Rolling Programme for the European Public Administration Network

The Netherlands – Slovak Republic – Malta

(1 January 2016 – 30 June 2017)

Foreword

Due to the recommendations based on the evaluation of EUPAN during the last MTP of IT-LV-LUX, the Medium Term Priorities (MTP) will be replaced by a Rolling Programme (RP) for the upcoming 18-month. The RP will be updated at the end of each Presidency and then include a next Presidency in line. This first Rolling Programme is drafted jointly by the following Trio Presidencies: The Netherlands, Slovak Republic and Malta, as a pilot for the recommended new way of working.

Several other elements of this new way of working of EUPAN will be implemented in an experimental way during 2016 including:
- Topics on the Working Level are formulated within the two main areas of EUPAN: HR Innovation & Organisational Development (internal PA perspective) and Service Innovation & Delivery (external PA perspective). In addition, more global, strategic issues can be put on the agenda.
- All meetings will be designed in an interactive way in parallel sessions of workshops and/or round tables to invite participants to actively work together in small groups.
- DG meetings will focus on strategic issues and decision linked to proposals for further actions.
- New working methods will be experimented within the meetings, e.g. using polling technology.
- Making two pagers for each topic is expected to strengthen the focus and result orientation.
- A first example of a Strategy Paper will be developed.
- The renewal of the handbook will start.
- The improvement of the EUPAN website will be explored.

Introduction

The existence of a wide range of aspects and areas of public administration, which have been discussed during the past couple of years and which have received significant attention, makes it difficult to select those fields of common interest, which are not only generally interesting and raise awareness, but more importantly are at current times up-to-date, require increased attention, engage a large number of stakeholders and convey the potential to challenge and improve the state of affairs in public administrations.

In anticipation of the SP to be developed and having considered not only the possibilities of the trio NL-SK-MT but also the general interest of EU Member States in this RP, no general overall theme is formulated but three main areas of interest for public administration during the given 18-months period are defined (see matrix below). Beside the two main Working Level (WL) areas as mentioned before, good governance in general is added for more broad and strategic issues that have impact on both WL areas. This structure is related to the 7S model of Mc Kinsey and to some regular areas in the field of PA. The horizontal rows illustrate the programme of each Presidency; the vertical columns show the continuity within the main areas by topics under consecutive Presidencies over years.

Not every Presidency has to cover all main areas. During the next period, the RP will evolve. At the end of each Presidency, the RP will be adjusted to results achieved and new challenges (see matrix

below). The new ways of working will be evaluated regularly and improved if needed during this experimental period.

Main area 1: Good Governance in general

Public administration is a phenomenon which includes numerous incessantly changing and developing areas within which services are provided to citizens on a daily basis. Therefore it is necessary and inevitable for governments to actively follow these changes and adapt to them in the best possible and most efficient way. However, besides adapting to these changes there must be an existing stable and efficient structure of public administration and public service "providers", which are on one hand linked to each other process-wise and, on the other hand, have a user-friendly and result-oriented approach. In the current fast-consuming times citizens expect and appreciate services which are provided promptly, cost-effectively, digitally and flexibly. In the end it is about the contribution of Public Administrations to society: economic growth, social welfare and equal treatment of citizens.

Within this focus area, *The Netherlands* will elaborate on Performance, Trust and Integrity in the Public sector (two studies) as well as on reforms in central Public Administration: how to make it happen. *Slovakia* will look into public participation in policy making in order to promptly and accurately react to citizens' needs and expectations, and innovation in public procurement to enhance business participation. *Malta* will continue on performing organisations and how goal setting can be translated in measurable results.

Main area 2: HR Innovation & Organisational Development (internal)

Some of the general themes under focus area 1 will be elaborated more specifically in organisational development and HR innovation. Key questions will include: what kind of structures suit the best our current and future public administrations, how to restructure the organisation of public administration bodies to save time, money and human resources, the effect of digitalisation on these changes, how to interconnect processes within these structures. Politically steered Public administrations have to operate in a networking society and need to strengthen cooperation and dialogue among public authorities, citizens, non-governmental organizations and other relevant stakeholders in the policy-making process and to propose innovations of existing mechanisms in the public administration in order to streamline public input into public policy-making. Key questions will include: how to use a variety of steering approaches for different situations, organisations or relations (*NL*) and how to strengthen analytical capacities in public administration (*SK*).

HR Innovation is about a future oriented, modern and professional civil service, including employees and (top) managers. Dealing with the raise of pension ages, ageing of workforce, the labour market situation and changing quality requirements leads to more focus on sustainable employability of the workforce. How to cope with these challenges by e.g. creating more variety in career over life time, maybe including more cross border mobility (*NL*) or what is the impact on well-being at work (study) and can this be provided on national level through acts and collective agreements or on organizational level by internal acts, by creating satisfying working environment (*SK*) or what new balance is needed between workplace and workforce needs for an aging workforce (*MT*)?

Good governance and modern civil service also means challenges for the (top) management of the public administration in the Member States and the EC. *The Netherlands* will focus on a comparative analysis of Top Public Managers in central PA (study), questioning: who is part of the top

management, what competences do they need, how are they recruited, appointed, trained & developed, assessed on their performance and paid, how to improve their sustainable employability and variety in careers.

Could it be useful to have more (knowledge) exchange or shared activities of Top managers in Europe (by piloting)? *Slovakia* will elaborate on performance evaluation (study), as it provides an opportunity to express feedback on the work done by subordinates. Satisfaction or dissatisfaction with fulfilling working tasks influences civil service as a whole. Is it useful to have one common structure for regular performance evaluation of civil servants or not? *Malta* continues with motivational aspects by questioning how employee motivation can be increased by support programmes/services.

Main area 3: Service Innovation & Delivery (External)

Civil service should not be perceived and comprehended only as a system for increasing customer satisfaction with public services but also as a tool for building trust in public administrations. In order to work towards these expectations, the conventional concepts of quality must be enriched by a political concept of quality clearly expressed by values and principles of professional, stable and politically neutral civil service and equal treatment of citizens. Public administration is to a considerable degree still politicized, even though there are significant differences among EU member states. This seems to be one of the main reasons of the insufficient quality and efficiency of civil service and the delivery of public services.

New technologies offer public administrations opportunities to improve their relationship with citizens and businesses and to become more effective and efficient. As technologies develop very fast, the capacity of public administrations to adapt is challenged. They are confronted with questions connected to the rise of new technologies, while they do not yet make full advantage of yesterday's technologies. At the same time public administrations are accountable for good governance. The use of technologies asks for deliberate consideration of different values, like user friendliness, privacy, security and transparency. Open Government creates new dilemmas for Public Administrations, employees and managers needs other skills and management/ leadership (*NL*).

The public administration shall provide public services at a close distance to citizens, in a simple, modern and cost-efficient way while meeting the objectives of open, reliable and stable public administration through building one-stop shops, through optimisation of life-event situations, open data and regulatory impact assessments (*SK*) and simplification of legislation (*MT*). In addition, *Slovakia* will organise the 2016 CAF Event with the leading theme of Business Process Re-engineering focussing on the various experiences with applying BPR in order to enhance the quality in public administrations.

Finally: Overview of Rolling Programme in the matrix

The next matrix gives an overview of the above mentioned main areas and topics under each area. As soon as the first draft Strategy Paper is developed, the main areas and sub structures in the top of the scheme can be adjusted if relevant. After the first Presidency, a next Presidency can easily be added at the bottom of the matrix, guaranteeing continuity and creating a infinite timeline per area.

Main Areas	Good governance	HR Innovation & Organizational Development (internal)			Service Innovation & Delivery (external)
Relate to 7S	Shared Values & Strategy	Structures	Style, Staff & Skills		Systems
Areas	Reforms & Results	Organisational structure & change	Culture & HRM	Steering & Leadership	Conditions & Relations
Netherlands *Draft Strategy Paper*	- **Performance, Trust and Integrity in PS** - **Reforms in central PA**: how to make it happen?	**Organisation and coordination in central PA** - Horizontal and vertical steering	**Sustainable employability in central PA** - Working longer: inclusion & variety in careers - Cross border mobility & exchange (of CS)	**Top Public managers in central PA** - Models TPM in MS compared - Leaders(hip) needed for future: *Pilot* Cross border development & (knowledge) exchange of SCS	**Open government** - Dilemma's for PA
Slovakia *Renewed Handbook*	**Open government** - Public participation in policy making - Evaluation of dialogue on public policies - Innovation in public procurement	**Optimisation of processes of PA** - Strengthening analytical capacities in public administration (mapping, analysing and optimising processes)	**Well-being at work** - Acts (comparison of benefits with private sector) - Collective agreements internal acts	**Performance evaluation of civil servants** - Periodicity, way of evaluation - What is evaluated (performance, abilities, development of personal assumptions); Impact of evaluation	**Better services to citizens** - Customer-oriented services: building one-stop shops - Digitisation: G2C - Open data - Regulatory impact assessment analysis implementation - CAF event
Malta *Renewed website?*	- **Performing organisation** and how goals can best translated into measurable results - Multiculturalism in PA (the challenges posed by HR mobility across Member States)		- E**ffects of ageing workforce** on PA: assessing the **balance between workplace and workforce needs** - **Increasing employee motivation** through support programmes/services	- **NPM** and the extent to which **delegation** fosters transparency and ownership	**PA delivery for citizens and business** - Services closer to citizens: one stop shops - Simplification of legislation