



**41<sup>st</sup> MEETING OF THE EUROPEAN DIRECTORS-GENERAL RESPONSIBLE FOR  
PUBLIC ADMINISTRATION  
Rome, 2<sup>ND</sup> – 3<sup>RD</sup> December 2003**

**RESOLUTION ON HUMAN RESOURCES MANAGEMENT**

The Directors General recognize that, in line with a principle of continuity, during the Italian Presidency the activities in the human resources management field have been carried out under the provisions of the mid-term programme adopted in La Rioja in 2002 and in accordance with the resolutions adopted by the Ministers in June 2003 in Rhodes Island. The opening of the meetings, for the first time, to the acceding and candidate Countries is considered particularly useful in order to have a gradual and beneficial integration in the activities and to make sure their needs are more clearly represented.

**Performance related pay systems in central administrations.**

They appreciate that further developments have been done in the analysis of performance related pay systems, through the study of cases and good practices concerning senior civil servants in the central administrations of European Union member States. This analysis deepens the surveys carried out during the previous Presidencies on the theme of remuneration, with particular reference to remuneration linked to performance and productivity. In this context, they find the study, conducted by the Italian Institute for Social Research (Istituto per la ricerca sociale, IRS), significant. It provides useful information on the subject, giving the opportunity to further develop the analysis in order to evaluate the proven effectiveness of these systems, lessons learnt from experiences, the key factors for the successful implementation of these systems, the obstacles and related negative aspects, if they exist.

**The use of new technologies in human resources management.**

The Directors General consider the opening of the debate about the use of new technologies and about the impact of e-government and innovation and communication technologies on human resources management of great relevance.

The use of innovation and communication technologies systems offers new opportunities to management, by providing new instruments in order to manage the public administration organization and personnel more efficiently. In this context, they appreciate the carrying out of the study on the current and potential use of innovation and communication technologies in human resources management, whose production was assigned by the Italian Presidency to KPMG, Net Consulting and Nolan Norton, which also by the examining of good examples, offers a pilot analysis of the systems adopted in the different European Union administrations.

## **The glossary on mobility**

In line with the mandate given during the Hellenic Presidency, they welcome the production of a glossary in English on mobility including commonly used terms and their meanings, in order to allow all European Union member and new member Countries to use the same terms in the same sense. They therefore appreciate, on the basis of the list of terms agreed during the Hellenic Presidency, the definition of the corresponding meanings chosen during the Italian Presidency.

Considering that a relevant problem is to capture local differences concerning the organization of public administration in different European Union Countries, the work on the analysis of the meanings of the terms selected should be carried on during the Irish Presidency in view of a full use of the glossary by the National Contact Points.

## **Mobility Issues.**

They recognise the progress done for the implementation of the scheme of exchanges between the Commission and the member States and, considering in general the exchange systems as a training tool, think that this scheme, as well as exchanges of civil servants among member States, should be implemented further. Moreover, they appreciate the report of the removal of barriers to free movement of civil servants, the network of national contact points and the dissemination of information about mobility conducted during the Italian Presidency. The national contact points will continue their assigned activities in line with the conclusions of the Directors general taken in Elsinore 2002.

## **The evaluation of the work done and the new work programme of the Human Resources Group.**

They appreciate the evaluation of the work done, under the mid-term approved in La Rioja in 2002, conducted during the Italian Presidency. The evaluation offers relevant information about the activities carried out. In particular, a general satisfaction with the completion of the programme emerged, as the priority areas are mostly considered to have been covered, though for some issues there's a need for deeper analysis. This consideration justifies the updating and renewal of the work programme, stressing a continuity with issues already dealt with and the introduction of new subjects to be considered.

Hence, they approve the new work programme of the Human Resources Group, which is herein enclosed as an annex, in accordance to the resolution of the Directors General adopted in Rhodes Island on the 9th June 2003 and in line with the mid-term programme adopted by the Ministers for Public Administration in Rome on December 1<sup>st</sup>, 2003. They appreciate that information and contributions from acceding and candidate Countries have oriented choices in the elaboration of the new work programme. Particular information from acceding Countries and their specific needs or priorities will be considered during the Irish Presidency.

## **Changes of the context (privatisations, demographic evolution, EU enlargement).**

In continuing with the subject of organizational changes, the Directors General ask the Human Resources Group to study, during the next Presidencies, the impact on the organization of public administration and on personnel of some different kinds of changes, such as suppressions, merges, privatisations, decentralizations and conferring of public functions, streamlining and rationalization.

Given the evolution of social context and the above mentioned organizational changes affecting public administration, they consider the civil servants' core competencies and characteristics very relevant in order to enhance the attractiveness of public employment. Therefore, the Human Resources Group will give a special attention to integrity in the public service, aiming at developing common understandings of minimum ethical standards for civil servants.

Moreover, given the present demographic trends within national labour markets and their relevant impact on pension systems, they ask the Human Resource Management group to carry out analyses and, where possible comparisons and exchanges of experiences on the issue of the evolution of public sector pension systems.

The enlargement of the European Union stresses the need of reaching a comparable approach to European issues. This requires a particular effort on training activities, especially on topics related with the formation and the implementation of European policies, also by developing adequate training programmes. This activity will be carry out within the Human Resources Group with the cooperation of the competent Institutes and Schools.

## **ANNEX**

### **Future work programme for the Human Resources Group**

#### **Points of reference.**

The resolutions adopted by the Directors General in Rhodes Island on the 9<sup>th</sup> June 2003 stated that the work programme of Human Resources Group would be revised during the Italian Presidency, in accordance with the resolution adopted in Elsinore on the 25<sup>th</sup> and 26<sup>th</sup> November 2002. On that occasion, the Human Resources Group was asked to continue the work along the lines decided upon in La Rioja in May 2002 and undertake an evaluation of the work programme, in order to present the results and propose an update of the programme during the Italian Presidency. The revision of the programme should also consider the possible relevant information from the activity of the Task force enlargement and the challenges and opportunities resulting from the enlargement of the European Union.

This work programme is in accordance with the resolutions of the Ministers responsible for public administration and the Medium Term Program, adopted in Rome on December 1<sup>st</sup>, 2003.

#### **The methodology.**

The Human Resources Group gathered twice during the Italian Presidency: on the 16<sup>th</sup> of September and on the 18<sup>th</sup> of November in Brussels. On these occasions, debates were developed within the Group in order to evaluate the previous work done in the human resources management field and to identify priorities for a new programme. Following the debates, a specific survey has been conducted within the Group, to make sure each priority clearly represented. Contributions from acceding and candidate Countries have oriented choices in the elaboration of the programme, by taking into account the results from a questionnaire conducted by the Task force enlargement and from the survey conducted within the Human Resources Working Group.

Further particular information from acceding Countries and their specific needs or priorities will be then considered during the Irish Presidency.

#### **The programme.**

The principal aim of the programme is to ensure that work within the Group is appropriate and able to facilitate an open and enlarged debate on the strategic goals connected to human resources management. In this context, the issues included in the programme will ensure a greater exchange of information in strategic fields and, especially, will identify and share experiences and good practices among member and acceding and candidates Countries, in order to increase knowledge, improve daily work and establish international contacts among all participants. Finally, the analysis of the strategic subjects contributes to favouring cohesion and integration among Countries and to giving results to problems, critical aspects, solutions and challenges within a comparative context.

The work programme, that will cover a period of two years, is concentrated, in order to meet to the Group's need to discuss few items in more depth and to try to guarantee continuity with the previous programme, avoiding duplication of work.

Under the new programme, the Human Resources Group will have the following aims.

**1. Priority:** innovative human resources management systems.

**Objective:** to identify principles and criteria for the introduction in the public sector of innovative HRM systems, taking into account differences in national public employment systems. In this respect focus should be put on the proven effectiveness of new HRM systems and on the lessons learnt from experiences.

**Activities:** identification and analysis of critical and successful factors as well as the limitations encountered in each Country when designing, implementing and evaluating innovative human resources management systems, taking into account differences in national public employment systems. The debate could involve the examining of organisational and management solutions used in the private sector.

**Methodology:** the subjects of performance related pay systems and flexible career systems have already been dealt with, through comparative surveys. These will constitute the basis for further analyses which will be developed especially through virtual forums. The activity will be completed by the end of 2005 .

**2. Priority:** human resources management strategies to support organizational changes.

**Objective:** to study in greater depth the human resources management strategies used to deal with organisational changes affecting the structure and the functions of public administration, such as privatisation, the devolution of functions and outsourcing, decentralization, streamlining and rationalization.

**Activities:**

- Identification and analysis of best practices relating to human resources management to foster change when changing functions and structures in civil service departments (such as privatisations, the devolution of functions and outsourcing, decentralization, streamlining and rationalization), with a strong focus on solutions that have been shown capable of enhancing the skills present in the organisation at the individual and collective level.

**Methodology:** it is a new subject and thus requires a comparative analysis. Methodology recommended is debating among experts during dedicated meetings and successively virtual forum. The activities will be completed by the end of 2005.

**3. Priority:** Pension systems in the public sector.

**Objectives:** on the basis of the present demographic trends and how they may impact on Public Sector pensions, to study different systems and good governance in the specific field of pensions in the public service pensions.

**Activities:** Analyses and, where possible, comparisons and exchanges of experiences on the issue of the evolution of pension systems in the Public Sector. In the long term, tools for securing dissemination of information on each others progresses in this field could eventually be designed.

**Methodology:** the technical character and the novelty of the subject require at first a comparative survey, taking into account surveys and analysis already conducted. This activity will be developed during 2004.

**4. Priority:** Integrity in the public service.

Objective: development of a common understanding of ethical standards for civil servants.

Activity: discussions will be initiated which identify shared values and good practices in the field of integrity in the public service.

Methodology: This activity will be developed during 2004. A proposal for the methodology to be used will be prepared by Troika Group Members.

#### 5. Priority: Training.

Objective: While preserving national and cultural peculiarities, to improve knowledge and competencies of civil servants of member and acceding Countries through the effective deployment of existing knowledge.

#### Activities:

- Development of common training programmes on the topics related with the formation and the implementation of European policies and decisions, with the aim of favouring the adoption by civil servants from member and accessing Countries of a comparable approach to European issues. This activity will include the elaboration of core elements for two training programmes by 2005.

Methodology: considering that various authorities are in charge of training in each Country and also the planning character of the activity, draft proposals and comments for the elaboration of training programmes will be circulated by e-mail.

#### 6. Priority: Mobility

#### Activities:

- Following the progress on the removal of barriers to civil servant mobility, in the light of the European Court of Justice case law, and the implementation of Community mobility.

Methodology: considering that the theme has been already dealt with, the activities will be conducted through the e-mail system. This activities will be carried out by the National Contact Points, which can arrange meetings, if necessary.

### **Organization of the work in general.**

Initiatives for cooperation will be taken under the principle of continuity; issues will be examined in depth, by analysing good practices, problems and successful factors, and comparative analysis and debates will be used as a basis to deepen understandings. Hence, the Group will focus its attention on fewer issues and discuss them in greater depth.

Two-day meetings are allowed but the use of e-mails, the website and the virtual forums should be considered as a priority. Moreover, considering the high number of participants in the Group, and the possible differing interests of each Country, the Group, through the Presidency, could submit the intention of constituting sub-groups, related to different subjects, to the Directors General. In any case, to ensure continuity, the troika members should take part in the sub-groups; the sub-groups should reduce meetings to a minimum and refer to corresponding working Groups.