Rolling Programme for the European Public Administration Network
Austria – Romania – Finland
(1 July 2018 – 31 December 2019)

Introduction

The Rolling Programme (RP) is the working document of the EUPAN meetings for a period of 18 months prepared by the following Presidencies: Austria, Romania and Finland, ensuring the interactive working methods implemented during the Dutch Presidency and carried on with each subsequent presidency. The RP will be updated again under the Romanian Presidency.

Some of the core working methods and tasks include the following:

• Topics on the Working Level are formulated within the two main areas of EUPAN: **HR Innovation & Organisational Development** (internal perspective) and **Service Innovation & Delivery** (external perspective). In addition, further strategic issues (such as **Good Governance**) may be put on the agenda.

• All meetings are designed in an interactive way with parallel workshops and/or roundtables to invite participants to actively work together in small groups.

• DG meetings focus on strategic issues and decisions linked to proposals for further actions.

• A one or two-pager will be developed for each workshop/roundtable topic, both to serve as an introduction for participants as well as to facilitate a more focused discussion.

• The working methods will be evaluated regularly and improved if needed.

As shown in the table at the end of the document, there is no general overall theme, but main areas divided into the following sub-areas: Conditions & Relations, Organisational Structure & Change, Culture & HRM, Steering & Leadership and Reforms & Results.

A description of the main subjects and activities that are planned to be performed during the 18-month period under each presidency is shown on the following pages:

Main Area 1: HR Innovation and Organisational Development (internal perspective)

Austria will focus on new ways of working in public administration. The standard nine-to-five supervised office job is getting slowly replaced by nonstandard, alternative, and/or flexible work arrangements (Golden & Elia, 2017).[1] In the light of digitalisation and demographic change different aspects of flexible work will be addressed, like temporal flexibility (e.g. flexible working hours, working time on trust), spatial flexibility (e.g. conventional telework, highly mobile work) and functional flexibility (e.g. job rotation, project work, new forms of collaboration).

Therefore the study "New Way of Working in Public Administration", carried out by an interdisciplinary team of researchers from the University of Vienna and the University of Applied

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[1] Golden, A. & Elia, A. (2017). Alternative work arrangements. In C. Scott & L. Lewis (Eds.), The International Encyclopedia of Organizational Communication. Hoboken: John Wiley & Sons.

Sciences in Upper Austria, covers both legal as well as work and organisational aspects. The aim of the study is to examine current trends in working time, working place and the organisation of work, to identify hindering and success factors and to collect best practice examples.

Moreover, **Austria** wants to foster the exchange of experiences and best practices regarding the employment and integration of people with disabilities bearing in mind the objectives of the European Commission's European Disability Strategy 2010-2020, building on the UN Convention on the Rights of Persons with Disabilities (UNCRPD).

Romania invites reflection on the competencies necessary for e-government in European countries and in EU institutions, approaches to attract and retain personnel with such competencies in the public administration and case studies. Recent studies on e-government and skills for a performant civil service argue that for quality e-services institutions need to rely not only on technical skills but also on competencies regarding communication, leadership, creativity, design, etc.

Also, starting from its own expertise in this field, *Romania* will study and promote relevant ethical issues, as an integral part of the organizational culture. The main purpose is to identify how the rules of conduct are defined in public administration, how ethical requirements are reflected in decision-making processes at the level of public institutions and what supporting tools are used to encourage and promote individual ethical decisions.

Finland will focus on new ways of working in PA. Specific attention will be paid to using robotics in internal service delivery in government, e-learning/digital learning in government and using artificial intelligence in HR.

Main Area 2: Service Innovation and Delivery (external perspective)

Austria will also foster the further development of CAF (Common Assessment Framework), the state of the art quality management tool within the public sector. According to the decision taken at the CAF Working Group meeting in Tallinn on 28 September 2017, steps towards the new version CAF 2020 will be taken, as outlined in the roadmap. The new version will better reflect aspects like digitalisation, sustainability (SDGs), diversity, agility and innovation.

Romania will focus on the current challenges encountered in the use of public administration electronic services within the EU Member States. Consideration will be given to relevant aspects for the Member States according to the specific state of development and use of electronic services. The research will focus on: the degree in wich the electronic services are beeing used in the public administration by the citizens/ beneficiaries and the actions that can be taken to increase it, the initiatives / projects of Member States for innovation / development of electronic services, as well as other challenges that the public administration faces such as: data security, interoperability of the developed electronic systems, internet access in terms of speed and national coverage.

Finland will focus on trust as bases for service innovations, especially in horizontal cooperation in service delivery and in the use of artificial intelligence and robotics in external customer service. In addition the new 2020 version of CAF – Common Assessment Framework will be finalized and launched during the Finnish presidency.

Main Area 3: Good Governance

Austria will carry out a study focusing on impacts of digitalisation on selected aspects of performance management. Ongoing and still exponentially widening digital transformation affects the contexts of public performance management. Concerning the Reporting of Performance Information, which is a necessity for evidence-based policy-making and public discourses, impacts of digitalisation are most likley to be strong. New techniques of visualising information enable the communication of complex issues. The study will identify recent trends, as well as good practices in public adminstrations and derive general recommendations.

In addition, *Austria* will focus on performance management and evidence based policy making more broadly, by giving a detailed introduction to its outcome-oriented federal performance management framework (Wirkungsorientierung). Both of the integrated tools Performance Informed Budgeting and Regulatory Impact Assessment will be covered and discussed, such as concrete challenges, solutions and future steps*.*

Romania will focus on impact of strategic planning documents on the central public administration performance. Assessing performance and reporting the results reminds top management of the value the strategic planning brings to the public administration. A successful execution of strategic planning documents requires emphasis on organizational change management (the lack of change management skills is the biggest barrier for successful implementation) and conducting relevant consultation processes to increase government accountability to public opinion. Providing this information to top management reinforces the value which strategic planning is offering to the ministries and it also promotes transparency.

Finland will focus on a question of trust as a value and bases for good governace. Trust between different parts of the society as a resource for reforms especially in times when other resources are scarce. The focus on trust as a two-way-street, both PA and citizens and leadership and personnel will also be addressed. The different elements of trust and how to streghten those elements by good governance will be approched during the Finnish presidency.

Overview of the Rolling Programme

Main Areas	HR Innovation & Organisational Development (internal perspective)			Service Innovation & Delivery (external perspective)	Good Governance
Sub-Areas	**Organisational Structure & Change**	**Culture & HRM**	**Steering & Leadership**	**Conditions & Relations**	**Reforms & Results**
Austria	**New Way of Working in PA** Main focus on legal & work and organisational aspects • Temporal flexibility (e.g. flexible working hours, working time on trust) • Spatial flexibility (e.g. conventional telework, highly mobile work) and • Functional flexibility (e.g. job rotation, project work, new forms of collaboration) The aim is to examine current trends in working time, working place and the organisation of work, to identify hindering and success factors and to collect best practice examples.			**Quality Management** CAF – Common Assessment Framework: Further development of the new version CAF 2020	**Performace Management-Wirkungsorientierung** • Regulatory Impact Assessment • Performance Informed Budgeting **Impacts of Digitalisation on Performance Management** – Reporting and Visualisation of Performance Information
Romania	**Competencies necessary for e-government** • Do EUPAN member states have specific competency frameworks for e-government? • In the context of tight budgets, how do public administration institutions attract, develop and retain people with such skills? • What are the main challenges?	**Ethics, an integral part of the organizational culture** • How to make ethical decisions and how ethical dilemmas are solved; How to establish rules of conduct • What is ethical conduct? • How to reflect ethical requirements in decision-making processes in public institutions • What supporting tools public administrations use for encouraging and promoting individual ethical decisions		**Challenges in the use of electronic services in the public administration** • Research on the current situation and trends for the use and development of electronic services in the public administration; • Examples of good practice	**Impact of strategic planning documents on the central public administration performance** • How can the effectiveness of strategic planning be measured, in terms of the extent to which it influences organizational performance? • Strategic planning skills for PA • Involvement of citizens in strategic planning process • The elements of success for a good planning process • To which extent or how institutional strategic planning improves the efficiency of public spending

Finland	New ways of working in PA	Trust as bases for service innovations	Trust as bases for good governace
	• Using robotics in internal service delivery in government • e-learning/digital learning in government, • Using artificial intelligence in HR,	• In horizontal cooperation in service delivery • In the use of artificial intelligence and robotics in external customer service **Quality Management** CAF – Common Assessment Framework: Finalizing and launching of the new version CAF 2020	• Trust as a value • Trust between different parts of the society as a resource for reforms especially in times when other resources are scarce. • The elements of trust and how to streghten those elements by good governance. • Trust as a two-way-street, both PA and citizens and leadership and personnel.