

STRUCTURE OF THE CIVIL AND PUBLIC SERVICES

IN THE MEMBER AND ACCESSION STATES
OF THE EUROPEAN UNION

IMPRINT

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TABLE OF CONTENTS

BACKGROUND **4**

EU MEMBER STATES

Austria	6
Belgium	10
Cyprus	12
Czech Republic	14
Denmark	16
Estonia	18
Finland	20
France	22
Germany	24
Greece	26
Hungary	28
Ireland	30
Italy	32
Latvia	34
Lithuania	36
Luxembourg	38
Malta	40
Poland	42
Portugal	46
Slovakia	48
Slovenia	50
Spain	52
Sweden	56
The Netherlands	58
United Kingdom	60

EU ACCESSION STATES

Bulgaria	62
Romania	64

GOVERNMENT WEB ADDRESSES **66**

ANNEX MANAGEMENT SUMMARY **68**



BACKGROUND

This information booklet has initially been prepared by the Irish Presidency in order to provide collective information on the structure of the civil and public services of the Member States, New Member States of the European Union along with the three Applicant Countries.

The Luxembourg Presidency has asked the Member States and Applicant Countries in March 2005 to check that the information given in 2004 is correct and if necessary to forward new or additional data.

The Austrian Presidency has requested the Member and Accession States in January 2006 to update the information given in 2005. On the basis of this document, the Austrian Presidency has further elaborated a short Management Summary titled "Civil and Public Services in the European Union: Facts and Figures", which can be found in the annex of this booklet and is also available as a leaflet. This booklet as well as the management summary will be published on the EPAN website (<http://www.eupan.org>).

The present document includes all updates received by April 2006.

The information has been broken down into 6 different sections:

- | Structure of public service
- | Number of public servants
- | Number of Ministries
- | Structure within each Ministry
- | Department with responsibility for HR policy
- | Current HR reforms

1. STRUCTURE OF PUBLIC SERVICE

The Republic of Austria, which was established in 1918, is a federal state and has therefore a distinctly federal structure. The principle of federalism is one of the basic constitutional principles. The federal state (Bund), which is sovereign under international law, is formed by the nine autonomous provinces (Länder), Burgenland, Carinthia, Lower Austria, Upper Austria, Salzburg, Styria, Tirol, Vorarlberg and the capital city of Vienna. Furthermore, apart from the federal and the provincial level, there is a third territorial entity, the municipality (Gemeinde), which enjoys a limited sphere of autonomous self-government protected by the Constitution. A number of larger cities benefit from a special status (Statutarstädte) and additional autonomy. In total, there are three levels of territorial entities, the federation, the nine provinces, and the 2.351 municipalities. In contrast, the Austrian administrative system is divided into four different levels: the aforementioned three, plus the 99 district administrations (Bezirksverwaltungsbehörden), which are, from an organisational point of view, a part of the provincial administration.

The division of competences is defined in the Austrian Federal Constitution (Bundes-Verfassungsgesetz, in short: B-VG). Articles 10 to 15 B-VG as well as additional constitutional law provisions stipulate the legislative powers of the federal parliament (two chamber-system: House of Representatives (Nationalrat) and Senate (Bundesrat)) and of the nine provincial parliaments (one chamber-system (Landtage)) as well as the implementation powers of the administrative level. From a quantitative as well as from a qualitative point of view, the most important competences are federal competences.

Under Austrian administrative law, there is the basic rule that federal administrative competences can also be exercised by the provincial administrations, especially by the district administrations. However, in this case the right to issue instructions (Weisungsbefugnis) remains with the competent federal minister. This so-called principle of "indirect federal administration" (mittelbare Bundesverwaltung) seeks to avoid two spheres of federal and provincial bureaucracies which are totally separated from each other.

Furthermore, only a limited part of the federal competences can be exercised exclusively by the federal administration. For instance, matters of the federal budget, tax administration, the judicial and security administration, defence and foreign affairs belong to this group of "direct federal administration" (unmittelbare Bundesverwaltung, cf. Art. 102 para. 2 B-VG).

The Austrian municipalities can exercise their administrative functions in two ways; either they exercise delegated competence on behalf of the federal or the provincial authorities, or on their own autonomous authority. The most important field of municipal administration is the provision of public welfare and public service (Daseinsvorsorge) to the local residents, like water supply, sewage disposal, cultural infrastructure, etc.

The Federal Ministries and the authorities subordinated to them are entrusted with conducting all business on behalf of the Federal Administration.

2. NUMBER OF PUBLIC SERVANTS

Number of persons employed (full time equivalents):

Federal Government	133.300
Provinces	180.498
Municipalities	70.400

3. NUMBER OF MINISTRIES

Currently, there are 12 Ministries in the Austrian Federal Service:

- | Federal Chancellery
- | Federal Ministry of Foreign Affairs
- | Federal Ministry of Education, Science & Culture
- | Federal Ministry of Finance
- | Federal Ministry for Health & Women
- | Federal Ministry of the Interior
- | Federal Ministry of Justice
- | Federal Ministry of National Defence
- | Federal Ministry of Agriculture & Forestry, the Environment & Water Management
- | Federal Ministry of Social Security, Generations & Consumer Protection
- | Federal Ministry of Transport, Innovation & Technology

4. STRUCTURE WITHIN EACH MINISTRY

Heading the Ministry we have the Federal Minister, who is supported by one or more State Secretaries - these are political posts. State Secretaries can be appointed for the political support and the representation of the Minister in the Parliament or at the European level respectively. At the moment there are 2 State Secretaries in the Federal Chancellery, 2 in the Federal Ministry of Transport, Innovation and Technology, 1 in the Federal Ministry of Foreign Affairs, 1 in the Federal Ministry of Finance and 1 in the Federal Ministry of Social Security, Generations and Consumer Protection.

Following the Minister and the State Secretary, a General Secretary (facultative) can be installed along with Directors General in the different directorates.

Each Ministry has several (obligatory) Directorates General (in German: *Sektion*). Directorates General are again subdivided into:

- I Divisions (Facultative – in German: *Gruppen*) – Head of Division,
- I Directorates (Obligatory – in German: *Abteilungen*) – Director,
- I Units (facultative – in German: *Referate*) – Head of Unit.

A distinction between senior managers and line managers is not made in Austria. We have functioned related authorisations, which are awarded by the Minister.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Federal Chancellery plays a coordinating role as far as the Federal Administration is concerned (service regulations for the federal staff, administrative reform, controlling, training, salaries, etc). Each Ministry is responsible for HR Management.

6. CURRENT HR REFORMS

The heterogeneous structure of public service in Austria may serve as an indication of the different areas of reform. The main areas of reform are the salary patterns, pension systems, and specific aspects of labour law.

Change from Public-Law-System to Civil-Law-System in the Public Labour Legislation

The traditional distinction of all public employees into tenured civil servants based on the public-law-system and contract staff based on the civil-law-system has continuously lost its importance. Correspondingly, there is the tendency to create a labour law regime as similar as possible to the private sector. The challenge, however, is that this unified labour law regime must continue to fulfil specific needs of the civil service, like the impartiality of civil servants. The reforms successfully undertaken by the province of Vorarlberg demonstrate that these needs can indeed be achieved in a strictly contractual regime and may serve as an example for the projected reforms at the federal level. A new civil service act for federal civil servants, which is based only on the civil-law-system, is currently being elaborated.

Standardization of the Retirement-System (“Harmonisation”)

There are two basic pension systems in Austria, one for employees in the private sector, the other for civil servants. In contrast to the calculation of the monthly pension for private employees, which is based on a limited amount of (former) income, the calculation of the pension for civil servants is based on the total income. In the population, this latter system, which in general leads to a higher pension, was perceived as unjust and therefore, for federal civil servants, was changed to the general system for private employees. The political word was “Harmonisation”. A number of provinces followed this example to a certain extent. Civil servants of the municipalities have always been subject to the general system for private employees.



Takeover of Private Labour Legislation in founding new Agencies outside of the Public Administration

During the last years, numerous institutions of the state such as the universities, the federal railways, the postal and telecommunication services, several museums and theatres (and the famous Spanish Riding School) and even some authorities like the finance- and insurance authority were outsourced of the administrative state organisation. In 1985 the federation had 300.000 employees – today only 133.000. In the newly established agencies, employees are working under private labour legislation and not as civil servants.

A New Training System

Special attention is given to the training of public employees. There are several types of training programs.

- | a Basic-training-program
- | a Management-program
- | an Europe-program
- | and a career advancement program

In the Austrian public administration, a series of institutions such as the Security Academy of the Ministry of Interior or the Federal Finance Academy at the Ministry of Finance and the public management academies in the provinces offer a variety of training programs. The Public Management Centre was established in the Federal Chancellery as a training centre for senior and junior federal employees. The year 2002 saw a comprehensive reform of the basic training system. Now the course contents are being defined by the individual ministries and administrative units in order to ensure training to be used as an important and effective instrument of modern personnel development. The Public Management Centre has been entrusted with the task of elaborating basic training modules with cross-sectional subject matters.

1. STRUCTURE OF PUBLIC SERVICE

Belgium is a federal country and has a federal state level, 3 communities and 3 regions. Belgium is also divided into 10 provinces and 589 local authorities (communes) with their own administration.

2. NUMBER OF PUBLIC SERVANTS

Federal Level:

- | federal public services : 59.662 (1)
- | organisations of public interest : 20.823 (2)
- | scientific institutions : 2.735 (3)
- | autonomous public companies : 107.434
- | special corps (justice, army, police,...) : 77.575

Communities and Regions:

- | ministries : 26.809
- | organisations of public interest : 55.169
- | scientific institutions : 304
- | education : 279.736
- | community commissions : 1.200

Provinces: 17.283

Communes: 268.560

All figures as at 1/1/2001 (except for provinces and communes: 30/6/2000 and federal level (1),(2), (3) at 2005-01-01).

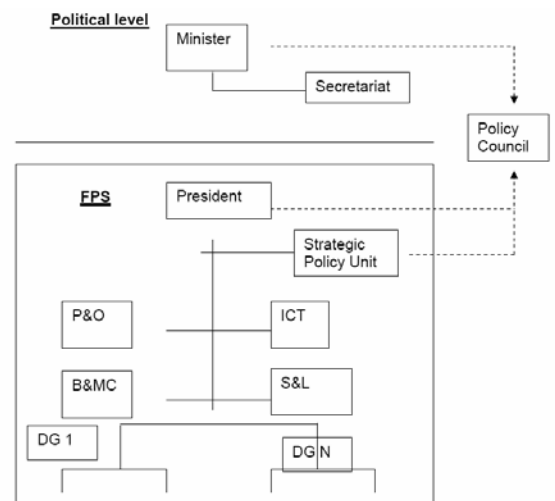
3. NUMBER OF MINISTRIES

There are currently 17 Ministries in the Belgian Public Administration

- | FPS Chancery of the Prime Minister
- | FPS Personnel and Organisation
- | FPS Budget and Management Control
- | FPS Information and Communication Technology
- | FPS Foreign Affairs, Foreign Trade and Development Cooperation
- | FPS Interior
- | FPS Finance
- | FPS Mobility and Transport
- | FPS Employment, Labour and Social Dialogue
- | FPS Social Security and Public Institutions of Social Security

- | FPS Health, Food Chain Safety and Environment
- | FPS Justice
- | FPS Economy, SMEs, Self-employed and Energy
- | FPS Defence
- | PPS Social Integration, Combating Poverty and Social Economy
- | PPS Sustainable Development
- | PPS Science Policy

4. STRUCTURE WITHIN EACH MINISTRY



Notes:

- | P&O = Staff service Personnel and Organisation
- | B&MC = Staff service Budget and Management Control
- | ICT = Staff service Information and Communication Technologies
- | S&L = Staff service Secretariat and Logistics
- | DG 1, ..., DG N = Executive Directorates General

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Federal Public Service Personnel and Organisation and the Minister of the Civil Service have responsibility. The headlines (statute, selection

rules, training, personal development, careers, remuneration, evaluation rules, top-managers) are organised at central level (FPS P&O). Effective HRM is realised at departmental level.

6. CURRENT HR REFORMS

- | Personnel development: systems of careers, remunerations.
- | Evaluation.
- | Top-managers: selection, mandates, evaluation, management plans.
- | e-HR implementation.
- | Personnel planification.
- | New career system for the level A.

1. STRUCTURE OF PUBLIC SERVICE

CIVIL SERVICE

The Cyprus Government is made up of 11 Ministries, which are in turn broken down to specific Departments/Services.

In addition to the 11 Ministries, a number of Independent Services/Offices and Constitutional Services also exist (eg. the Planning Bureau, the Law Office, the Competition Protection Commission etc).

District Offices also operate, on a regional basis, so as to facilitate the provision of services to the public (e.g Departments/Services such as the Department of Agriculture and Town Planning and Housing have their respective District Offices in each city).

Furthermore, District Administrations under the Ministry of Interior also exist, the role of which is to offer various services to the public, coordinate the activities of Departmental Offices on a District level, cooperate with other governmental services and supervise/guide local authorities.

WIDER PUBLIC SECTOR

The so-called "wider public sector" includes the Civil Service as well as the Educational Service (teachers), the Police, Army and Fire Service, Hourly-Paid employees (craftsmen and labourers), Temporary (contractual) employees, Semi-Government Organizations and Local Authorities.

At the level of Local Authorities there are two types of structures, Municipalities and Communities which are governed by separate laws and are involved in the programming and implementation process of development programs and projects. In principle, Municipalities constitute the form of local government in urban and tourist centres while Communities constitute the form of local structure in rural areas.

Semi Government-Organizations are state-sponsored Legal Entities that function on a more autonomous basis, under their own legislation.

2. NUMBER OF PUBLIC SERVANTS

The number of employees who work in the broad public sector in Cyprus was, in December 2004, as follows:

Breakdown of staff by Sector:

- | Civil/ Public Service* : 15.759
- | Educational Service :11.869
- | Police, Fire Service and Military personnel: 9.631
- | Craftsmen and labourers: 8.757
- | Sub-Total: Broad Public Sector : 46.016
- | Semi-government organizations: 12.417
- | Local Authorities (Municipalities and Community Councils): 3.974
- | TOTAL: 62.407

* According to the Public Service Law of 1990 to 2005, the term "civil/ public service" is used to denote any service under the Republic other than the judicial service of the Republic or service in the Armed or Security Forces of the Republic or service in the office of the Attorney-General of the Republic or the Auditor-General or their Deputies or of the Accountant-General or his Deputies or service in any office in respect of which other provision is made by law (e.g. Educational Service, Armed Forces, etc.) or service of workers/labourers or of persons whose remuneration is calculated on a daily basis or service by persons who are employed on a casual basis in accordance with "Employment of Casual Officers (Public and Educational Service) Laws. However, in this case, the categories of staff mentioned in Table I above include temporary/ casual staff and staff on a contract basis.

3. NUMBER OF MINISTRIES

The Cyprus Government is made up of 11 Ministries as follows:

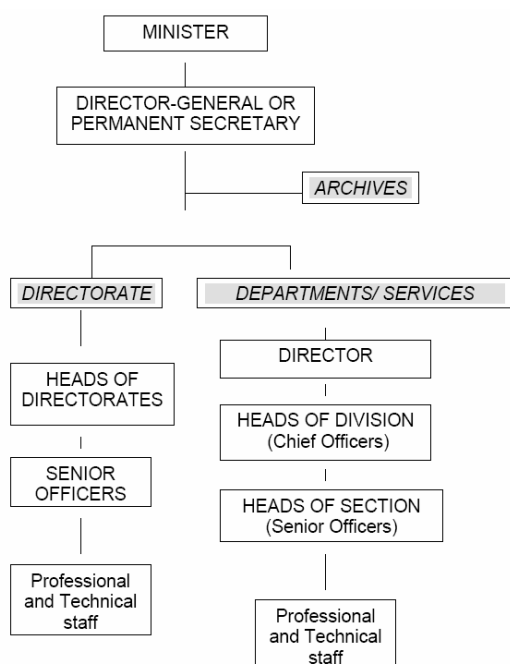
- | Ministry of Defence
- | Ministry of Agriculture, Natural Resources and Environment
- | Ministry of Justice and Public Order
- | Ministry of Commerce, Industry and Tourism
- | Ministry of Labour and Social Insurance
- | Ministry of the Interior
- | Ministry of Foreign Affairs

- | Ministry of Finance (Minister in charge of HR policy/ Public Administration)
- | Ministry of Education and Culture
- | Ministry of Communications and Works
- | Ministry of Health

4. STRUCTURE WITHIN EACH MINISTRY

The Cyprus Government is made up of 11 Ministries, which are in turn broken down to Directorates and specific Departments/Services. Each Ministry has its own administrative team of staff, and each Department/Service has its own organizational structure which is strictly hierarchical, with clear lines of responsibility at every level, and adequate reporting/communication mechanisms across levels. Each Department/Service is usually broken down to specific Divisions/ Sections, each one bearing responsibilities/functions in specialized domains.

The typical structure of a Ministry is as follows:



5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The HR policy of the public service is organized centrally, whereby (a) the Public Administration and Personnel Department (which falls under the competence of the Ministry of Finance) bears the responsibility of formulating and implementing the advisable personnel administration policy of the public service and the wider public sector, and (b) the Public Service Commission, an independent authority based on the Constitution as well as the Public Service Law of 1990 to 2005, has the duty of appointing, confirming, employing on the permanent establishment, promoting, transferring, seconding, retiring and exercising disciplinary control over, including dismissal or compulsory retirement of public officers.

6. CURRENT HR REFORMS

The reform of the state public administration is an ongoing process. Current main reforms include:

- | Enhancement of Administrative Capacity
- | New Performance Appraisal System
- | Code of Conduct for Civil Servants
- | Office for providing information to citizens (Ministry of Finance)
- | Amendment of the Public Service Law (improving the recruitment procedure)
- | Modernization of Job Schemes (Job Descriptions)
- | Mobility within the Cyprus Civil Service (including the issue of free movement of EU citizens)
- | Citizens' Charter or Citizen's Guides
- | Common Assessment Framework
- | One-stop-shop/Call Centre
- | Continuous Training
- | Enhancing Management Skills
- | Stimulating eGovernment
- | Integration and use of HR information technologies

1. STRUCTURE OF PUBLIC SERVICE

Administrative Authorities (state administration)

- | Central administration bodies (ministries)
- | subordinate administrative authorities

Self-government Authorities (local government)

- | Regions and municipalities

Other Authorities and Institutions (structural units of legal entity)

- | Courts, Office of the President of the Republic, etc.

Public administration in the Czech Republic can be divided into two basic components:

State Administration

State administration is characterized by integrated execution of power (based on the law) throughout the whole country. State administration can be divided according to a number of criteria, however the basic division principal for the understanding of the Czech model is:

- | Central State Administration
- | Territorial State Administration

Territorial Self-Government

The territorial self-government is a form of public administration. It is an expression of the right of population living in a territory to independently manage the territorial affairs in the scope defined in the Constitution and legislation. Today the Czech Republic consists of:

- | 14 regions,
- | 6.248 municipalities.

2. NUMBER OF PUBLIC SERVANTS

- | Administrative Authorities 101.071
- | Regional Authorities 5.342
- | Municipalities (information not available)

3. NUMBER OF MINISTRIES

There are 26 so called central administration bodies from which 15 are Ministries:

- | Ministry of Finance of the Czech Republic
- | Ministry of Foreign Affairs of the Czech Republic
- | Ministry of Education, Youth and Sports of the Czech Republic
- | Ministry of Culture of the Czech Republic
- | Ministry of Labour and Social Affairs of the Czech Republic
- | Ministry of Health of the Czech Republic
- | Ministry of Justice of the Czech Republic
- | Ministry of Interior of the Czech Republic
- | Ministry of Industry and Trade of the Czech Republic
- | Ministry for Regional Development of the Czech Republic
- | Ministry of Agriculture of the Czech Republic
- | Ministry of Defence of the Czech Republic
- | Ministry of Transport of the Czech Republic
- | Ministry of the Environment of the Czech Republic
- | Ministry of Informatics

4. STRUCTURE WITHIN EACH MINISTRY

Each Ministry is directed by its Minister with his Office of the Ministry. The subordinated persons of Minister are Deputy Ministers. Some Ministries have also 1st Deputy Minister. The number of Deputy Ministers may differ according to the Ministry structure. Deputy Ministers' subordinates are Department Directors. The basic units within Ministries are Departments. There are 5 levels of management.

The above mentioned structure is valid until the new Civil Service Act becomes effective (supposedly as from 1 January 2007). After that, different structure will apply. General Directorate of Civil Service will act as an organisational, conceptual, coordination, central management, executive and control office in relation to the aspects of service pursuant to "Service Act". New function - State Secretary - will be at the highest position within the civil service.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Government Council for Human Resources Development was established by Government Resolution No. 210 of 3 March 2003 as a standing advisory, initiative and co-ordinating body of the Government of the Czech Republic for the strategic management of human resources development.

Overall strategy is decided at the central level. General Directorate of Civil Service decides the policy for Administrative Authorities. Self-government authorities decide independently.

6. CURRENT HR REFORMS

- | General “pension reform” (not just limited to “Public Service”).
- | Full implementation of “Civil Service Act” (important reform of the part of HR).
- | Pilot implementation of CAF (Common Assessment Framework).
- | Reform on new educational system is underway (Act on Schools).

1. STRUCTURE OF PUBLIC SERVICE

- | The State Sector
- | Regional authorities
- | Local authorities
- | The Capital Region Hospital Co-operative

Note: As from 2007 a major reform of the Danish public sector structure will be implemented. In addition to task-related changes, the reform will, among other things, imply a reduction in the number of regional and local government units.

2. NUMBER OF PUBLIC SERVANTS

- | The State Sector (185.000 number of man-years in 2001).
- | Regional authorities (14 regions – 141.700 number of man-years in 2001).
- | Local authorities (271 Municipalities – 398.000 number of man-years in 2001).
- | The Capital Region Hospital Co-operative (19.000 number of man-years in 2001).

Note: As from 2007 a major reform of the Danish public sector structure will be implemented. In addition to task-related changes, the reform will, among other things, imply a reduction in the number of regional and local government units.

3. NUMBER OF MINISTRIES

There are 19 Ministries:

- | Ministry of Ecclesiastical Affairs
- | Ministry of Justice
- | Ministry of Taxation
- | Ministry of Transport and Energy
- | Ministry of Defence
- | Ministry of Education
- | The Prime Minister's Office
- | Ministry of Finance
- | Ministry of Economic and Business Affairs
- | Royal Danish Ministry of Foreign Affairs
- | Ministry of Social Affairs and Gender Equality
- | Ministry of Culture
- | Ministry of the Environment
- | Ministry of the Interior and Health
- | Ministry of Food, Agriculture and Fisheries
- | Ministry of Employment

- | Ministry of Science, Technology and Innovation
- | Ministry of Refugee Immigration and Integration Affairs
- | Ministry of Family and Consumer Affairs

4. STRUCTURE WITHIN EACH MINISTRY

In Ministries' central departments:

- | Minister
- | Permanent undersecretary
- | Heads of Department
- | Heads of Divisions

In Agencies (typically):

- | Minister
- | Director-General
- | Heads of Divisions

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The State Employer's Authority is an agency within the Ministry of Finance (Minister: Mr. Thor Pedersen).

The overall task of the State Employer's Authority is to administer the State's general responsibilities as an employer in the areas of wages, pensions, personnel and management policy.

Key tasks for the State Employer's Authority:

- | Collective agreements and labour law
- | Wage and labour market policy
- | Personnel and management policy
- | Pensions

6. CURRENT HR REFORMS

The State Employer's Authority formulates policies, prepares tools and provides advice to state institution on issues of personnel and management policy.

The overall State's Personnel and Management Policy forms a framework of policy goals that state institutions should aim for when developing and implementing local policies.

The State Employer's Authority gives special attention to the implementation of the overall personnel- and management policy. Examples of focus areas:

- | Improved skills enhancement and focus on talent and career development.
- | Management professionalisation – for new managers, individual managers and the management group.
- | Diversity, including integration of ethnic minorities.

1. STRUCTURE OF PUBLIC SERVICE

- | Central Government
 - Ministries (11)
 - Administrations, Boards and Inspectorates (35)
 - Constitutional Institutions (6)
 - County Governments (15)
 - Others (National Archives, Prosecutor's Office etc.)
- | Local governments (227)

2. NUMBER OF PUBLIC SERVANTS

As of 31 December 2005 there were 28.144 public servants in Estonia including:

- | Central Government civil servants: 19.292
 - Ministries: 2.884
 - Administrations, Boards and Inspectorates: 14.857
 - Constitutional Institutions: 820
 - County Governments: 731
- | Approximately 4.500 local government public servants

3. NUMBER OF MINISTRIES

There are 11 Ministries in Estonia:

- | Ministry of Education and Research
- | Ministry of Justice
- | Ministry of Defence
- | Ministry of the Environment
- | Ministry of Culture
- | Ministry of Economic Affairs and Communications
- | Ministry of Agriculture
- | Ministry of Finance
- | Ministry of Internal Affairs
- | Ministry of Social Affairs
- | Ministry of Foreign Affairs

4. STRUCTURE WITHIN EACH MINISTRY

Positions of state public servants are divided into three basic categories according to the requirements set for employment in the service.

- | Higher officials (State Secretary, secretaries general, deputy secretaries general, directors, managers, heads and advisers)

- | Senior officials (analysts, experts, consultants, specialists etc.)
- | Junior officials (assistants, clerks, specialists etc.)

The structure within ministries is the following:

- | Minister
- | Vice Minister – two ministries have the position of vice minister in their structure
- | Secretary General – head of ministry
- | Deputy Secretary General – 2 to 6 top managers responsible for different fields in the Ministry's area of government
- | Head of Department – line managers who manage the main structural units of the Ministry
- | Head of Division/Bureau/Section – line managers who manage the subunits of departments
- | Other civil servants (e.g. advisers, specialists, experts).

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

Management of human resources is decentralised in the Estonian public service. Every ministry and executive agency is responsible for recruiting, evaluating and organising the work of its officials, guided by the legal framework. The general framework and principles for personnel management are provided by the Public Service Act (PSA) as well as by centrally set advisory guidelines and national priorities regarding the Estonian public service.

The Department of Public Service at the State Chancellery (www.riigikantselei.ee) has responsibility for coordinating human resource management (HRM) policy in the Estonian public service. The Department develops centrally agreed personnel management principles, promotes cooperation between HR and training managers, provides guidelines and best practice information as well as formulates national training priorities.

Besides State Chancellery, there are other institutions responsible for certain domains of public service:

- | Ministry of Finance for coordinating the salary system (remuneration).

- | Ministry of Justice for the public law, including public service legislation.
- | Ministry of Internal Affairs for coordinating local government policy, including several HR issues related to the public service of local governments.

6. CURRENT HR REFORMS

The development of human resource management in the Estonian public service is currently focused on the following topics:

- | strategic HRM;
- | leadership development;
- | use of competency models in the HR development, especially with regard to developing managers;
- | increasing general administrative capacity through different measures of training, including EU related training;
- | further development of ethical rules and anti-corruption measures.

1. STRUCTURE OF PUBLIC SERVICE

There are three levels in the Finnish State Administration:

- | Central Administration
- | Regional Administration
- | Local Administration

There are 431 municipalities. Finnish local authorities provide basic public services for their residents, most importantly those related to education, social welfare and health, and maintenance of the technical infrastructure. Among the key state local authorities are the police departments, Register Offices, employment offices and tax offices. For further information about the structure of the administration see:

<http://www.valtioneuvosto.fi/vn/liston/base.lsp?r=1932&k=en>

2. NUMBER OF PUBLIC SERVANTS

In total there are 555.000 civil servants in Finland, of which 124.000 work for the State Administration (central, regional and local level) and the rest for the Local Government (municipalities).

3. NUMBER OF MINISTRIES

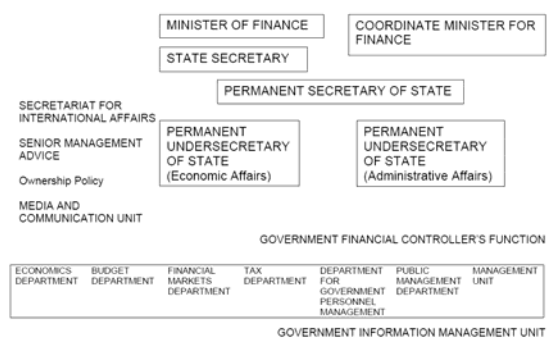
Finland has 13 Ministries:

- | Prime Minister's Office
- | Ministry for Foreign Affairs
- | Ministry of Justice
- | Ministry of the Interior
- | Ministry of Defence
- | Ministry of Finance
- | Ministry of Education
- | Ministry of Agriculture and Forestry
- | Ministry of Transport and Communications
- | Ministry of Trade and Industry
- | Ministry of Social Affairs and Health
- | Ministry of Labour
- | Ministry of the Environment

The area for which each ministry and minister is responsible is specified by law and is generally indicated by the name of the ministry. Matters which do not fall within the scope of any other ministry are handled by the Prime Minister's Office.

4. STRUCTURE WITHIN EACH MINISTRY

In general, the structure of a Finnish ministry can be described by the example of the Ministry of Finance:



5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

Human resource or personnel policy issues of the Finnish state administration (covering the 124.000 employees of the “budget state”) are dealt with by the Department for Government Personnel Management (Office for the Government as Employer) at the Ministry of Finance. The Minister responsible is the Ministry of Finance.

The personnel policy guidelines are decided at the central level. These include (1) Government decisions-in-principle on the state personnel policy and (2) the states participation in national incomes policy agreements. The state operating units are independent on their own personnel policy strategies and their implementation. They decide upon their own HR issues including the number of staff, recruitment, personnel development, salaries, etc. The ministries are responsible for the guidance of the operating units in their particular fields of administration in the spirit of management-by-results.

6. CURRENT HR REFORMS

Important HR reforms currently underway in the Finnish state administration include among others the following:

- | A Government proposal for legislation on the recruitment of top management

- | The creation of new, joint service centres for financial and personnel management
- | The implementation of a new pay system. The new pay system has already been implemented in 95 % of the state sector, and the total transition will be completed in the near future.
- | The on-going productivity programme, which aims to decrease the number of public personnel at a rate of 2 % per annum.

1. STRUCTURE OF PUBLIC SERVICE

The French public service consists of three main sections – State civil service (central administrations, regional and departmental services of the State, public establishments of the State), – territorial civil service (civil servants of the municipalities, departments and regions), – hospital civil service (administrative and nursing staffs of the public hospitals).

2. NUMBER OF PUBLIC SERVANTS

The total number of public agents is approximately 5 million (officials, contractual agents, magistrates and military), of which 2.5 million for the State civil service, 1.5 million for the territorial civil service and 1 million for the public hospital civil service. The remainder corresponds to the personnel of public establishments or Agencies, like the National Agency for Employment, the National Centre of the Scientific Research, Offices for housing etc.

3. NUMBER OF MINISTRIES

In France, the number of departments is set up to every nomination of a new government. There are no standards on the number of ministers; their responsibilities are regulated by decree. However, the internal structure of the principal administrations does not change. The main departments have a stable existence:

- | Prime minister administration
- | Department of Home affairs
- | Department of Defence
- | Department of Economy, Finance and Industry
- | Department of Foreign Affairs
- | Department of Equipment
- | Department of Education, Higher Education and Research
- | Department of Youth and Sports
- | Department of the Environment
- | Department of Culture
- | Department of Social Affairs
- | Department of Agriculture
- | Department of Public administration
- | Department of Overseas territories

A single minister can be responsible for several departments; for instance, the minister in charge of education is often also responsible for youth and sports, and/or for higher education and research. Frequently, a minister of Labour and social affairs covers social affairs, work and health departments. Conversely, a minister can be appointed for local or municipal development policy in suburban areas with poor standards of development. This will also rely upon the political message the government would wish to send.

4. STRUCTURE WITHIN EACH MINISTRY

Generally (see above), a Ministry is led by a Minister. In some cases there is a State Secretary under the Minister. Almost all ministries have a General Secretary which ensures the coordination of the services and is responsible for the modernisation.

Organisational structure of Central State administration bodies has in general 3 levels:

- | General Directions or Directions
- | Under Directions
- | Offices

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Minister of Public Administration is currently responsible for HR. The General Directorate of Administration and Civil Service (Direction Générale de l'Administration et de la Fonction Publique) is the department in the ministry that is responsible for civil service management.

Created in 1945 in order to modernize the French State Administration after World War two, and placed under the direct authority of the Prime Minister, the DGAFP has two main responsibilities:

- | conception and modification of the general status of the State Civil Service, including wage policy, by drafting of all legal texts,
- | general management of the high level State Civil Service (body of Civil Administrators), including training policy.

Despite the appointment of a minister responsible for civil service in each government since at least 40 years, the DGAFP is maintaining a strong link with the Premier Minister's Office.

It is also the administrative supervision authority of the National School of Administration (ENA), of the five Regional Institutes of Administration (IRA), and of the Centre of European Studies of Strasbourg (CEES). The ENA and five IRA are involved in recruitment and initial training of the highest level (National school) and medium level (Regional institutes) State civil servants. The CEES is more specifically involved in training of high level civil servants in European matters.

6. CURRENT HR REFORMS

Several important reforms are currently being implemented in France:

- | Reform of career development
- | Performance related pay for the senior civil servants
- | Performance management, with the implementation of the new law on Finance laws
- | Modernization of social dialogue
- | Adaptation of French civil service to European rules (mobility, gender equality, fixed-term employment)
- | Reform of salaries, with new methods of wage negotiations
- | Reform of the management of manpower and employment
- | Reform of vocational training

Recently, the general status of civil servants has been modified by the law n° 2005-843 of 26 July 2005, which adapts French public law to the evolution of the European rules on mobility of workers, equality of treatment and working conditions.

1. STRUCTURE OF PUBLIC SERVICE

The Federal Republic is a confederation of sub-national states (Länder) with a federal government (Bund). As members of this Federation, the Länder are states with sovereign rights and responsibilities which are not devolved from the Federation but are granted to them by the Basic Law.

State power is divided between the Federation and the Länder according to the tasks and functions they perform. The Basic Law assigns everything that has to be regulated and managed in the general interest of the public to the Federation. The Länder have been assigned responsibility in all other matters.

Many links between the different institutions force the decision-makers of the Federation and the Länder, which are autonomous under constitutional law, to work together in carrying out tasks. The Länder influence the legislation and administration of the Federation, as well as matters concerned with the European Union, through the Bundesrat.

Responsibility for the public administration does not lie with the Federation and the Länder alone. Under the Basic Law, local matters are dealt with independently by the bodies of local self-government (local authorities). In addition, local authorities also perform state functions on commission.

Three main, independent levels can be distinguished as a basic layout in the structure of the administration:

- | the administration of the Federation,
- | the administration of the Länder, and
- | the administration of the local authorities.

2. NUMBER OF PUBLIC SERVANTS

In total, the direct state administration, the administration of the local authorities and the indirect public administration employ a staff of almost 4.67 million. Of these, 492.800 (of whom 186.900 are military personnel) work in the federal administration, 2.116 million in the Länder administrations, 1.392 million in the local authorities' administra-

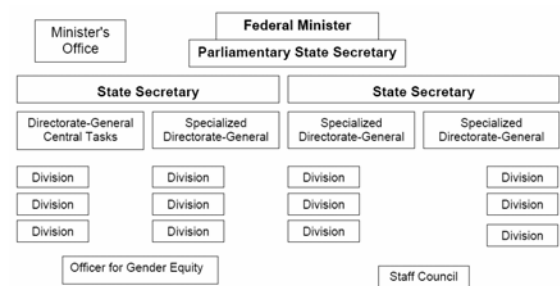
tions and 613.000 in the indirect public administration.

3. NUMBER OF MINISTRIES

In addition to the Federal Chancellor, the following Ministries currently make up the Federal Government:

- | Federal Ministry of Labour and Social Affairs
- | Federal Ministry of Foreign Affairs
- | Federal Ministry of the Interior
- | Federal Ministry of Justice
- | Federal Ministry of Finance
- | Federal Ministry of Economics and Technology
- | Federal Ministry of Food, Agriculture and Consumer Protection
- | Federal Ministry of Defence
- | Federal Ministry of Family Affairs, Senior Citizens, Women and Youth
- | Federal Ministry of Health
- | Federal Ministry of Transport, Building and Urban Affairs
- | Federal Ministry of the Environment, Nature Conservation and Nuclear Safety
- | Federal Ministry of Education and Research
- | Federal Ministry of Economic Cooperation and Development

4. STRUCTURE WITHIN EACH MINISTRY



5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Federal Ministry of the Interior is responsible for regulations governing the public service. Within the Ministry, the Directorate-General on the public service is where laws, regulations and gui-

delines on matters related to the public service are prepared.

The execution of regulations and provisions governing the public service and personnel management is not centralised, however, but is the responsibility of each individual ministry.

marital status of an employee, his/her individual performance and professional experience will be decisive for determining the amount of remuneration. Additional performance-related pay is intended to improve the motivation of employees. These reform objectives must be implemented in accordance with the different status groups, but the basic principles will equally apply to all groups concerned.

6. CURRENT HR REFORMS

In the area of personnel management, the following two projects were planned with the aim to enhance motivation, performance, mobility and professional development in the Public Service:

Reform of the collective bargaining agreement in the public service

In October 2005 a thoroughly revised collective bargaining agreement for public employees of the Federal Government and municipalities entered into force. For the public employees of the Federal Länder, the former collective bargaining agreements still apply. The new collective bargaining agreement for the federal public service is a modern, flexible and performance-oriented piece of legislation that can serve as a basis for a service-oriented and competitive administration. To comply with the requirements of a modern administration, it was agreed with the trade unions to relate payment to performance and to ensure greater flexibility of working hours. At the same time, the working conditions of the different groups of public employees (salary and wage earners in the public service) in both the old and the new Federal Länder were harmonised as far as possible.

Reform of payment systems

In order to reinforce the principle of performance in the public service and increase employees' motivation, a number of performance-related elements of pay were already introduced in the past, such as special performance bonuses and allowances to reward outstanding performance.

Within the framework of a comprehensive reform of payment systems, performance will play a greater role in the future. Instead of the age and

1. STRUCTURE OF PUBLIC SERVICE

According to the Greek Constitution and the administrative tradition, the public service is based on the principle of functional decentralization. More specifically, the public sector in Greece includes:

- | Ministries
- | Regions (decentralized administrative units)
- | Local Government Authorities (first level of local government: municipalities, second level: prefectures)
- | Public Legal Entities, classified according to their legal status in (a) Legal entities of public law (hospitals, social security funds, etc.), (b) Legal entities of private law, and (c) public companies, mixed economic enterprises and banks
- | Independent Administrative Authorities (IAA), entities outside of the hierarchical review with broad competencies such as regulatory, licensing, arbitration and sanction. The IAA in Greece are: Competition Commission, National Radio and Television Council, National Telecommunications and Posts Commission, Authority for the Protection of Personal Data, Ombudsman, Supreme Personnel Selection Council, Energy Regulatory Authority.

2. NUMBER OF PUBLIC SERVANTS

The number of permanent public servants in Greek Public Administration is:

- | Public services (Ministries and Regional administration): 90.854
- | Legal Entities of Public Law: 116.642
- | Local Authorities: 80.391
- | Military, Security Bodies, educational personnel, diplomats, judiciaries, clergymen: 237.595
- | TOTAL: 525.482

3. NUMBER OF MINISTRIES

There are 18 Ministries:

- | Ministry of the Interior, Public Administration and Decentralization
- | Ministry of Economy and Finance
- | Ministry of Foreign Affairs
- | Ministry of National Defence
- | Ministry of Development

- | Ministry of the Environment, Physical Planning and Public Works
- | Ministry of Education and Religious Affairs
- | Ministry of Employment and Social Protection
- | Ministry of Health and Social Solidarity
- | Ministry of Rural Development and Food
- | Ministry of Justice
- | Ministry of Culture
- | Ministry of Transport and Communications
- | Ministry of Public Order
- | Ministry of Mercantile Marine
- | Ministry of Macedonia and Thrace
- | Ministry of the Aegean and Insular Policy
- | Ministry of Tourism

4. STRUCTURE WITHIN EACH MINISTRY

In the pursuit of simplicity each Ministry is consisted of (top-down):

- | Ministry/ Minister as head of the Ministry
- | Deputy Minister, with some competencies ceded by Minister
- | Secretary General/Executive
- | General Directorates/ with Director General
- | Directorates/ with Director
- | Sections/ with Head of Sections

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

Ministry of Interior, Public Administration and Decentralization and specifically the Directorate General of HRM – Directorate of HRM have the general responsibility to set the principles and the goals for the HR policy regarding the majority of public servants. These general goals are then implemented separately in each public / civil service from the responsible Human Resource Management Directorate.

6. CURRENT HR REFORMS

The current human resources reforms are:

The hiring system in the public sector continues to implement the same method: For the hiring of personnel with administrative- economic- accounting duties a written examination is being used. For

the hiring of personnel of other specialties, a selection based on specific criteria is being used. For the hiring of special scientific personnel, a substantial evaluation is being used.

However, with law 3320/2005, two new practices are being introduced: a) For the hiring of personnel, the personal interview of the candidate is being used; this is an established international practice which aims at the evaluation of the personality of the candidate; b) The personnel who was working under fixed term contract and cannot take advantage of the 164/2004 Presidential Decree, which was published according to the relative European Union Directive, and cannot therefore convert their contract to indefinite time, will be granted with an increase in their points in a future hiring process.

With law 3260/2004, a new career system has been introduced in the public sector, according to which the heads of all organic units, at the level of Department, Directorate and Directorate General are being chosen for a period of three years. The implementation of this career system is still in progress, so its evaluation is not possible yet.

With laws 3242/2004 and 3320/2005 two Committees have been constituted: a) a Committee for the revision of the Code of Public Civil Administrative Servants and Employees of Legal Entities of Public Law b) a Committee for the drafting of a new Code of the employees working at local administration authorities of first and second degree. The main objective of these Codes is the improvement of the status of Public Administration personnel and personnel working at local administration authorities of first and second degree, as well as the alignment of relative Greek legislation to European standards.

Within this framework, important issues will be examined, such as the career system, the evaluation system and the mobility of civil servants.

1. STRUCTURE OF PUBLIC SERVICE

The system of the Hungarian public service:

Civil service, civil servants' body -

- | Central public administration
- | County level public administration
- | Local level public administration
- | Local Authorities (local self-governments)

Officials of the Armed Forces (e.g. Police, Border Guards);

Public Servants - employees who provide public services (e.g. health sector, teachers).

2. NUMBER OF PUBLIC SERVANTS

- | Civil servants: 110.000 employees
- | Officials of the armed forces: 90.000 employees
- | Public servants: 550.000 employees

3. NUMBER OF MINISTRIES

Besides the Prime Minister's Office, there are 14 Ministries:

- | Ministry of Agricultural and Rural Development
- | Ministry of Cultural Heritage
- | Ministry of Defence
- | Ministry of Economy and Transport
- | Ministry of Education
- | Ministry of Employment and Labour
- | Ministry of Environment and Water
- | Ministry of Finance
- | Ministry of Foreign Affairs
- | Ministry of Interior
- | Ministry of Health
- | Ministry of Informatics and Communications
- | Ministry of Justice
- | Ministry of Youth, Family, Social and Equal Opportunities Affairs

Two Ministries without portfolio:

- | Responsible for EU Affairs
- | Responsible for Housing and Construction, Tourism, Regional Issues

4. STRUCTURE WITHIN EACH MINISTRY

Political leaders:

- | Minister
- | Political State Secretary

Leaders of the administration:

- | Administrative State Secretary
- | Deputy State Secretary
- | Head of Department
- | Deputy Head of Department
- | Head of Division

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Ministry of Interior, the Prime Minister's Office and the Ministry of Employment and Labour have responsibility for HR policy. The central HR organs have legal authorities for HR policy formulation and development of new HR systems. Under quite general policy directions of central HR organs, line organisations can enjoy a high degree of flexibility in implementing HR policies and systems.

6. CURRENT HR REFORMS

The Hungarian Civil Service's priorities for EU accession:

- | improve civil servants education level of the EU, e.g. foreign language knowledge;
- | improve civil servants professional knowledge and skills in the field of information technology;
- | decentralisation of public administration (regions-microregions), deregulation;
- | creating a more transparent and smaller public administration;
- | increasing the efficiency and guarantee the quality;
- | harmonising rules for overall public service;
- | to increase the role of education, further education and the leaders' training;
- | to simplify and further develop the regulation of performance appraisal and the declaration of property systems.

1. STRUCTURE OF PUBLIC SERVICE

The Irish Public Sector comprises:

- | Central Government Bodies (the “Civil Service”)
- | Local Government
- | Health Services
- | Education Services
- | Defence Forces
- | Garda Síochána (Police)
- | Non-commercial State-Sponsored Bodies
- | Commercial State-Sponsored Bodies

2. NUMBER OF PUBLIC SERVANTS

- | Central Government Bodies: 36.867
- | Local Authorities: 33.469
- | Health Services: 98.723
- | Education Services: 79.708
- | Defence Forces: 11.517
- | Garda Síochána (Police): 12.209
- | Non-commercial State-Sponsored Bodies: 9.088
- | Total: 281.581

3. NUMBER OF MINISTRIES

There are 15 Ministries:

- | Department of Agriculture & Food
- | Department of Arts, Sport and Tourism
- | Department of Communications, Marine & Natural Resources
- | Department of Community, Rural and Gaeltacht Affairs
- | Department of Defence
- | Department Education and Science
- | Department of the Environment, Heritage and Local Government
- | Department of Finance
- | Department of Foreign Affairs
- | Department of Health and Children
- | Department of Justice, Equality and Law Reform
- | Department of Social and Family Affairs
- | Department of Enterprise, Trade and Employment
- | Department of the Taoiseach (Prime Minister)
- | Department of Transport

4. STRUCTURE WITHIN EACH MINISTRY

- | Minister
- | Secretary General (Director General)
- | Assistant Secretary General (Assistant Secretary General)
- | Civil Servants

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Department (Ministry) of Finance has overall responsibility for the development and implementation of policy in relation to the pay and conditions of service of public servants.

6. CURRENT HR REFORMS

- | Public Service Management (Recruitment and Appointments) Act 2004 – has introduced reform to the recruitment of the Civil Service, the Garda Síochána and posts now within the remit of the Local Appointments Commission. It provides for the appointment of Commissioners for Public Service Appointments, to set standards for recruitment to the civil and public service and to monitor compliance and license recruitment to those public service posts in their remit.
- | Ministries and other public service organisations are now able to undertake recruitment in their own right. The Commissioners license public service bodies to recruit and have the authority to alter or to revoke a licence or to issue directions to a licence holder.
- | The Civil Service Regulation (Amendment) Bill 2004, currently before the Irish Parliament will give Secretaries-General (Directors General) and Heads of Ministries/Offices the power to dismiss civil servants below Principal Officer level. At and above Principal Officer level, civil servants may only be dismissed by the Minister. If a civil servant is appointed by the Government, the power of dismissal remains with the Government. The Bill will also give Heads of Department/Office a wider range of powers to deal with underperformance.
- | The Civil Service Code of Standards and Behaviour - covers issues such as ethics, politics and potential conflicts of interest.

- | Open Recruitment - In 2004, under Sustaining Progress (Social Partnership Agreement), a new provision meant that for the first time, limited open recruitment took place in the Civil Service at above existing entry levels. The number of staff to be recruited is equal to the number of staff who resigned from the Civil Service in the previous year to take up employment in the private sector or elsewhere in the public sector. This process is ongoing. Sustaining Progress also provided for a process of open recruitment to address identified skills shortages within government Ministries /Offices. This process is ongoing and it is expected that the first recruitment under this initiative will take place in 2005.
- | Merit Based Promotion - The greater use of competitive, merit-based promotions within Ministries/Offices has been introduced and will be progressed in the Civil Service. Ministries/Offices have been asked to agree targets for competitive promotions towards which they will progress in the short to medium term.
- | Eligibility for Promotion - To further increase the mobility of staff, service requirements for eligibility for all promotion competitions were reduced by one year, subject to a minimum of two years service, with effect from mid-2003.

1. STRUCTURE OF PUBLIC SERVICE

The Italian public administrations are State administrations (Ministries and Agencies), national public bodies, schools, universities, regional and local administrations. Other public bodies are under the control of regional and local administrations (e.g. local health administrations).

2. NUMBER OF PUBLIC SERVANTS

The total number of public servants in Italy is 3.360.984 (2004). This total includes:

- | National Health Service: 687.210
- | Public bodies: 62.247
- | Research Institutions: 16.928
- | Regions and local autonomies: 597.199
- | Ministries: 196.059
- | Other State Institutions: 33.603
- | School: 1.129.474
- | Universities: 110.574
- | Police: 324.734
- | Army: 132.792
- | Judges: 10.765
- | Diplomatic career: 1.014
- | Prefectoral career: 1.518
- | Fiscal Agencies: 54.493
- | Prime Minister's Office: 2.374
- | Total: 3.360.984

If considering also employees with flexible contracts and employees from outside the public administration, the number of public employees increases to 3.524.691 (not considering also 1314 teleworkers).

Source: Ministero dell'Economia e delle Finanze - Dipartimento della Ragioneria Generale dello Stato, Conto annuale 2002 sul pubblico impiego (http://www.contoannuale.tesoro.it/sicoSito/presentazione_conti.jsp)

3. NUMBER OF MINISTRIES

- | Prime Minister's Office, with the following departments headed by Ministers:
 - a) Affari regionali e autonomie locali (Regional affairs and local autonomies)

- b) Attuazione programma di governo (Government program implementation)
- c) Riforme e innovazione nella pubblica amministrazione (Reforms and innovation in the public administration)
- d) Diritti e Pari opportunità (Rights and equal opportunities)
- e) Rapporti con il Parlamento e Riforme Istituzionali (Relations with the Parliament and institutional reforms)
- f) Politiche Europee (European policies)
- g) Politiche per la famiglia (Family policies)
- h) Politiche giovanili e attività sportive (Youth policies and sports)
- | Affari Esteri (Foreign Affairs)
- | Interno (Interior)
- | Giustizia (Justice)
- | Economia e Finanze (Economy)
- | Sviluppo economico (Economic development)
- | Università e ricerca (University and research)
- | Istruzione (Education)
- | Commercio internazionale
- | Lavoro e previdenza sociale (Labour and social security)
- | Solidarietà sociale (Social solidarity)
- | Difesa (Defence)
- | Politiche agricole, alimentari e forestali (Agricultural, food and forestal policies)
- | Ambiente e tutela del territorio (Environment and territorial protection)
- | Infrastrutture (Infrastructures)
- | Trasporti (Transports)
- | Salute (Health)
- | Beni e attività culturali (Cultural goods and activities)
- | Comunicazioni (Communications)

4. STRUCTURE WITHIN EACH MINISTRY

There are generally two organisational types for Ministries:

Departments and Agencies (e.g. Ministry of Economy and Finances)

Organisational (non-technical) and various agencies (e.g. Fiscal Agencies and the Agency Industry Defence), have technical-operational competencies and are subject to the directives and the vigilance of the Minister. Agencies may have

more or less autonomy; they may have a specific juridical personality (Fiscal Agencies have great autonomy). There are Directors of a Department and Directors of an Agency.

Directorates General (e.g. Ministry of Health)

There are many offices at DG level and they have a Secretary General for general coordination.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

HR policy for State Administrations, public Agencies and public bodies is dealt with by the Department for reforms and innovation in the public administration (Dipartimento delle riforme e dell'innovazione nella pubblica amministrazione) in the Prime Minister's Office. The Department for reforms and innovation in the public administration has a role of general coordination. In defining HR policy, other Ministries are also involved (e.g.: Ministry of Labour, Ministry of Economy). At regional and local level there is a certain autonomy and each region and local administration organises its own personnel.

6. CURRENT HR REFORMS

HR policies (mainly for the State Administrations, the Agencies and the public national bodies) are decided by the Minister for Public Administration. The main intervention areas are: training, personnel administration, administrative innovation, inspection function. Some relevant decisions (limitations to the number of civil servants, recruitment - to keep the expenses within the budget provisions) are taken at central level even for regional and local administrations. In this case, considering the regional and local autonomy, the staff consistency and hiring limitations in relation to financial restrictions are taken with negotiations between the Government and regional and local representatives.

1. STRUCTURE OF PUBLIC SERVICE

Latvian public service is formed of civil service, which includes all the institutions of direct administration (ministries and their subordinate institutions) and local or indirect administration. Local administration is not included in the civil service.

2. NUMBER OF PUBLIC SERVANTS

The general civil service means mainly staff of the ministries, specialised civil service comprises diplomats, policemen, firemen, boarder guards, tax inspectors and other State Revenue Service staff.

	No. of institutions	No. of posts	No. of Civil servants	No. of employees	No. of Personnel	% of civil servants out of the whole public administration personnel
General Civil Service	78	8111	6858	6230	13088	52%
Specialised Civil Service	9	23380	21633	3786	25419	86%
Total	87	31491	28491	10016	38507	74%

3. NUMBER OF MINISTRIES

There are 15 Ministries and 2 Secretariats - Ministers for Special Assignment for Electronic Government Affairs and in Society Integration Issues. The Ministries are:

- | Ministry of Foreign Affairs
- | Ministry of Defence
- | Ministry of Justice
- | Ministry of Finances
- | Ministry of Interior
- | Ministry of Health
- | Ministry of Welfare
- | Ministry of Transport and Communication
- | Ministry of Regional Development and Local Administration
- | Ministry of Education and Science
- | Ministry of Environment
- | Ministry of Culture
- | Ministry of Agriculture
- | Ministry of Economics
- | Ministry of Children & Family Affairs

4. STRUCTURE WITHIN EACH MINISTRY

The Ministries are structured as follows: a Minister, a State Secretary, Deputy State Secretaries, Heads of Departments, Deputy Heads of Departments, Heads of Divisions, Deputy Heads of Divisions and senior officers.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The civil service development policy is the responsibility of State Chancellery, which is directly subordinated to the Prime Minister. The relevant department within State Chancellery is Policy Co-ordination Department. The Division of Public Administration Reforms is responsible for the development and co-ordination of civil service and HR policy.

General HR policy is decided at the central level and defined in the Civil Service Law and relevant secondary legislation. However, ministries are autonomous in the practical, everyday implementation of the HR principles - personal selection and recruitment, design of professional development programmes and performance appraisal is carried out in decentralised way in every ministry, but co-ordinated at the central level.

6. CURRENT HR REFORMS

- | Since January 2006, a new regulation on unified remuneration system for public administration employees is in force;
- | In order to introduce a competency-based approach in public sector HR recruitment, selection, planning, evaluation and development, competency manual is being developed and new performance appraisal system will be elaborated;
- | Education and professional development system is being revised in order to enhance the administrative capacity of Latvian public service.

1. STRUCTURE OF CIVIL SERVICE

The Law on civil service defines: „Civil service means a sum total of legal relations arising after the acquisition of the status of a public servant, the change or loss thereof, as well as those resulting from the public administrative activities of a public servant in a state or municipal institution or agency when implementing the policy of a particular sphere of state governance or ensuring the co-ordination of the implementation thereof, co-ordinating the activities of institutions of a particular sphere of state governance, managing and allocating financial resources and controlling their use, carrying out audits, adopting and implementing legal acts, decisions of state and municipal institutions or agencies in the sphere of public administration, preparing or co-ordinating draft legal acts, agreements or programmes and giving opinions on them, managing personnel, or having public administrative powers with respect to persons, who are not subordinate.“

The positions of civil servants are divided into career civil servants, civil servants of political (personal) confidence, managers, statutory.

State officers (members of committees and councils, judges, prosecutors, etc.), other technical workers of state and municipal institutions and agencies, teachers, medical and social workers, armed forces are not civil servants.

2. NUMBER OF CIVIL SERVANTS

Groups of Institutions	Number of Civil Servants, 2005 December				
	Total	Career civil servants	Civil servants of political (personal) confidence	Managers	Statutory civil servants
Office of the Seimas and the Institutions under the Seimas	886	645	237	4	0
Courts and Prosecutor's Offices	1472	1471	0	1	0
Office of the President and Institutions under the President	94	57	35	2	0
Office of the Government and Institutions under the Government	1606	1499	10	97	0
Ministries	2589	2120	63	0	406
Institutions under the Ministries	35122	9908	0	231	24983
County Governor's Administrations	862	840	12	10	0
Municipal Administrations	5017	4779	121	117	0
Total:	47648	21319	478	462	25389

3. NUMBER OF MINISTRIES

There are 13 Ministries:

- | Ministry of Agriculture
- | Ministry of Culture
- | Ministry of Economy
- | Ministry of Education and Science
- | Ministry of Environment
- | Ministry of Finance
- | Ministry of Foreign Affairs
- | Ministry of Health
- | Ministry of Interior
- | Ministry of Justice
- | Ministry of National Defence
- | Ministry of Transport
- | Ministry of Social Security and Labour

4. STRUCTURE WITHIN EACH MINISTRY

The structure within each Ministry is unified. In each Ministry there is: a Minister (politician), Vice Minister (public servant of political (personal) confidence), State Secretary (career public servant), Under Secretaries (career public servant), Advisers and Assistants of the Minister (public servants of political (personal) confidence).

The Ministry is divided into Departments and Divisions. Accordingly, there are Heads (Directors) of Departments and Heads of Divisions. In Departments there is also a Deputy Director, Chief Specialists, Senior Specialists and Specialists. The number of Chiefs, Senior Specialists and Specialists can vary.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Minister of Interior is responsible for the Civil service policy. Civil Service Department under the Ministry of the Interior is responsible for the control of the implementation of Law on Civil Service and related legal acts, manage the register of civil servants, draft legal acts related to the civil service, ensure an integral system for managing the civil service staff and planning the career development of civil servants, approve training programmes for civil servants, co-ordinate the implementation of the strategy for the training of civil

servants, prepare information about the civil service and submit it to state and municipal institutions and agencies, perform other functions laid down by this Law.

6. CURRENT HR REFORMS

Recently the Government of Republic of Lithuania has approved Public Administration Development until 2010 Strategy and implementation plan of this strategy. The following objectives in the field of public service have been set – strengthen the administrative capacities of the public service and improve its image.

1. STRUCTURE OF PUBLIC SERVICE

The Luxembourg public service is divided into 5 categories:

- | General administration
- | Judiciary
- | Police Force
- | Education
- | Religion

2. NUMBER OF PUBLIC SERVANTS

Staff numbers for 2004 were:

- | General Administration: 5.018
- | Judiciary: 444
- | Police Force: 1.807
- | Education: 6.667
- | Religion: 276
- | Total: 14.212

3. NUMBER OF MINISTRIES

There are 19 Ministries:

- | Ministry of State
- | Ministry for Foreign Affairs and Immigration,
- | Ministry of Agriculture, Rural Development and Viticulture
- | Ministry of Middle Class, Tourism and Housing
- | Ministry of Culture, Higher Education and Research
- | Ministry of Economy and External Trade
- | Ministry of Equal Chances
- | Ministry of National Education and Professional Training
- | Ministry of the Environment
- | Ministry for Family and Integration
- | Ministry of Finance
- | Ministry of the Public Service and Administrative Reform
- | Ministry of the Interior
- | Ministry of Justice
- | Ministry of Health
- | Ministry of Social Security
- | Ministry of Transport
- | Ministry of Work and Employment
- | Ministry of Public Works

4. STRUCTURE WITHIN EACH MINISTRY

All the Ministries are placed under the authority of a Minister who is sometimes assisted by a Secretary of State (currently the Government has thirteen Ministers, one delegate Minister and one Secretary of State).

The levels below consist of General Administrators, First Advisors of Government or Advisors of Government.

Where a Ministry is subdivided, each section is headed by a manager.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Ministry for the Public Service and Administrative Reform is responsible for the general policy for personnel and management of all State personnel. In the framework of objectives set and decisions taken by the Government, it devises and draws up the laws, payments, orders and circulars regarding the Public Service.

Decisions to hire personnel are made by the Council of Government, on the advice of a Commission, called the Savings and Rationalisation Commission (SRC). Each year, the SRC sends, via the Prime Minister, a circular to the ministerial departments and the administrations, inviting them to detail their requirements for additional personnel. The SRC examines these proposals and submits to the Prime Minister recommendations within the budgetary law. The recruitment of civil servants is done by way of competitive examination organised by the Ministry for Public Service and Administrative Reform (MPSAR). The final selection of the successful candidates is made by the different ministerial departments in collaboration with the MPSAR.

6. CURRENT HR REFORMS

Within the framework of a recent reform of the recruitment process for the Public Service, based on several grand-ducal regulations dated 30 Janu-

ary 2004, the Government introduced the possibility of submitting the successful candidates to a psychological evaluation in order to match the best candidate to each vacancy. For the final allocation of a candidate to a certain position, their written test, their working experience and their psychological evaluation will be taken into account. To this end, different ministerial departments and administrations act in consultation with the MPSAR.

1. STRUCTURE OF PUBLIC SERVICE

The entire Maltese public sector can be classified into:

- | Ministries and departments of government,
- | Statutory corporations and authorities, including autonomous regulatory bodies,
- | Government owned limited liability companies and foundations, and
- | Local councils.

In general, the public service consists of Ministries and departments. The public service of Malta is broader in scope than that of many larger countries since, given the country's small size, most public functions are the responsibility of the central government.

2. NUMBER OF PUBLIC SERVANTS

The total number of people working in the entire public sector is 45.299 and this represents 32,8% of the Maltese working population. This includes the number of people employed by the public service which is 30.960 and represents 22,4% of the working population.

3. NUMBER OF MINISTRIES

There are 14 Ministries in Malta:

- | Office of the Prime Minister
- | Ministry of Finance
- | Ministry for Justice and Home Affairs
- | Ministry of Education, Youth and Employment
- | Ministry for Tourism and Culture
- | Ministry for Competitiveness and Communications
- | Ministry for Resources and Infrastructure
- | Ministry for Gozo
- | Ministry of Health, the Elderly and Community Care
- | Ministry of Investment, Industry and Information Technology
- | Ministry for Rural Affairs and the Environment
- | Ministry for Urban Development and Roads
- | Ministry for Family and Social Solidarity
- | Ministry for Foreign Affairs

4. STRUCTURE WITHIN EACH MINISTRY

The Principal Permanent Secretary is head of the Public Service. He is responsible for the overall organisation and management of the Public Service, particularly human resource management.

The senior management structure of the Public Service in each Ministry consists of the following levels:

- | Permanent Secretary
- | Director General
- | Director
- | Assistant Director

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

HR policy is currently formulated and regulated centrally through the Management and Personnel Office within the Office of the Prime Minister, with the approval of the Public Service Commission in matters relating to appointments. However, delegation of management powers in the field of Human Resource Management is under way. Disciplinary powers have already been delegated to department heads under new rules which came into effect in 2000.

6. CURRENT HR REFORMS

The Maltese Public Service is today facing stiff competition from the private sector in the recruitment of highly skilled and adequately qualified staff. As a result, measures to enhance the attractiveness and image of the Public Service are continuously being explored. Over the past few years several improvements in the conditions of service were made. These included:

- | The introduction of the concept of a "responsibility break" (in terms of which employees who are entrusted with the care of a dependent elderly parent or a disabled child or spouse would be entitled to a period of unpaid leave).
- | The introduction of arrangements enabling full-time Government employees to work on the basis of a reduced time-table, subject to certain conditions.

- | A review of all the allowances payable to public officers.
- | An upward revision of the salary structure.

Various measures have been introduced to promote female participation in public sector employment and better combine professional careers with family life, thereby also increasing the number of women in senior positions. In addition to reduced hours, as mentioned above, these measures also include extended maternity leave and parental leave of up to 5 years which can be taken by either the husband or the wife, or shared if both spouses are public officers.

1. STRUCTURE OF PUBLIC SERVICE

The Polish state administration comprises:

- | supreme and central institutions (e.g. Sejm, Senat, Office of the President, ministries, central offices),
- | foreign service units, i.e. foreign offices of state administration organs, cultural centres abroad),
- | separate government administration (e.g. fiscal chambers and offices, statistical offices, regional accounting chambers),
- | joint government administration (e.g. voivodship offices, voivodship trade inspectorates, monument preservation voivodship services, veterinary voivodship inspectorates, board of education),
- | delegate offices of ministries and central offices,
- | other state units (e.g. regional accounting chambers, the National Labour Inspectorate, self-government appeal councils).

Local self-government administration comprises:

- | gminas and cities with powiat status: gmina offices and auxiliary service entities (e.g. municipal service entities), offices of cities with powiat status and auxiliary service entities (e.g. geodetic and cartographic documentation centers),
- | powiats, i.e. powiat starosta offices and auxiliary service entities (e.g. public road boards);
- | voivodships, i.e. marshals' offices and voivodship self-government organizational entities (e.g. drainage and water facility boards).

On 31 XII 2004 there were 16 voivodships, 314 powiats, 65 cities with powiat status and 2.478 gminas. Among others, village administrator's offices comprise auxiliary entities in gminas. As of 31 XII 2004, there were 40.325 such offices.

2. NUMBER OF PUBLIC SERVANTS

In 2004, total employment in the public administration was 358.205, which includes:

- | State administration: 162.279
There are some 106.479 members of the Civil Service Corps (average employment in 2005) divided into two categories:
civil service employees (some 102.880 –

96,62%),
civil servants (some 3.599 – 3,38%).

- | Local self-government administration: 194.941
Executive bodies of local-self government entities on 31 XII 2004 were:
village mayors, mayors and presidents of cities:
in gminas (executing cities with powiat status) – 2.413 persons,
in cities with powiat status – 65 persons,
powiat boards – 1.482 members, of which 1.371 were councillors – among which 279 served as chairmen of powiat boards and 223 as deputy chairmen of these boards,
voivodship boards – 79 members, of which 67 were councillors of voivodship regional councils – among which 14 served as chairmen of voivodship boards and 27 as deputy chairmen of these boards.

3. NUMBER OF MINISTRIES

There are 16 Ministries:

- | Ministry of Labour and Social Policy
- | Ministry of Regional Development
- | Ministry for Environment
- | Ministry of State Treasury
- | Ministry of Economy
- | Ministry of Finance
- | Ministry of National Defence
- | Ministry of Interior and Administration
- | Ministry of Health
- | Ministry of Foreign Affairs
- | Ministry of Justice
- | Ministry of Agriculture and Rural Development
- | Ministry of Culture and National Heritage
- | Ministry of Sport
- | Ministry of National Education and Science
- | Ministry of Transport and Construction

There are 28 central offices controlled by Ministers:

- | Polish Insurance and Pension Funds Supervisory Board
- | Polish Securities and Exchange Commission
- | Central Office of Measures
- | Patent Office of Republic of Poland
- | Energy Regulatory Authority

- | Office for War Veterans and Victims of Oppression
- | General Directorate of Domestic Roads and Motorway
- | Office for Railway Transport
- | Main Inspectorate Of Road Transport
- | Head Office of Land Surveying and Cartography
- | Main Construction Supervision Office
- | General Inspectorate of Civil Aviation
- | Office of Telecommunications and Post Regulation
- | Head Office of State Archives
- | Agricultural Social Insurance Fund
- | Plant Protection and Seeds Service
- | Main Inspectorate for Purchase and Processing of Agricultural Products
- | Main Veterinary Inspectorate
- | National Fire Service Headquarters
- | General Police Headquarters of Poland
- | National Border Guard Headquarters
- | Office for Repatriation and Aliens
- | The Office of Public Procurement
- | State Mining Authority
- | State Inspectorate of Environmental Protection
- | National Atomic Energy Agency
- | Main Pharmaceutical Inspectorate
- | Main Sanitary Inspectorate

There are 5 central offices controlled by Prime Minister:

- | Internal Security Agency
- | Intelligence Agency
- | Central Statistical Office
- | Office of Competition and Consumer Protection
- | Civil Service Office

There are 9 other state units:

- | Office of The Committee For European Integration
- | Agency for Restructuring and Modernisation of Agriculture
- | Agricultural Market Agency
- | Agricultural Property Agency
- | Polish Academy of Sciences
- | Polish Centre for Accreditation
- | Polish Committee for Standardization
- | Government Centre for Legislation
- | Social Security Service

4. STRUCTURE WITHIN EACH MINISTRY

The responsibility of each minister is specified by regulations issued by the Prime Minister pursuant to law (Act on divisions of governmental administration as of 4 September 1997 - Journal of Acts 2003.159.1548 amended).

A ministry is an institution providing service for the minister. Each ministry is established on the basis of regulations issued by the Council of Ministers. The ministry's internal organisation is specified in the regulations issued by the Prime Minister.

Each ministry has got two parts: political and non-political.

The political part consists of: minister, secretary of state and under-secretaries of state, as well as the Minister's Political Cabinet. The minister directly manages the ministry and supervises central offices subordinated to him, which is executed with the assistance of a secretary of state and under-secretaries of state who are responsible for supervising several departments or bureaux.

The Political Cabinet of the minister is composed of political advisors and assistants. The chief executive of the Cabinet is each time appointed by the next minister.

The highest non-political position in each ministry (and in each central office) is a Director General of ministry. He ensures the functioning of the ministry, conditions for its activity, as well as work organisation (e.g., exercising direct supervision over structural units of the ministry for the proper execution of tasks defined by the respective government administration bodies). He also guarantees the functioning and continuity of work of the ministry during the changes of the governmental team.

Each ministry is divided into departments and bureaux.

The departments are organizational units that implement the tasks of the ministry. They are divided into divisions and teams. The department is managed by a director assisted by a vice-

director(s) and divisions are managed by heads of divisions.

Bureaux are established to provide service for the ministry (e.g. Financial Bureau). Depending on the needs, bureaux may be divided into teams. Each bureau is managed by a director assisted by a vice-director(s).

The number of departments and bureaux in each ministry is different (e.g. Ministry of Interior and Administration has got 21, Ministry of Economy has got 27).

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

A central organ of government administration responsible of civil service issues is the Head of Civil Service. The Head of the Civil Service in particular watches over the observance of the Civil Service rules, administers the process of staff management in the Civil Service, collects data on the Civil Service Corps. He shall execute the tasks of the Civil Service with the assistance of Directors General of ministries (central offices).

Each Ministry leads its own HRM policy, but the Ministry of Finance settles the number of available positions in every ministry. Each ministry has an office responsible for HRM policy.

The Act on Civil Service specifies the rules of access to the civil service corps, principles of its organisation, functioning and development.

6. CURRENT HR REFORMS

- | Recruitment policy (increasing openness, expertise and fairness of recruitment procedures)
- | Introducing competition procedure for staffing positions of the heads of central offices and state agencies
- | Introducing the same recruitment rules as in civil service (openness, competitiveness and fairness) to the local self-government administration
- | Increasing mobility between civil service corps and local self-government administration and Supreme Chamber of Control

1. STRUCTURE OF PUBLIC SERVICE

Public Administration covers the following levels:

- | Central Administration (from the State).
- | Autonomous Regional Administration (from the Autonomous Regions of the Azores and Madeira).
- | Local Administration (from Local Authorities).

State Administration is characterised by:

- | Direct Administration, made up of central or outlying services, subject to the power of direction of a member of the Government and structured in ministries.
- | Indirect Administration, made up of organizations endowed with legal personality and of bodies with own property, subject to superintendence and supervision from the Government

Government is the supreme organ of Public Administration - it runs Direct State Administration and superintends or supervises all non-state administration (superintends indirect administration and supervises autonomous administration, controlling public entities attached to Administration but which are not part of the State). As regards direct administration, the Government performs a real power of direction.

2. NUMBER OF PUBLIC SERVANTS

The total number of Public Administration workers, according to the latest available data is 716.418 distributed as follows:

- | State Administration:
 - Direct State Administration: 360.067
 - Indirect State Administration: 200.756
- | Autonomous Regional Administration:
 - Autonomous Regional Administration of the Azores: 15.166
 - Autonomous Regional Administration of Madeira: 18.638
 - Local Government: 116.066

3. NUMBER OF MINISTRIES

Ministries are departments of State Central Administration run by the Ministers concerned.

The number and designation vary according to the ruling Government and are laid down in decrees appointing the respective holders of the offices or by decree-law.

The XVII Constitutional Government is composed of 14 Ministries:

- | Ministry of Finance
- | Ministry for National Defence
- | Ministry of Foreign Affairs
- | Ministry of Internal Administration
- | Ministry of Justice
- | Ministry of Economy and Innovation
- | Ministry of Agriculture, Rural Development and Fisheries
- | Ministry of Education
- | Ministry of Science, Technology and Higher Education
- | Ministry of Culture
- | Ministry of Health
- | Ministry of Labour and Social Solidarity
- | Ministry of Public Works, Transport and Communications
- | Ministry of Environment, Territorial Planning and Regional Development

The Government also includes two Ministers integrated in the Presidency of the Council of Ministers:

- | Minister for Parliament Affairs;
- | Minister of the Presidency

4. STRUCTURE WITHIN EACH MINISTRY

Internal organisation of ministries and structure of services and agencies follow no clearly defined specific model. There is no common pattern; instead, multiple and heterogeneous organic models are in force.

Internal organisation of each of these types of services is variable. Within the category of executive services, the Directorate General is the model unit. Organisation is based on a hierarchy of services comprising departments, divisions and sections. Alongside this vertical framework of services, there is a corresponding hierarchy for managers: director-general, head of department, head of division and head of section.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

In the current Government, Public Administration is under the jurisdiction of the Minister of Finance through the Secretary of State for Public Administration.

The Directorate General for Public Administration (DGAP) is responsible for the management of human resources.

DGAP, as a cross sectional service of Public Administration has the mission to promote and evaluate implementation and development of new public management models, based on solutions that ensure overall coherence of the system, within a perspective of innovation, modernization and quality with a view to developing human resources as well as promoting and protecting citizenship.

Human Resources Policy is decided at central level. The Directorate General for Public Administration provides specialised support to Government in defining policies namely in the field of Human Resources. However implementation policies are decentralized. Each Ministry/Service is responsible for the recruitment, promotion, mobility and training of its staff.

6. CURRENT HR REFORMS

In June 2003, the Government started a reform programme by presenting guidelines for the Reform of Public Administration. Quality is the focal point of such a programme and the aim is to qualify and stimulate civil servants, to innovate and introduce new management practices; to introduce a new concept of performance appraisal of civil servants and managers, by investing in their training and upgrading.

The reform Programme is still in course; until now several important reforms were implemented:

- | Appointment of top managerial positions of Public Administration,
- | Performance management,
- | Reform of the employment system with the implementation of the law that regulates the labour contract in Public Administration,

- | New framework for central administration (direct and indirect),
- | Implementation of new data bases regarding public employment,

At the present, other measures are being prepared and will be in force no later than 2007:

- | Reform of career development,
- | Performance related pay for public employees,
- | Performance management,
- | Reform of the central structures,
- | Reform of the retirement and social security rules.

1. STRUCTURE OF PUBLIC SERVICE

- | Civil Service – Ministries, other central state administration bodies, regional and district offices.
- | Forces - Police Force, members of the Slovak Intelligence Service, members of the National Security Office, members of the Corps of Prison Wardens and Judiciary Guards, members of the Railway Police, Customs Officers and professional soldiers and members of the Fire and Rescue Brigades.
- | Public Service – Local Authorities, Higher Self-Governmental Units, Health Care, Education Institutions.

2. NUMBER OF PUBLIC SERVANTS

- | Civil Service: 41.618
- | The whole public sector (including civil servants): 473.237

3. NUMBER OF MINISTRIES

The Slovak Republic has 14 Ministries:

- | Ministry of Economy
- | Ministry of Finance
- | Ministry of Transport, Posts and Telecommunications
- | Ministry of Agriculture
- | Ministry of Construction and Regional Development
- | Ministry of Interior
- | Ministry of Defence
- | Ministry of Justice
- | Ministry of Foreign Affairs
- | Ministry of Labour, Social Affairs and Family
- | Ministry of Environment
- | Ministry of Education
- | Ministry of Health
- | Ministry of Culture

There are also 10 Central State Administration bodies.

4. STRUCTURE WITHIN EACH MINISTRY

Generally the Ministry is led by a Minister. Under the Minister there is a State Secretary who can deputise his responsibilities in many cases. Head of Service Office Ministry (similar to Permanent Secretary or Secretary General) is the highest ranked civil servant in a Ministry (or other service office). The Ministry is split into Sections, Departments and Organisational Units. Head of the Section is the General Director. Sections are split into Departments headed by a Head of Department. Departments can be divided into many Organisational Units led by a Head of the Unit.

Organisational structure of the Central State Administration Bodies has only 2 levels. At the top of the Central State Administration Body is a Chairman. S/he can be deputised by a Vice Chairman. The difference between a Ministry and other Central State Administration Bodies is that the Chairman is not a member of Government.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

Since March 2002 there has been a special institution responsible for the HR policy in civil service – the Civil Service Office (CSO). CSO incorporates and leads staff in the civil service only - ca. 40.032 civil servants at the central and local level (according to Civil Service Act No. 312/2001 Coll.).

6. CURRENT HR REFORMS

Firstly, HR reform started in April 2002 with the Civil Service Act and the Public Service Act coming into force. It split the employees working in the public sector in two big groups – civil servants and public servants (self-governmental units, municipalities, health care, schools, service staff in ministries and other state offices).

The Civil Service Act brought a new dimension to the relationship state – civil servant. The civil service according to this Act is based on these fundamental principles – professionalism, political neutrality, effectiveness, flexibility, impartiality and

ethics. It brought new tools in the area of HR management such as: civil servants and state as his employer, recruitment and selection procedures based on merit, systemisation (number of civil servants approved for a relevant year), performance appraisal, disciplinary accountability, declaration of assets, rights and obligations of civil servant.

The reform process continued with Reform Strategy for Employment in the Public Sector prepared by the Ministry of Labour, Social Affairs and Family in cooperation with the Civil Service Office approved by Government in June 2003. The goal of the Strategy is to increase competitiveness and quality of the public sector that will evoke trust of the public, better remuneration of civil servants performing conceptual activity and developing state policies, the flexibility of the public sector in reflecting the changing trends, currently mainly to the trends in relation to the upcoming accession to the European Union.

The Strategy, Amendment of the Civil Service Act, was approved by Parliament on 31 October 2003 and came into power on 1 January 2004 – new competencies for the Civil Service Office regarding identification of minimum standards of education of civil servants, responsibility for Quality Assessment in Civil Service of the SR, establishment of a Personnel Information System for Management of the civil, new regulations applying for the systemization process and for the recruitment of civil servants, establishing of Nominated Civil Service (comparable with Senior Civil Service in some EU countries), new system of remuneration of civil servants based on performance of the civil servant.

Two new Acts came into force on 1 January 2004 - Performing Work in the Public Interest and Remuneration of some Employees Performing Work in the Public Interest. Some of the HRM tools applicable in the civil service have been extended to the rest of public service employees. The general reform approach for the future will be the unification of working conditions of all groups of civil and public servants.

1. STRUCTURE OF PUBLIC SERVICE

Employees on 31.12.2005

Public sector in Slovenia: 152.370 employees

Includes:

- | Public Administration: 49.789 includes:
 - State Administration: Ministries (15); Autonomous Bodies within Ministries (46); Governmental Offices (17); Administrative Units (58): 34.924
 - Local self-government: Municipalities Public Services (193): 3.900
 - Other state bodies: 871
 - Justice: 4.403
 - Public Agencies, Public Establishments, Public Funds and other public authority holders
- | Public schools
- | Health & Social affairs
- | Culture
- | Research & Development

2. NUMBER OF PUBLIC SERVANTS

The number of public servants in December 2005 in the Public Sector, as a whole, was 152.370 (population in Slovenia is 2 million), included public schools, public health, etc.

- | State Administration only (on 31 December 2005): 34.924 public servants
- | Ministries with bodies within Ministries (including Police 9.428 and Army 7.307): 30.626 public servants;
- | Governmental Offices: 1.311 public servants;
- | Administrative Units: 2.987 public servants

3. NUMBER OF MINISTRIES

Currently, there are 15 Ministries in the Slovenian Civil Service

- | Ministry of Labour, Family and Social Affairs
- | Ministry of Finance
- | Ministry of Economy
- | Ministry of Agriculture, Forestry and Food
- | Ministry of Culture
- | Ministry of the Interior
- | Ministry of Defence
- | Ministry of the Environment and Spatial Planning

- | Ministry of Justice
- | Ministry of Transport
- | Ministry of Education and Sport
- | Ministry of Health
- | Ministry of Foreign Affairs
- | Ministry of Public Administration
- | Ministry of Higher Education, Science and Technology

Slovenia also has 2 Ministers without portfolio (responsible for Local Self-Government and Region Policy and for Coordination and Monitoring of Slovenia's Development Strategy).

4. STRUCTURE WITHIN EACH MINISTRY

Politicians:

- | Minister
- | State Secretary (up to 1 per Ministry) as Minister's deputy

Officials:

- | Directors General
- | Secretaries General
- | Directors of Bodies within Ministries
- | Senior and other Officials
- | Other Public Servants

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Ministry of Public Administration is responsible for HR policy in the Republic of Slovenia. The HR policy is decided both on central and departmental level.

In the Ministry of Public Administration are:

- | Directorate for Organisation and Civil Servant's System, which is organised as follows:
 - Sector for Civil Servants system regulations
 - Sector for HRM
 - Sector for Scholarships in public administration bodies
 - Sector for Supporting the Employment Appellate Commission and the Official Council Inspection for the civil service system
 - Administrative Academy
- | Directorate for Remuneration in the Public Sector

6. CURRENT HR REFORMS

- | Changes and completions of the Civil Servants Act were adopted in December 2005. They should enable more efficient organisation. Flexibility in organisation and human resource management, undertaken from private sector, should lead towards more effective in smaller public administration.
- | Reduction the number of employees in state administration for 1 % each year. Preparation of the human resources plan for the periods 2006-2007-2008-2009 with a special emphasis on the utility rate of reserve holdings and internal human resources restructuring, as well as solving the structural issues is in process. According to the new CSA not only state administration is under the control of the staff planning. The Public Agencies, Public Establishments, Public Funds and other public authority holders are obliged to get Government's agreement upon their personnel planes.
- | Realisation of implementing activities on the basis of the Salary System in the Public Sector Act (collective agreement for the public sector, decree on promotions to salary classes, collective agreements for activities and professions, decree on the classification of titles of officials in salary classes);
- | Development and implementation of the information-supported central human resources record.

1. STRUCTURE OF PUBLIC SERVICE

Spain is a highly decentralised State comprising three Territorial Public Administrations:

- | the State General Administration - deals with managing, for the whole of the national territory, those services and functions considered to be essential for the very existence of the national community.
- | the Autonomous Communities – each have the right, in accordance with the Constitution of 1978, to create their own administration for the purpose of administering the services and functions that fall within their scope of authority.
- | the Local Government - comprises territorial bodies, such as provincial, municipal and island governments, as well as non-territorial bodies (such as associations, consortiums, etc.). The municipality is the basic local unit within the territorial structure of the State. Each municipal area is governed by a municipal council.

Regarding the civil service, there is a basic or common legal framework which is applicable to all the territorial public administrations and which is established by the State in the exercise of the exclusive powers reserved to it by the Spanish Constitution. The Autonomous Communities can adopt their own legislation for the implementation of the principles set out by the central level.

2. NUMBER OF PUBLIC SERVANTS

According to the data from the Bulletin of the Central Personnel Register of 1st December 2005:

- | The State General Administration
546.038 effectives
- | The Autonomous Communities
1.196.223 effectives
- | The Local Government
579.899 effectives
- | Universities
93.930 effectives
- | Total
2.416.090

3. NUMBER OF MINISTRIES

The Royal Decree 553/2004, of 17 April, introduced some changes in the Ministerial Departments of the General Administration of the State. The current Ministries are:

- | Foreign Affairs and Co-operation
- | Justice
- | Defence
- | Economy and Finance
- | Home Office
- | Public Works
- | Education and Science
- | Labour and Social Affairs
- | Industry, Tourism and Commerce
- | Agriculture, Fishing and Food
- | Presidency
- | Public Administrations
- | Culture
- | Public Health and Consumption
- | Environment
- | Housing

4. STRUCTURE WITHIN EACH MINISTRY

Ministries are large administrative units specialised in the administration of uniform sectors of administrative activity. Ministries are created, modified or abolished through Royal Decrees of the President of the Government.

Each ministry is headed by a minister, who directs it. For organisational purposes, Ministries are divided into State Secretariats, which are responsible for administering certain specific sectors of activity in the department. Within each State Secretariat there are one or more Directorates-General, which are responsible for administering one or more areas of administrative activity that are uniform in a functional sense.

In special instances, some departments may have Secretaries-General as well. These officials are analogous to State Secretaries in certain respects. However, they are not the highest officials in the department, but managerial officials at the rank of Under-Secretary. These officials are also appointed by the Cabinet of Ministers upon the proposal of the minister who heads the department.

Each ministry has an Under-Secretary who is responsible for administering the common services within the department (budgeting, economic management, staff, legal advice, the inspection of services, etc.). Within the Under-Secretariat, the Technical Secretariat-General is responsible, among other things, for the drafting of regulations, legal advice and the publications of the department.

Finally, Deputy Directors-General are responsible, under the supervision of the Director General, for the implementation of projects, objectives or activities assigned to them, and for the daily management of the issues under the competency of the Deputy Directorate General.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Ministry for Public Administrations is the main central department responsible for the general implementation, co-ordination, control and execution of the State Administration policy in respect of human resources.

It must be pointed out that the Ministry of Finance is responsible for laying down guidelines for personnel expenditure, as well as controlling and handling such expenditure and administering the State Pension system.

Regarding the different levels of territorial Public Administration, the personnel policy decision and management have been decentralised. Each public administration is responsible for its own personnel management bodies (to which the powers of personnel management will be attributed) and to determine the management tools that will be at the disposal of these bodies for the purposes of carrying out the functions that are entrusted to them.

Regarding the human resources policy in the State Administration, the general criteria of the Human resources policy are established by the so called horizontal organs (Government, Ministry for Public Administrations and Ministry of Finance) and the Ministerial Departments establish specific criteria with respect to their personnel.

The powers in respect of public personnel management are distributed between the mentioned horizontal organs and the Ministerial Departments (exercise most of the ordinary personnel management powers in respect of their personnel).

6. CURRENT HR REFORMS

In Spain there is a general consensus on the need to reform civil service for the following reasons:

- | Conclusion of the transfer process to the Autonomous Communities with the recent transfer of health competencies.
- | The increasing impact of the process of European Union integration.
- | New social demands related to environment and immigration, among others.
- | Generalisation of New Information and Communication Technologies.
- | Public Administration orientation to effectiveness, efficiency, productivity and cost optimisation.

The reform is framed within a broader and more ambitious project of modernization and change of Public Administrations.

Current HR issues include the definition of a new legal framework applicable to all Public Administrations (Basic Statute of the Public Employee), the modernization of recruitment processes, the simplification of administrative procedures and the improvement of training and social protection of the public employee. Accordingly, the current top challenges are the process towards more flexible organisation structures (Public Agencies), more transparent and near-the-citizen Public Administrations (Personalized Attention Offices Network), special evaluation of the quality of the services provided (Agency for the Evaluation of the Quality of Services and Public Policies) and the technological modernization of the State's General Administration ("Conecta" Plan).

A Commission of Experts has recently produced an extensive paper giving consideration to these matters. Its conclusions are being discussed and drafted as a Basic Statute of the Public Em-



ployee, which the Government intends to pass during this term.

Finally, special emphasis must be put on measures leading towards conciliation of professional and personal life (“Concilia” Plan) and the protection of female civil servants who are victims of gender violence.

1. STRUCTURE OF PUBLIC SERVICE

The Swedish public sector is divided into three political levels, with their own elections, right to levy taxes and own levels of responsibility:

- | National political level (the State).
- | Local political level (municipalities).
- | Regional political level (county councils).

2. NUMBER OF PUBLIC SERVANTS

- | The State is divided into some 250 agencies with in all about 235.000 employees.
- | At local political level there are 289 municipalities with about 825.000 employees.
- | At regional level there are 21 county councils with about 248.000 employees.

3. NUMBER OF MINISTRIES

The Government is for the moment organised in 10 Ministries according to the following structure:

- | Prime Minister's Office
<http://www.sweden.gov.se/sb/d/2058>
The Prime Ministers Office directs and coordinates the work of the Government Offices. It is furthermore responsible for coordination of Sweden's EU policy, coordinates sustainable development work in the Government Offices and is responsible for constitutional policy and election issues.
- | Ministry of Agriculture, Food and Consumer Affairs
<http://www.sweden.gov.se/sb/d/2064>
The Ministry of Agriculture, Food and Consumer Affairs has a wide range of responsibilities, including matters relating to agriculture, fisheries, consumer affairs, reindeer husbandry, Sami affairs, animal welfare, food and hunting and game management.
- | Ministry of Defence
<http://www.sweden.gov.se/sb/d/2060>
The Ministry of Defence aims to fulfil the objectives set by the Government and Parliament for defence policy, for national accident prevention and preparedness, and for preparedness for severe peacetime emergencies.
- | Ministry of Education, Research and Culture
<http://www.sweden.gov.se/sb/d/2063>

The Ministry of Education, Research and Culture is responsible for matters relating to schools, universities and colleges, research, youth policy, culture and media.

- | Ministry of Finance
<http://www.sweden.gov.se/sb/d/2062>
The Ministry of Finance is responsible for matters relating to economic policy, the central government budget, taxes, banking, security and insurance, international economic work, central, regional and local government.
- | Ministry for Foreign Affairs
<http://www.sweden.gov.se/sb/d/2059>
The task of the foreign service is to assist in realising the Governments overall goals in matters of foreign policy. The Ministry is also responsible for coordinating Sweden's foreign policy in the Government Offices.
- | Ministry of Health and Social Affairs
<http://www.sweden.gov.se/sb/d/2061>
The areas of responsibility of the Ministry of Health and Social Affairs relate to social welfare: financial security, social services, medical and health care, health promotion and the rights of children and disabled people.
- | Ministry of Industry, Employment and Communications
<http://www.sweden.gov.se/sb/d/2067>
The area of responsibility of the Ministry of Industry, Employment and Communications comprises issues of crucial importance for growth - for people, companies and regions. The Ministry deals, for example, with matters relating to the labour market and working life, the business sector, energy, IT, communications and infrastructure, and regional development.
- | Ministry of Justice
<http://www.sweden.gov.se/sb/d/584>
The Ministry of Justice is responsible for matters relating to the police authorities, judiciary system, prisons service, sport, popular movements and democracy.
- | Ministry of Sustainable Development
<http://www.sweden.gov.se/sb/d/2066>
The Ministry of Sustainable Development is responsible for environment issues, energy issues, construction and housing. The ministry also has the overall responsibility for coordinating the Government's work on sustainable development.
- | Office for Administrative Affairs
<http://www.sweden.gov.se/sb/d/2068>

The Office for Administrative Affairs acts as a joint resource for the Government Offices and is responsible for administrative matters of a cross-ministerial nature.

| Permanent Representation of Sweden to the European Union

<http://www.sweden.gov.se/sb/d/2250>

The Permanent Representation of Sweden to the European Union is the extended arm of the Government Offices in Brussels. Staff of the Permanent Representation is recruited from all the ministries and are engaged in pursuing Sweden's standpoints on EU policies.

4. STRUCTURE WITHIN EACH MINISTRY

| The Prime Minister's Office

Directs and co-ordinates the work of the Government offices

| The 10 Ministries

Exercise overall responsibility for affairs within their specific policy areas and prepare Government businesses including the steering documents for each subordinate agency

| The Office for Administrative Affairs

Responsible for administrative matters and support that may affect several ministries, including budget

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

Having delegated most of the HRM responsibilities including to the government agencies, the Ministry of Finance still deals with some overarching HR policy issues like following up, competencies supply, gender and diversity policies. Each ministry is responsible for following up the subordinate agencies' budget and yearly accounts, part of which includes reports on staff management, skills allocation etc.

Most HR-policy is though the responsibility for each head of an agency within the framework of regulations that is founded in law (very little) and agreements (most of it) between SAGE (the Swedish Agency for Government Employers) and the unions for the government sector (state).

SAGE organises co-operation between the government employers and gives local HR-functions advice and support in HR policy issues, regulations and operative matters.

6. CURRENT HR REFORMS

The different Swedish agencies are responsible for HR policies. These agencies are constantly working on improvements in this field.

The Swedish government sector is deregulated and decentralised in these respects. This system of decentralised responsibility was mainly finalised in 1994 after decades of reforms. In January 2006 a new agency was established, Verva (www.verva.se), that among other responsibilities is supposed to help agencies with issues connected to strategic competencies supply.

1. STRUCTURE OF PUBLIC SERVICE

Government comprises over 1.600 organisations and bodies, including 13 ministries, 12 provincial authorities and, since 1 January 2003, 489 municipal authorities. It also includes autonomous administrative authorities, such as police regions and chambers of commerce, and public bodies for industry and the professions, such as the Soft Drinks and Water Commodity Board.

There are three tiers of government: central, provincial and municipal. Other authorities are classified mainly on the basis of their tasks.

- | Central government
- | Provinces
- | Municipalities
- | Water Boards
- | Public bodies
- | Autonomous administrative authorities

2. NUMBER OF PUBLIC SERVANTS

Approximately 800.000 public servants

3. NUMBER OF MINISTRIES

There are currently Ministers responsible for:

- | General Affairs (the Prime Minister)
- | The Interior and Kingdom Relations
- | Government Reform and Kingdom Relations
- | Foreign Affairs
- | Defence
- | Economic Affairs
- | Finance
- | Justice
- | Agriculture, Nature and Food Quality
- | Education, Culture and Science
- | Development Cooperation
- | Social Affairs and Employment
- | Transport, Public Works and Water Management
- | Integration and Immigration
- | Health, Welfare and Sport
- | Housing, Spatial Planning and the Environment

4. STRUCTURE WITHIN EACH MINISTRY

Within each Ministry there is a Minister, a Secretary General, about three or four Directors General, within each Directorate-General they have several Directors.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The Department for the Interior and Kingdom Relations deals with HR.

The Minister coordinates national policy on public sector employment. Coordinated policy areas include terms of employment, social insurance, recruitment, and the integrity of public servants.

6. CURRENT HR REFORMS

A current campaign is aimed at ensuring a widely held belief and sense of responsibility and urgency towards a better government in a more responsible society. The campaign is centred on the following themes:

- | Government needs to improve service delivery to citizens
- | Government needs to produce less regulation and try to regulate by other means
- | National government needs to improve its internal organisation
- | National government needs to improve its relationship with regional and local government
- | Typical activities which will be presented in the campaign are:
 - | Realisation of more electronic services
 - | Screening and clean up of large complexes of regulation
 - | Diminishing bureaucratic burdens for citizens by 25 in 4 years
 - | Scrutiny of government tasks, leading towards cuts in tasks or transferral to either the marketplace or civil society
 - | Improving operational management
 - | Improving civil society's involvement in government
 - | Promotion of the use of benchmarking in the public sector

1. STRUCTURE OF PUBLIC SERVICE

The public sector comprises central government, local government and public corporations. Central government includes all administrative departments of government and other central agencies and non-departmental public bodies. Local government includes all government units with a local remit. Public corporations are companies or quasi-corporations (organisations which behave like corporations) controlled by government. Examples include British Nuclear Fuels plc and Royal Mail.

2. NUMBER OF PUBLIC SERVANTS

The Public Sector employs over 5.000.000 people in the UK in a variety of central and local government roles, healthcare, education, police and nationalised industries, to name but a few. Within this figure, the Civil Service currently employs just over 500.000 people. Since the year 2000 there have been progressive increases in the number of people employed in the public sector.

More information is available from the following links:

- | www.civilservice.gov.uk – General information on the UK Civil Service
- | www.ons.gov.uk – Public Sector employment statistics
- | www.cabinetoffice.gov.uk – Civil Service Statistics

3. NUMBER OF MINISTRIES

There are numerous departments and executive agencies that make up Central Government. The work of some departments (for instance, the Ministry of Defence) covers the UK as a whole. Other departments, such as the Department for Work and Pensions, cover England, Wales and Scotland, but not Northern Ireland. Others again, such as the Scottish Executive and the National Assembly for Wales, have a regional remit yet fall under the definition of Central Government. Most departments are headed by ministers. However, some are non-ministerial departments headed by a permanent office holder and ministers with other

duties are accountable for them to Parliament. Departments are steered from the centre by the Prime Minister's Office, HM Treasury and the Cabinet Office.

The four largest departments (by employment) are the Department for Work and Pensions, Ministry of Defence, Inland Revenue and Home Office (including the Prison Service).

4. STRUCTURE WITHIN EACH MINISTRY

Departmental structures vary, but for central government departments the general shape is:

- | Secretary of State and Ministerial Team
- | Officials:
 - Permanent Secretary/Head of Department
 - Management Board (Director General) level staff
 - Other senior Civil Servants (Directors and Deputy Directors)
 - Managers and staff.

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

Individual Departments and Agencies have delegated responsibilities for most HR issues and policies. Corporate Development Group (CDG) in Cabinet Office leads on strategic Human Resource issues across the Civil Service. CDG works in partnership with other departments and agencies and Unions. CDG report to:

- | The Cabinet Secretary and Head of Home Civil Service.
- | The Minister of the Cabinet Office who exercises responsibilities for Civil Service issues on behalf of the Prime Minister who is the Minister for the Civil Service.

6. CURRENT HR REFORMS

HR strategy and reforms that CDG are currently facilitating across the Service include:

- | A revised model of leadership for the Senior Civil Service
- A new model of what the UK Civil Service expects of its leaders was introduced in 2006. The model outlines four key expectations: Direction,

Capability, Results and Integrity. The model was delivered to Government Departments and Agencies and will be promulgated to all of the senior management tier in due course. The aim is to raise the bar in terms of the requirements expected of leaders both at the individual level and also across government in the corporate context. The leadership model forms the core component of the Professional Skills for Government (PSG) programme which is outlined below. More information on the leadership model can be found at: http://psg.civilservice.gov.uk/leadership_qualities.asp

More information can be found at: <http://hr.civilservice.gov.uk/>.

| Professional Skills for Government (PSG) is a new initiative to ensure that civil servants are equipped with the right skills and expertise for the job. The programme will be centred around 3 professional categories:

Policy Expert/Analyst – Focusing on the effective development of high quality, evidence-based strategies and policies which can be effectively and efficiently delivered. Also includes those with specific expertise in, say, economics or science who contribute to the policy-making process

Operational Delivery – Focusing on expertise in customer service, the design of services, and management of large-scale operations

Corporate Services – Promoting professionalism in finance, human resources, procurement, ICT, communications.

Everyone will be expected to have the professional expertise needed to do the job: the old labels of 'generalist' and 'specialist' will no longer be relevant.

More information can be found at: <http://psg.civilservice.gov.uk/>
<http://www.cabinetoffice.gov.uk>

| Modernising People Management (MPM) work seeks to raise HR and Managers' capability in Departments. Strands include:

Growing talent pool internally and externally
Benchmarking

Work on a capability framework

Outsourcing transactional aspects of HR

Grappling with E-HR (use of Information Technology)

to make this area more strategic.

1. STRUCTURE OF PUBLIC SERVICE

The public administration in Bulgaria has the following structure:

- | PA at central level including ministries, state agencies, state commissions and executive agencies.
- | PA at regional level including the regional administrations of the 28 regions.
- | PA at local level including the municipal administrations of the 264 municipalities.

2. NUMBER OF PUBLIC SERVANTS

According to the statistics for 2004, the total number of employees in the administration (central, regional and local) is 85.340. 36.943 out of them are civil servants.

The public administration category does not include doctors, teachers and other specific categories of employees.

3. NUMBER OF MINISTRIES

Bulgaria has 16 Ministries.

- | Ministry of Agriculture and Forestry
- | Ministry of Culture
- | Ministry of Defence
- | Ministry of Disaster Management Policy
- | Ministry of Economy and Energy
- | Ministry of Education and Science
- | Ministry of Environment and Waters
- | Ministry of Finance
- | Ministry of Foreign Affairs
- | Ministry of Health
- | Ministry of Interior
- | Ministry of Justice
- | Ministry of Labour and Social Policy
- | Ministry of Regional Development and Public Works
- | Ministry of Transport
- | Ministry of State Administration and Administrative Reform
- | There is 1 minister without portfolio.

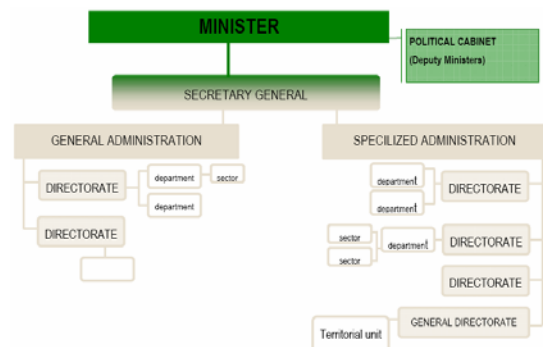
4. STRUCTURE WITHIN EACH MINISTRY

According to the Law for the Administration which is in force from 6 December 1998 all the administrations follow a unified structure as follows:

- | Minister (responsible for the Ministries),
- | President (for the state agencies),
- | Executive Director (for the executive agencies),
- | Governor (for the regional administrations),
- | Mayor (for the local administrations).

The Mayor is directly elected by the people. The administration is led by the Secretary General who is the highest ranking civil servant. The administration is divided into general administration (the supporting functions) and specialised administration. It is divided into directorates headed by Directors. Within the directorates there could be departments headed by Heads of Departments and within the departments there could be Sectors headed by Heads of Sectors. Some of the Ministries, which have territorial units, have General Directorates.

Organisational chart of a ministry:



5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

The overall policy for human resource management for the public administration is the responsibility of the Minister of State Administration and Administrative Reform.

6. CURRENT HR REFORMS

The HR policy is decided at central level. However, in every administrative structure there is a HR Unit.

Some recent developments:

- | In 2005 the new Ministry of State Administration and Administrative Reform was founded. The main priorities of the Ministry are: modernisation of the public administration and the human resources management, development of the e-government.
 - | A Regulation for performance appraisal of the employees has been in existence since 1st January 2003. The employees are appraised once a year and the appraisal is a basis for promotion in rank. From 1st July 2004 salary increase will be related to the performance. The ratio is fixed every year in a decree of the Council of Ministers.
 - | The Law for amendment and supplement to the Civil Servant's Act which came into force from 1st November 2003 regulated a compulsory competition for entry into the civil service. The Government has adopted a Regulation for the rules and procedures for holding competitions, the functions of the competition commissions, the announcements for the competitions, etc.
 - | The Act for Amendment of the Civil Service Act has been approved by the State Administration Committee at the National Assembly and it is expected to be voted in March 2006. The major amendments concern:
 - introduction of the mobility principle;
 - increasing of the budget funds for training;
 - creation of the senior civil servants category;
 - opportunity for organising a centralised competition for junior experts;
 - adoption of the reserve list principle, as means of facilitating the recruitment procedure;
 - overall control on the implementation of the legislation concerning the civil servants to be realized by the Minister of the state administration and the administrative reform.
 - | The same law regulates the training of the employees in the public administration and the funds for amendment training specifying that up to 2% of the total salary fund for the public administration are to be allocated every year for training needs.
- | Since 18. October 2005 a new Classification of the job positions in the public administration came into force.
 - | The career development system will be improved in order to strength the motivation of the civil servants thought a system for career planning based on an effective ranking system.
 - | By November 2006, a new HRM Software will be implemented in all administrative structures. It will allow quick and up-to-date queries, and will also unify the existing HR practices in the state administration.
 - | In March 2006 the Strategy for Training of the Civil Servants was up-dated.

1. STRUCTURE OF PUBLIC SERVICE

The Romanian Public Administration, according to the Constitution of Romania from 2003, is structured in specialized central and local public administration. The specialised central public administration consists of Ministries, which are organised only under Government subordination and other specialised institutions. These specialised institutions could be organised under the subordination of the Government, or Ministries or as autonomous administrative authorities. The Government and the Ministries, by the approval of the Court of Accounts, could set up specialized institutions, under their subordination, only if the law allows. An organic law could set up the autonomous administrative authorities. The Government assures the implementation of Romanian external and internal policy and exercises the general management of the public administration.

The Local Public Administration is organized and functions according to the local autonomy principles, decentralisation of the public services, eligibility of the local public administrative authority, legitimacy and the consultation process of the citizens in solving the very important issues. It consists of 4.300 institutions or authorities, namely local councils and Mayors and county councils, which are local authorities, elected by a universal, equal, direct, secret and expressed vote. Local Public Administration contributes to achieving the principle of local autonomy within the villages and towns, is represented by the local councils as deliberative authorities and by the Mayors as executive authorities.

The Local Councils function under the law, as autonomous administrative authorities in charge with the management of the public affairs for the communes and the towns, as well as for the territorial-administrative subdivisions of the cities.

2. NUMBER OF PUBLIC SERVANTS

Public servants are classified in senior public servants, management public servants and executive public servants. The latest figures, provided by the National Agency of Civil Servants (NACS),

refer to the number of public servants as being about 110.000.

3. NUMBER OF MINISTRIES

In Romania there are 14 Ministries:

- | The Ministry of Foreign Affairs
- | The Ministry of European Integration
- | The Ministry of Public Finances
- | The Ministry of Justice
- | The Ministry of National Defence
- | The Ministry of Administration and Interior
- | The Ministry of Labour, Social Solidarity and Family
- | The Ministry of Economy and Commerce
- | The Ministry of Agriculture, Woods, Waters and Environment
- | The Ministry of Transport, Tourism and Buildings
- | The Ministry of Education, Research and Youth
- | The Ministry of Culture and Cults
- | The Ministry of Health
- | The Ministry of Communication and Informational Technology

4. STRUCTURE WITHIN EACH MINISTRY

The structure within each Ministry is as follows:

- | Minister
- | General Secretary
- | Secretary of State
- | Deputy Secretary of State
- | General Director
- | Deputy General Director
- | Director
- | Deputy Director
- | Head of the Office.
- | Head of the Department/Unit

5. DEPARTMENT WITH RESPONSIBILITY FOR HR POLICY

In Romania the legal framework for the human resources policy is regulated by the Ministry of Labour, Social Solidarity and Family. However in the civil service field, the human resources legislation, policies and strategies are initiated and managed by the National Agency of Civil Servants (NACS), an institution subordinated to the Ministry of Ad-

ministration and Interior. The current management of the human resources and of the civil service positions is organised and achieved, within each public authority or institutions, by a specialised department, which cooperates directly with NACS.

6. CURRENT HR REFORMS

The HR policy is decided at central level. However, in every administrative structure there is a HR Unit.

A package of draft regulations in the field of Public Administration reform is currently under debate at the Romanian Parliament. The package of draft regulations comprises:

- | Emergency Ordinance no. 179/December 14, 2005 to amend Law 340/2004 on the institution of the prefect. The main novelties of the regulation consists in the fact that the prefect and sub-prefects are no longer holding a political appointee status starting January 1st 2006 becoming high civil servants and fully subordinated to the regulations included in Law no. 188/1999 on the Statute of civil servants.
- | The draft framework-law on decentralization, approved in the Government' session on 26 January, 2006 and put forward to the Parliament in emergency procedure. This draft law aims at imposing an integrated set of principles, rules and steps that have to be respected by each decentralizing ministry, as well as clarifying the assignment of competences to the local governments. It also proposes the strengthening of the decentralization institutional structure at the level of the Ministry of Administration and Interior.
- | The draft law on the amendment and completion of Law no. 215/2001 on the local public administration approved in the Government' session on 26 January, 2006 and put forward to the Parliament in emergency procedure. The purpose of this draft law is to develop the local autonomy through creating the necessary mechanisms for strengthening the administrative capacity and increasing the efficiency of local governments.
- | Draft Law on local public finances, which amends GEO 45/2003, approved in the Government' session on 26 January 2006 and put forward to the Parliament in emergency procedure. The amendments to the Government's Emer-

gency Ordinance no. 45/2003 on local public finance were determined by the need to improve the budgetary principles and procedures based on the experience of the European countries and on the latest international progresses in this field.

- | Draft Law for the amendment of Law 188/1999 on the Statute of civil servants, approved in the Government' session on 26 January 2006 and put forward to the Parliament in emergency procedure. The draft transposes the decentralization principle in the field of civil service the decentralization principle and reorganizes the category of the high civil servants.

GOVERNMENT WEB ADDRESSES

Below, please find a list of EU Member States and Accession Countries government home page and other useful web addresses related to the public service.

EUROPEAN UNION MEMBER STATES

Austria

- | <http://www.bundeskanzleramt.at/en>
- | <http://www.bundeskanzleramt.at/publicservice>
- | http://www.europa.eu.int/abc/governments/austria/index_en.htm

Belgium

- | <http://www.belgium.be/eportal/application?languageRedirected=yes&pageid=aboutBelgium>
- | http://www.europa.eu.int/abc/governments/belgium/index_en.htm

Cyprus

- | <http://www.cyprus.gov.cy>
- | http://www.europa.eu.int/abc/governments/new_eu_members/Cyprus

Czech Republic

- | <http://wtd.vlada.cz/eng/aktuality.htm>
- | http://www.europa.eu.int/abc/governments/new_eu_members/Czech

Denmark

- | <http://www.stm.dk/Index/mainstart.asp?o=2&n=3&s=2>
- | http://www.europa.eu.int/abc/governments/denmark/index_en.htm

Estonia

- | <http://www.riik.ee/en/> (State Web Centre)
- | <http://www.riigikantselei.ee/publicservice>
- | <http://www.valitsus.ee/?lang=en> (Government website)
- | http://www.europa.eu.int/abc/governments/new_eu_members/Estonia

Finland

- | <http://www.valtioneuvosto.fi/etusivu/en.jsp>
- | http://www.europa.eu.int/abc/governments/finland/index_en.htm

France

- | <http://www.premier-ministre.gouv.fr/en/>
- | <http://www.fonction-publique.gouv.fr>
- | http://www.europa.eu.int/abc/governments/france/index_en.htm

Germany

- | <http://www.bundesregierung.de/en>
- | <http://www.bund.de>
- | <http://www.bmi.bund.de>
- | <http://www.tatsachen-ueber-deutschland.de/683.0.html>
- | http://www.europa.eu.int/abc/governments/germany/index_en.htm

Greece

- | <http://www.primeminister.gr/gr/lang/en/primeminister.asp>
- | http://www.europa.eu.int/abc/governments/greece/index_en.htm

Hungary

- | http://www.magyarorszag.hu/angol?mohu_location=C_Header
- | http://www.europa.eu.int/abc/governments/new_eu_members/Hungary

Ireland

- | <http://www.irlgov.ie/>
- | http://www.europa.eu.int/abc/governments/ireland/index_en.htm

Italy

- | <http://governo.it/> (ITALIAN only)
- | <http://www.funzionepubblica.it> (ITALIAN only, with English and French home page section)
- | <http://www.esteri.it/eng/index.htm> (Ministry of Foreign Affairs)
- | http://www.europa.eu.int/abc/governments/italy/index_en.htm

Latvia

- | <http://www.mk.gov.lv/index.php/en/?id=1>
- | http://www.europa.eu.int/abc/governments/new_eu_members/Latvia

Lithuania

- | http://www3.lrs.lt/pls/inter/w4_home.int_ang
- | <http://www.lrs.lt/> (Parliament: Lithuanian, English, French)
- | <http://www.lrvk.lt/> (Government: Lithuanian, English)
- | <http://www.vtd.lt/> (Civil service department under the Ministry of Interior: Lithuanian, English)
- | http://www.europa.eu.int/abc/governments/new_eu_members/Lithuania

Luxembourg

- | <http://www.gouvernement.lu/> (FRENCH with English content)
- | http://www.europa.eu.int/abc/governments/luxembourg/index_en.htm

Malta

- | <http://www.gov.mt/index.asp?l=2>
- | http://www.europa.eu.int/abc/governments/new_eu_members/Malta

Poland

- | <http://www.kprm.gov.pl/english/index.html>
- | http://www.europa.eu.int/abc/governments/new_eu_members/Poland

Portugal

- | <http://www.portugal.gov.pt/Portal/EN/>
- | http://www.europa.eu.int/abc/governments/portugal/index_en.htm

Slovakia

- | <http://www.government.gov.sk/english/>
- | http://www.europa.eu.int/abc/governments/new_eu_members/Slovakia

Slovenia

- | <http://www.sigov.si/>
- | http://www.europa.eu.int/abc/governments/new_eu_members/Slovenia

Spain

- | <http://www.administracion.es>
- | http://www.europa.eu.int/abc/governments/spain/index_en.htm

Sweden

- | <http://www.sweden.gov.se/>
- | <http://www.arbetsgivarverket.se/>
- | <http://www.verva.se/>
- | http://www.europa.eu.int/abc/governments/sweden/index_en.htm

The Netherlands

- | <http://www.government.nl/index.jsp>
- | http://www.europa.eu.int/abc/governments/netherlands/index_en.htm

United Kingdom

- | <http://www.direct.gov.uk/>
- | http://www.europa.eu.int/abc/governments/united_kingdom/index_en.htm

ACCESSION STATES

Bulgaria

- | <http://www.government.bg/fce/index.shtml?s=001&p=0023>
- | http://www.europa.eu.int/abc/governments/candidate_countries/Bulgaria

Romania

- | <http://www.gov.ro/engleza/index.php>
- | http://www.europa.eu.int/abc/governments/candidate_countries/Romania

ANNEX MANAGEMENT SUMMARY

CIVIL AND PUBLIC SERVICES IN THE EUROPEAN UNION: FACTS AND FIGURES A MANAGEMENT SUMMARY

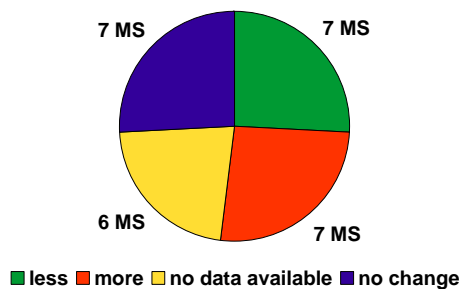
Introductory Note

This Management Summary is based on the document "Information on the Structure of the Civil and Public Services of the EU Member and Accession States" drawn up by the EPAN Human Resources Working Group during the Irish Presidency in 2004 and updated during the Luxembourg and Austrian Presidencies in 2005 and 2006.

European Civil and Public Services: The Figures

Due to methodological difficulties, there are presently no internationally comparable data on the size and weight of public employment available. Although the figures provided by the EU Member and Accession States in the 2005 and 2006 versions of the document "Information on the Structure of the Civil and Public Services of the EU Member and Accession States" are not comparable either, conclusions on the development in staffing levels can be drawn from these figures.

Development in Staffing Levels 2005 - 2006

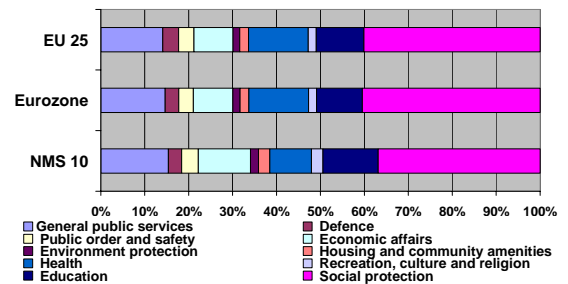


The pie chart (including Bulgaria and Romania) shows that the number of people employed in the public service has increased within the last year in

7 Member States, whereas 14 Member States have managed to keep or even lower their staffing levels.

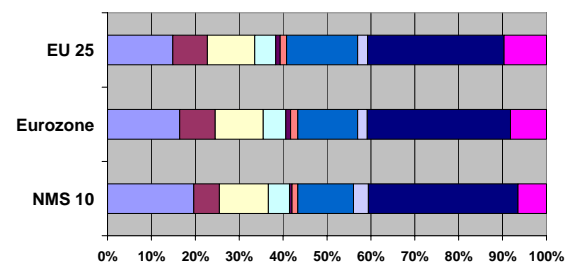
Nevertheless, the data reported by the Member States to the European Commission in accordance with the COFOG criteria (Classification of Functions of Government), which are publicly available, can shed light on the current situation regarding government expenditure on the civil and public services in Europe:

Government expenditure of Member States by COFOG functions as % of total government spending 2003



This chart shows the structure of government expenditure in the EU 25, the Eurozone and the new Member States. The differences between the Eurozone and the new Member States are obvious, particularly regarding spending on health, education and social protection.

Government compensation of employees by COFOG functions as % of total government compensation of employees 2003



This chart shows the structure of government spending on compensation of employees for the various COFOG functions in the EU 25, the Eurozone and the new Member States. The spending

patterns between the Eurozone and the new Member States differ particularly for the functions “General public services“ and “Education“.

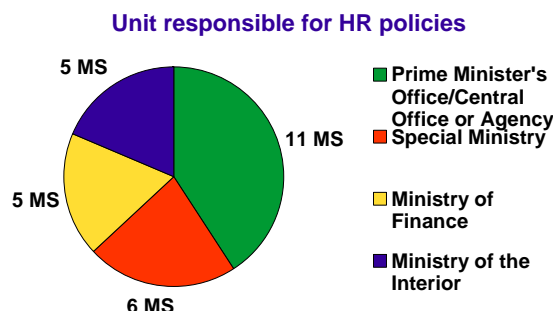
European Civil and Public Services: The Facts

Although the System of National Accounts already reflects a well-established international consensus concerning the components of the public sector, the definitions of “Government Organisation”, “Civil Service” or “Public Service” significantly vary across the EU Member States. In some countries, for example, corporatised agencies are not within the scope of definition of the civil/public service, whereas in other countries not even classical core services such as the judicial or security services or the armed forces are within the scope of the national definition of civil/public service.

Yet, it can be noticed that in most Member and Accession States three more or less distinctive levels of public administration exist: the central, the regional and the local levels. As far as the central level of the European civil and public services is concerned, the number of Ministries greatly varies among the Member States: The majority of the Member States has 14 or 15 Ministries, whereas some have significantly fewer (10 to 12) and some others have significantly more (17 to 19).

The internal structure of the Ministries considerably varies among the Member States: In general, on the first level below the political level we can find functions like Administrative State Secretary or Secretary General with mainly coordinating tasks. The leading function, which means performing strategic as well as operative tasks, is exercised by a Director General who is usually supported by a number of Directors.

Further, it can be noticed that in each Member State a central unit responsible for the strategic coordination and implementation of HR policies exists:



This pie chart (including Bulgaria and Romania) shows that in the majority of the Member States these strategic tasks are performed either by the Prime Minister’s Office (e.g. Austria, Estonia, Italy, Malta), by a Central Agency or Office (e.g. Romania, Slovakia, Sweden) or even by a special Ministry responsible for Public Administration (Belgium, Bulgaria, France, Luxembourg, Slovenia, Spain). In 10 Member States, this responsibility is either within the competence of the Ministry of Finance (Cyprus, Denmark, Finland, Ireland, Portugal) or the Ministry of the Interior (Germany, Greece, Hungary, Lithuania, The Netherlands).

Current and recent reforms in HRM

As regards the main efforts of these strategic units, 6 major reform trends in Human Resources Management can be observed in the Member and Accession States of the European Union:

- | Performance & pay
- | Leadership
- | Training & career development
- | Administrative capacity
- | e-Government
- | Recruitment

On top of the agenda, reforms related to **performance and pay** can be found: 14 Member States are currently introducing new or optimising already existing performance appraisal and management systems and reforming their salary systems. 12 Member States are currently investing in new programmes for **leadership development** and new **training and career programmes** for their employees. 11 Member States are engaged in efforts to increase their **administrative capacity** and efficiency by increasing the competitiveness of their civil/public service, by creating joint



ANNEX MANAGEMENT SUMMARY

services or by increasing the quality of the services provided and at the same time by reducing headcount. 9 Member States are currently dealing with **e-Government** issues related to Human Resources Management (e.g. implementation of new HRIS, implementation of new electronic services) and 6 Member States have recently reformed their **recruitment** systems.

For further information, please refer to:
www.eupan.org.

