



Resolution for the Human Resources Working Group

Whereas the recommendations of the mid-term work programme were adopted in Lisbon on 10th December 2007, and in particular a recommendation concerning the creation of shared operating tools and indicators aimed at encouraging higher quality service in public administrations;

Whereas human resources departments are playing an increasingly strategic steering role in both public administration and in change management and whereas emphasis is laid on leadership skills and the role of senior executives;

Whereas there is a need for greater visibility of information generated by the EUPAN network and for more efficient sharing of knowledge between central public administrations in the 27 Member States;

I. Benchmark system for measuring human resources performance

The Directors-General welcome the contribution of the French Presidency to the drafting of a benchmark system for measuring human resources performance in public administrations;

They take duly note of the conclusions of the study in drawing up this system, of the selected indicators and the procedures proposed by the French Presidency.

The Directors-General support the efforts by the French Presidency to measure and improve the quality of HR in the central administrations of the 27 Member States.

To ensure the continuity of this initiative, they propose:

- Setting up a test phase and pilot projects in volunteer countries with respect to one or more HR functions (such as recruitment, training, individual assessment, skill management, senior executive management, pay);
- Making use of the results of the test phase of this benchmark system in the volunteer administrations to improve, enhance and adjust the proposed indicators with the aim of exploring further the possibility of establishing a shared operating tool;
- Drafting the necessary applications of the benchmark system in order make it user-friendly for different user requirements (DGs, HRDs, team managers);
- Ensuring availability and updating of the benchmark system on the redesigned EUPAN website.

II. Surveys and contribution of information on public administrations

The Directors-General recognise the contribution, in terms of shared understanding of central public administrations, of the surveys commissioned by the French Presidency covering the 27 EU Member States (MS) as well as the European Commission (EC), concerning:

- The management and working conditions of senior executives
- An analysis of forms of social dialogue in Member State central administrations

The senior executive survey, enriched with presentations made by HRWG members and experts from MS and the EC dealing especially with senior civil servants, demonstrates the strong ambition of all central administrations to implement customised management methods in order to foster skills development, networking and diversity as well as equality between men and women in this professional category.

The country fact sheets represent a source of substantial and important information, not least in relation to the mutual exchange of information and inspiration among the Member States. They could be used to form a toolkit on which central administration HR departments could base development programmes for senior executives.

The social dialogue study is particularly welcomed as being the first study of this kind in the EU 27. It will allow the network knowledge base concerning the nature and scope of social dialogue in Member State civil services to be updated.

The Directors-General also welcome the creation of fact-sheets that describe the main characteristics of each country's administration and civil service and how they function. The Directors-General jointly emphasise the need to follow up and regularly update this information on the EUPAN website.

III. Next steps

The Directors-General recommend that shared tools – e.g. benchmark system for measuring HR performance, country fact-sheets etc. – should be incorporated into the wider agenda of knowledge-management review within EUPAN and thereafter improved on a regular basis via the new website.