updated EUPAN Strategy Paper are: Digitalization and innovation in European public administrations; Ethics and organizational culture in public administration; Future-oriented strategic, efficient and effective human resources management (HRM) in public administration.

The update of the Common Assessment Framework (CAF 2020) (ongoing)

The Common Assessment Framework (CAF) for public administration is an important result of the cooperation within EUPAN – the European National CAF correspondents and the CAF Resource Centre at the European Institute of Public Administration (EIPA). Following the Austrian proposal at the meeting in Tallinn in September 2017, the National CAF correspondents unanimously decided that the 2013 CAF model needs to be revised, and the updated version of CAF will be presented in 2020. They agreed that:

- CAF 2020 will stress five current challenges of public sector organisations which have been defined based on questionnaires and surveys: Digitalisation, Innovation, Agility, Sustainability, Diversity,
- The core structure of CAF will be maintained, to ensure an easy connection to the prior versions and recognition,
- CAF will become clearer and easier to use,
- The glossary will be expanded and a section for each sub-criterion with relevant management instruments, best practices, methods included (CAF Policy Note 2018).

The table below outlines the **surveys, research and publications** elaborated during the period of this Strategy Paper:

Table 2 EUPAN surveys, research and publications during the period of the Strategy Paper July 2016 - June 2019

Presidency	Title of the document (details in the section References)
Slovak Republic - SK	Performance appraisal in the EU member states and the European Commission
	Remuneration and benefits in Central Government civil service in the EU Member States and the European Commission
	CAF improvement identification, prioritisation and implementation
Malta - MT	The Public Service as a Performing Organisation
Estonia - EE	Development of mid-level managers
	Employer Branding
	Shared Services
Bulgaria - BG	The Status and Role of the Secretary General in the Public Administration
	Citizen's Charters and Public Service Delivery Standards
	Innovative Policy Labs in the Public Administration
Austria - AT	New Way of Working in Public Administration
	CAF Policy Note 2018
	EUPAN Strategy Paper: Evaluation of results of the questionnaire
Romania - RO	Ethics, an integral part of the organizational culture
	Competencies necessary for e-government
	Challenges in the use of electronic services in the public administration
	Impact of strategic planning documents on the central public administration performance

Did the results achieved promote de mission and vision outlined in the Strategy Paper – EUPAN "to be(come) the reference network for innovative HRM & Organisational development in Public Administrations, as well as for innovative public service delivery in Europe and - in the long run - for relevant European policy areas of good governance and public administration modernisation"?

EUPAN's importance, primarily for its members, **is demonstrated by the use of EUPAN resources and "products" like CAF, the surveys and studies.**

According to a recent CAF Policy Note (2018) „more than 4000 public sector organizations have used CAF in 55 countries and around 200 CAF Effective Users Labels have been assigned. The CAF 2013 version is translated in more than 28 languages". In addition, „the importance of CAF has recently been shown in the EUPACK project and the „Toolkit for Quality of Public Administration" both carried out by the European Commission with the support of EIPA. These researches prove that CAF contributes to Public Administration Reforms and improves the performance of public sector organisations. Furthermore studies of CAF-users show the impact of CAF on the improvement of services and the increasing of customer satisfaction (e.g. Survey on CAF implementation in Austria)" (CAF Policy Note 2018).

The survey regarding the EUPAN results during the Presidencies active between July 2016 and June 2019 gathered some preliminary information regarding the type of EUPAN resources that proved to be useful for EUPAN members:

- examples provided during presentations at EUPAN WL meeting,
- contacts / experts from EUPAN, in order to facilitate events, study visits, research,
- answers to questions, provided by email in the EUPAN network,
- information from EUPAN studies.

At the moment there is no systematic review regarding the use of EUPAN studies as references in policy papers and other publications. However, there is some anecdotal evidence to illustrate the use of EUPAN surveys or research. For example, the EUPAN study regarding *Reforms in selection/recruitment of human resources* (2014) is reference in World Bank's 2016 Regulatory Impact Assessment Report in Romania on *Better employment system within Romania's central public administration*[5].

Recommendations

What can be recommended for the preparation of the updated Strategy Paper July 2019 – June 2022?

- In the Strategy Paper the strategic domains will be linked with the EUPAN domains presented in the EUPAN Handbook. Under each strategic domain several topics of interest will be listed, as examples.
- The upcoming Presidencies have flexibility to choose topics for their activities, linked with the strategic domains.
- The Rolling Programme will be presented in a table format with each strategic domain from the Strategy Paper as a column.

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[5] World Bank (2016) *Regulatory Impact Assessment Report: Better employment system within Romania's central public administration* https://sgg.gov.ro/new/wp-content/uploads/2016/04/RIA-Report-NACS_EN.pdf This study was developed in the project *Developing the Capacity of the Central Public Administration to Carry Out Impact Studies*, coordinated by the General Government Secretariat of Romania, with the National Agency of Civil Servants Romania as partner.

- To measure EUPAN's impact the next Strategy Paper and Rolling Programmes may propose objectives and indicators. For example, the impact could be measured looking at / monitoring the following indicators: number of the Directors General that attend the EUPAN DG meeting, number of public sector organizations and number of countries implementing CAF, number of common projects and research, collaborations for events, number of citations of EUPAN studies or research reports, in publications / policy papers, at national level and at the European Commission level, etc.

Note:

This report was elaborated by Maria Cristina Panţîru, public manager at the National Agency for Civil Servants, Romania, on the basis of data provided on behalf of EUPAN Presidencies during the period of the EUPAN Strategy Paper July 2016 – June 2019: Slovakia, Malta, Estonia, Bulgaria, Austria and Romania. The report was presented for DGs approval at the EUPAN DG meeting on 3-4 June 2019 in Bucharest, Romania.

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Surveys during the Romanian Presidency of the Council of the European Union – reports forthcoming:

Ethics, an integral part of the organizational culture

Competencies necessary for e-government

Challenges in the use of electronic services in the public administration

Impact of strategic planning documents on the central public administration performance