



**Learning to build
Europe**



Building Human Capital in the Civil Service: the Implications of Public Administration Reform for Senior Staff's Professional Development

- Central theses: Rapid changes in public administration result in a higher demand for development and learning
- Senior Civil Servants are a key target group in order to manage change effectively
- Examples of the German Government Reform Programmes
- The need for new competencies is a challenge for training and research institutions for the public service in Europe



Senior Civil Servants bear high responsibility in and for society

- **European societies are changing with high speed:**
 - Globalisation and international competition, also at the regional level;
 - Influence of European integration and EU-Policies;
 - New technologies;
 - Changes in economic structures and processes;
 - Societal changes, f. ex. demographic change.
- **Needed: responsible elites, able to understand and manage the changes:**
 - Develop new visions and explanations to society;
 - Strengthen trust in democratic values;
 - Develop new forms of cooperation between public and private sector, including also the third sector;
 - Support transition processes;
 - Role models for society.



Senior Civil Servants are Elites in a Modern Sense

- not characterized by privileges like business class tickets, VIP-tickets, exorbitant salaries
- needed are civil servants ready to take up particular responsibilities for society with
 - leadership and managerial qualification;
 - high professional qualification / ethics;
 - comprehensive education and understanding of societal change processes;
 - readiness to high performance and innovation;
 - ability to manage and communicate changes;
 - ability to cooperate with others;
 - ability to motivate staff members;
 - readiness to constantly monitor results and draw conclusions.



Leitbild: high performing, citizen orientated and efficient public administration The Case of the German Government

a) Bureaucracy Reduction and Better Regulation

Coalition Treaty of 11.11.2005

- Implementation of the Standard Cost Model (SCM) (Dutch example/ international standards)
- Installation of an independent „Regulatory Control Council“ (RCC)

Cabinet Decision of 25.04.2006

- Centralized approach
- Political Coordination via State Secretaries´ Committee
- Small Companies Acts as „First aid reduction measures“

Cabinet Decision of 28.02.2007: Reduction Target: 25 % until 2011

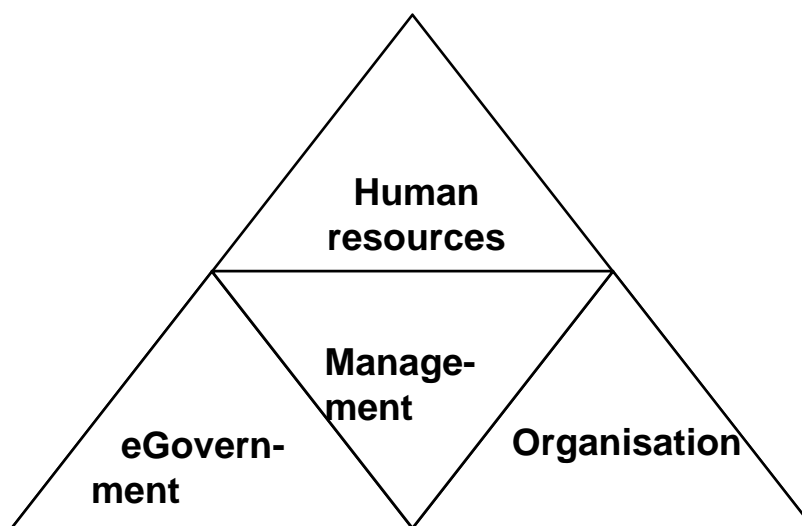
b) Reform of the federal administration: “Focused on the future: Innovations for Administration” including “eGovernment 2.0”

Coalition Agreement (11.11.2005) “Our modern state needs an innovative, capable and efficient administration. ... Through the introduction of central IT-based procedures for the most important government services for business and the general public (eGovernment), we intend to play a leading role in bringing about innovative and cost-cutting administration.”



German Government Reform Programmes

- Application of the Standard Cost Model as a uniform tool to measure bureaucracy
- New methods and tools in Government



Germany: New Cooperation Agreement on Further Education of Civil Servants between Federal Ministry of the Interior, DBB and Verdi

- **Personnel Management**
- **Strategic Management**
- **Organisation**
- **e-Government**
- **International Cooperation**
- Senior Civil Servants' further training
 - Professional training
 - Behaviour related training
 - Intercultural and international relations training
- Controlling of results of further training
- Participation of staff and trade unions





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EIPA Headquarters - Maastricht

EIPA – a service provider for the EU, EU MS and Candidate Countries

In March 1981, the activities of the European Institute of Public Administration (EIPA) were launched at the time of the first European Council held in Maastricht.

The EIPA Foundation has a Board of Governors composed of representatives of the EU Member States.

EIPA receives financial support from the European Union, the EU Member States and other countries associated with EIPA.

The contributions constitute 30% of the total budget, the remaining 70% being generated by EIPA itself.



EIPA'S specific mandate

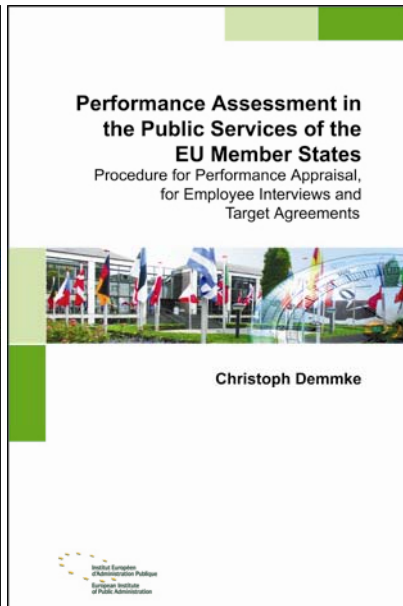
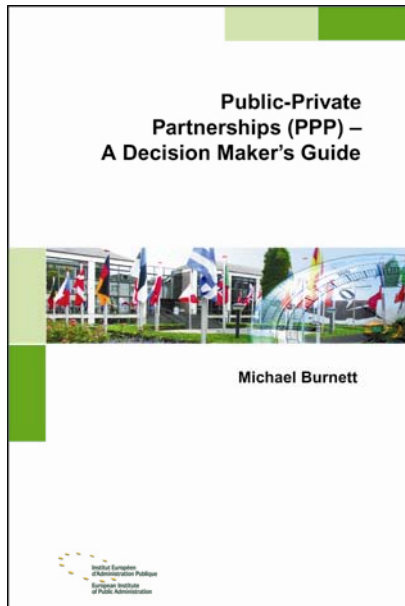
EIPA's vision: EIPA aims to be Europe's leading Centre of Excellence on European Integration and the new Challenges for Public Administration

The European Institute of Public Administration supports in particular civil servants from the EU Member States and the candidate countries in their work relating to European affairs through training, seminars, consultancy, projects and publications.

EIPA has around 140 staff members, including 60 scientific staff.



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Check our web site: <http://www.eipa.eu>

EIPA'S Structure

Besides its head office in Maastricht, EIPA has branches in Barcelona, Luxembourg, Milan and Warsaw, as well as an office in Brussels.



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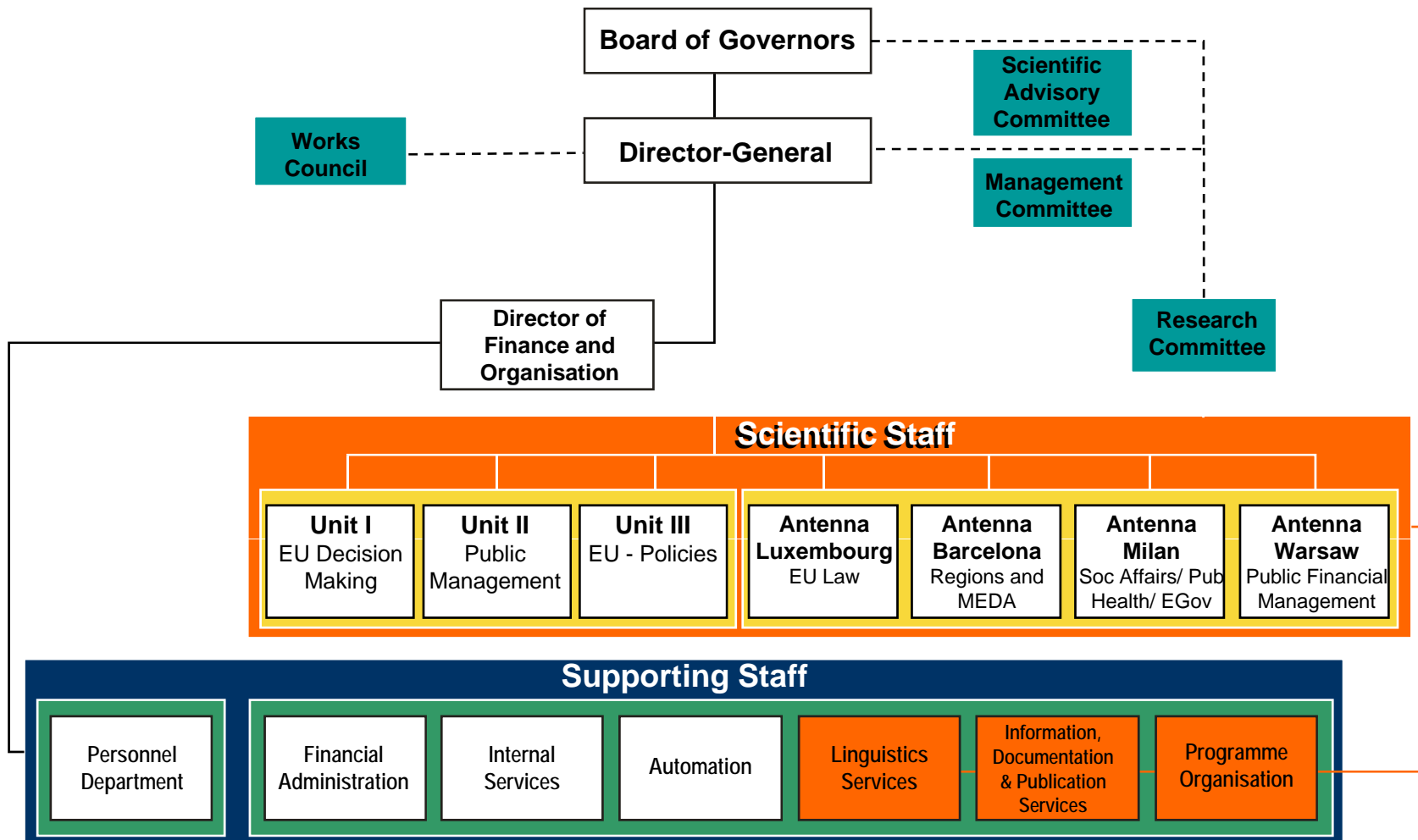


Organigram



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What are the Learning and Development Challenges for Civil Service in Europe?

- **Governance skills:** ability to work in national and international networks, multi-level cooperation, cooperation with private sector and citizens' organisations
- **Responsiveness to Citizens:** Citizen Participation Methods, Service Improvement, Citizen Surveys, Citizen Charters
- **Regional Planning Skills:** data analysis, cooperative planning
- **Project Management Skills:** planning, implementation, coordination, monitoring,



Learning and Development in European Integration and Public Management II

- **EU-Perspectives:** procedures of EU-decision making processes, EU-regulations and their influence on the national context, support structures and programmes
- **EU-Policies, EU-Law:** impact on national level, infringement procedures, European Structural Funds
- **Internal market** (plus public procurement and public-private partnerships), main Community policies (e.g. competition, trade, regional), monetary union
- **Services Directive:** Implementation of the European Services Directive in the Internal Market (points of single contact)
- **Reduction of Bureaucracy and Better Regulation:** implementation of SCM and Impact Analysis



Learning and Development in European Integration and Public Management III

- **Leadership skills:** change management, setting objectives, controlling, evaluation, Organisational Development, Personnel Development
- **Human Resources Management:** Performance Management, Gender Mainstreaming, Work-Life-Balance, Attractiveness of the public service
- **Intercultural competences,** communication skills, languages, interpersonal social skills
- **Meeting the needs of demographic changes:** dealing with ageing staff, knowledge management, health management, management of working time, management of life long learning



Learning and Development in European Integration and Public Management IV

- **Quality Management:** quality of services, customer satisfaction management and customer insight, CAF
- **Change Management:** Strengthen the ability to cope with constantly changing complex situations and to use available information in a target oriented manner, readiness to learn
- **E-government:** application, utilization of modern technical opportunities, E-process chains, interoperability
- **New Financial Management:** Performance Budgeting, internal audit and control
- **External relations** (i.e. Common Foreign and Security Policy and European Neighbourhood Policy)



Particular aspects of training for senior civil servants

- Expectation Management
- Time Frame
- Methodologies used
- Interaction of participants
- Location and setting of the event
- Speakers
- Result and Action Orientation
- Networking
- Costs



Thank you for your attention!!

If you have comments or questions,
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