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An Roinn Caiteachais Phoiblí  
agus Athchóirithe  
Department of Public  
Expenditure and Reform



# **Irish Presidency Survey on the Structure of the Civil and Public Services of the EU Member States and Accession States**

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# Irish Presidency Survey on the Structure of the Civil and Public Services of the EU Member States and Accession States

## Executive Summary

Any Survey or study carried out under the auspices of EUPAN has to acknowledge the complexity of trying to compare 27 different systems and traditions of public administration. Some respondents did not distinguish between the public service as a whole and central government administration or Civil service due to changes in classification over the period of the Survey (2006 -2012). Working within this constraint and using the earlier Surveys conducted by Ireland (2004) and by Austria (2006) as a basis, the Irish Presidency Survey sought to assess the impact of the recent economic crisis on the structure and scale of the Public Services across EUPAN Member States.

Using 2006 as the base year, EUPAN Members were requested to provide up-to-date structural data and key reform information under six main headings.

1. Structure of the Public Service
2. Number of Public Servants
3. Number of Ministries
4. Structure within each Ministry
5. Department/Ministry with Responsibility for HR Policy
6. HR Reforms since **2009**. Member States were asked for changes that have taken place in:
  - a. General Terms and Conditions of Service
  - b. Rates of Pay / Rates of Pension
  - c. Pension Entitlements or Conditions of Qualification
  - d. Holiday / Annual Leave Entitlements
  - e. Sick Leave Entitlements
  - f. Maternity / Paternity Leave
  - g. Family Friendly Policies
  - h. Methods of Recruitment and Selection to the Civil Service
  - i. Structure of the Senior Public Service
  - j. Recruitment and Selection for the Senior Public Service

Responses were received from **27 EU Member States**, the **EU Commission**, **Croatia**, **Montenegro**, **Norway**, and **Switzerland**. Not all respondents answered all questions. The span of our analysis is quite long (2006-2012) and it covers both expansionary and recessionary economic times. In the period immediately following 2006, many Member States were still expanding their public service to take account of extra responsibilities arising from their recent membership of the EU. This factor, and general economic prosperity, led to a peak in numbers around 2008 with numbers declining thereafter.

The key responses by category are summarised as follows:

**(a) Number of Public Servants**

Seventeen Member States (**Austria, Belgium, Cyprus, the Czech Republic, Estonia, Finland, France, Germany, Hungary, Ireland, Italy, Latvia, Malta, Portugal, Slovakia, Slovenia and the UK**) reported a decrease in the number of civil servants/public servants since the 2006 Survey. The decrease ranges from 3% to 35% compared to the base year. Significant change is reported in some Member States such as Finland which reports a 35% decrease primarily due to the transfer of staff from the university sector to the private sector.

There is a definite downward trend and even those Member States reporting increased numbers (**Bulgaria, Denmark, Greece, Lithuania, Luxembourg, the Netherlands, Poland, Romania, Spain, and Sweden**) qualify the increases by reference to a peak in numbers reached in the period around 2008/9. In some cases (**Bulgaria, Greece, and Romania**) restructuring has led to an increase in numbers where staff not previously classified as civil or public servants are included in more recent figures.

**(b) Changes in rates of pay**

Ten Member States (**Cyprus, the Czech Republic, Estonia, Greece, Ireland, Latvia, Lithuania, Portugal, Romania, and Slovenia**) reported a reduction in rates of pay / allowances / bonuses since 2009, by as much as 25% in **Romania** and 24% in **Latvia**.

A further six Member States (**France, Hungary, Italy, Poland, Spain and the UK**) reported pay freezes or deferral of increases as a response to the Crisis. Three Member States (**Finland, Malta and Slovakia**) report an increase in pay.

**(c) Changes in rates of pension**

Four Member States (**Austria, Germany, Ireland and Greece**) reported reductions in the pension rate. **Austria** reduced the pension rate by 4.2%, **Germany** reduced the maximum pension entitlement from 75% to 71% of the pensionable final salary and in **Ireland** there was a once-off cut of approximately 4% to public service pensions above €12,000.

In **Cyprus**, there is a freeze on any increases in pensions until 2015. In **Estonia**, pensions have not been reduced but national contributions to the mandatory pension schemes were frozen for two years from 2009 while in the **Netherlands**, pension rates have not been adjusted for inflation since 2006.

The most common changes reported by Member States were pension freezes and pension reductions and revised methods for calculating pensions.

**(d) Changes in pension entitlements**

Eighteen Member States responding to this question (**Austria, Belgium, Cyprus, the Czech Republic, Denmark, Estonia, France, Germany, Greece, Ireland, Italy, Malta, the Netherlands, Poland, Portugal, Romania, Slovenia, and the UK**) reported changes to pension entitlements or conditions of qualification since 2009.

The most frequently reported change in the pensions area related to incremental increases in the statutory retirement age for civil and public servants. The retirement age across Member States now ranges from age 60 up to 70. A sample of the other key changes in the pension area includes:

- **Ireland** introduced a new Single Pension Scheme providing for an incremental increase in the minimum pension age (from 66 to 68), a “career average pay” system, a 40-year limit on pensionable service and the extension of pension abatement (full or partial suspension of pension payment) on re-entering public service employment.

- Four Member States (**Cyprus, France, Ireland, and the UK**) have introduced changes in pension contribution rates
- The **UK** is carrying out a review of pension provisions with a view to having a new pension scheme in place by 2015.
- **Austria** has reported measures to discourage early retirement while **Greece**, in contrast, has reported measures to encourage early retirement.

**(e) Maternity Leave, Paternity Leave and Family Friendly Policies**

The Survey identifies a number of changes in the related areas of Maternity Leave, Paternity Leave and Family Friendly Policies. The main driver of change in these areas is the effect of EU policy as expressed in EU Directive 2010/18/EU on Parental Leave. The Survey shows increased rates of parental leave across a number of Member States and identifies the application of parental leave to same sex couples, to adoption and fostering. The Survey also identifies enhanced Maternity Leave in a number of Member States.

**(f) Changes in the Structure of and Appointment to the Senior Public Service**

In respect of changes in the structure of and appointment to the Senior Public Service, the Survey shows that only 4 Member States reported a change in the structure of the Senior Public Service with changes being reported by **Austria** (greater focus on women as leaders), **Hungary, Ireland** (where a new Senior Public Service has been established) and the **Netherlands** (where the Foreign Affairs Department is being included in the Senior Public Service).

The survey suggests a greater focus on the competencies required of senior public servants. It also shows a movement towards more focused recruitment with an emphasis on dedicated recruitment structures and selection procedures.

## Background

In 2004, the Irish Presidency carried out a survey on the structure of the Civil and Public Services of the Member States of the European Union, new Member States and three Applicant Countries. In 2006, the Austrian Presidency carried out a further Survey to update the information provided in the 2004 Survey. The Spanish Presidency commissioned a more detailed and comprehensive study on Public Employment in the Member States of the EU during its tenure. In the Irish Presidency Programme it was signalled that Ireland intended to update the Austrian Survey from 2006 and collect summary data for use by EUPAN members.

It was also considered timely to gather information on the reforms that have taken place since 2009 as a result of the Crisis. With this in mind, EUPAN Members were requested to provide up-to-date structural data under 5 headings and key reform information under item six below:

1. Structure of the Public Service
2. Number of Public Servants
3. Number of Ministries
4. Structure within each Ministry
5. Department/Ministry with Responsibility for HR Policy
6. HR Reforms: - since 2009, changes that have taken place in:
  - a. General Terms and Conditions of Service
  - b. Rates of Pay / Rates of Pension
  - c. Pension Entitlements or Conditions of Qualification
  - d. Holiday / Annual Leave Entitlements
  - e. Sick Leave Entitlements
  - f. Maternity / Paternity Leave
  - g. Family Friendly Policies
  - h. Methods of Recruitment and Selection to the Civil Service
  - i. Structure of the Senior Public Service
  - j. Recruitment and Selection for the Senior Public Service

Responses were received from **27** EU Member States, the **EU Commission, Croatia, Montenegro, Norway** and **Switzerland**. This document identifies the trends which have emerged from the responses of the EU Member States under each heading. Every effort has been made to ensure that the information is accurate but, in some cases, differences in administrative structures have made it difficult to reconcile the chosen year on year comparisons.

In tracking the changes over the period under review we have, where possible, used the figures supplied in the 2006 Survey as a baseline from which the percentage change is derived.

The **EU Commission, Croatia, Montenegro, Norway** and **Switzerland** were not included in the earlier surveys so there is no comparative data against which to measure the current response. A summary of the key elements from their returns is included at the end of the document.

## RESULTS

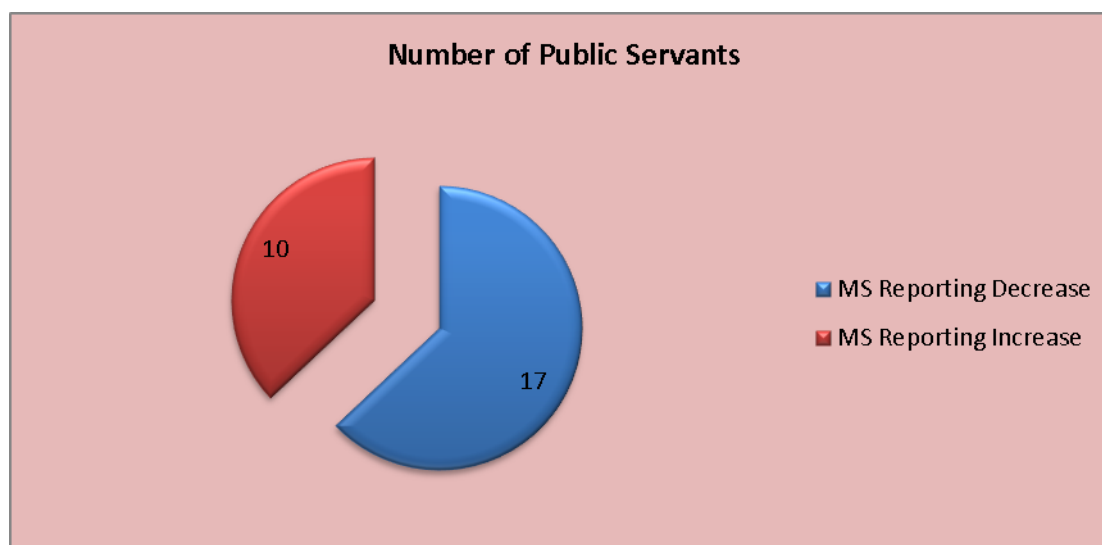
### 1. STRUCTURE OF THE PUBLIC SERVICE

#### Structure of the Public Service across EUPAN Member States – 2012 vs. 2006

In comparing the returns from 2006 with those from the current Survey there are no significant changes to report in this category.

### 2. NUMBER OF PUBLIC SERVANTS

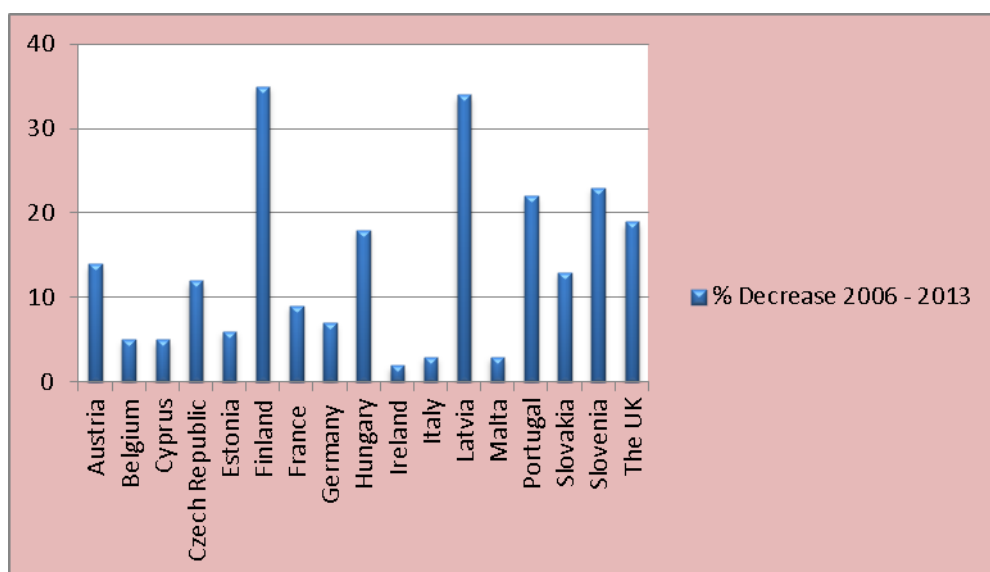
**Figure 1.1: Number of Public Servants across EUPAN Member States – 2012 vs. 2006**



The evidence suggests that the impact of the Crisis on the public service and public expenditure has resulted in reductions in public service numbers in 17 of the 27 Member States and an increase in the remaining 10. The number of Member States reporting an increase is more a function of the relatively long time span of the Survey (2006-2012), which covered both expansionary and recessionary periods. For example, in the period 2006 to 2008, a number of Member States were expanding the public service to take account of extra responsibilities arising from membership of the EU. In that period also the economic situation across Member States was still positive, resulting in a peak in public service numbers around 2008 and public service numbers began to fall after 2008 across EUPAN members. The analysis is therefore critically dependent on the base year chosen.

Figure 1.2 and Figure 1.3 below show the Member States experiencing numbers reductions and increases respectively over the period 2006-2013

**Figure 1.2: Percentage Decrease in Number of Civil Servants/Public Servants across Member States – 2012 vs. 2006**



**Finland**, at 35%, shows the biggest reduction. The returns for 2012 reflect the effects of reforms in the university sector; since 2010 approximately 34,000 employees in the university sector are now treated as private sector and are no longer counted in central government figures.

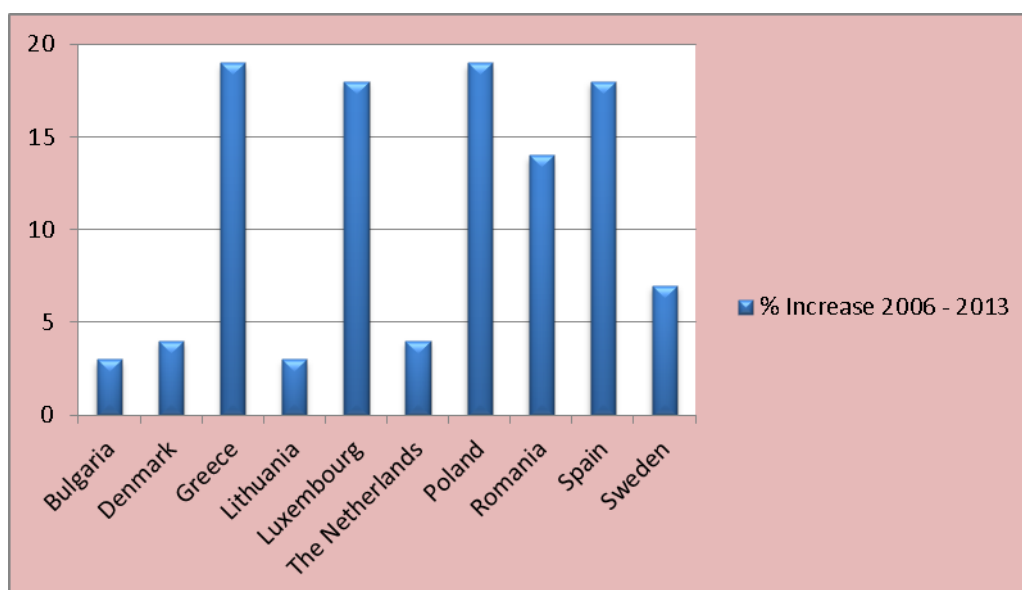
At the other end of the spectrum, the results for **Ireland** show a reduction of only 2% when compared with 2006. However, the transfer to the Civil Service of 1,770 public servants (Community Welfare Service and National Training Authority) masks the overall reductions in the period. Without these transfers the Civil Service figure would have been closer to 34,600 as against 36,239 representing a reduction of 6.5%.

The figure for **Italy** at 3% includes the addition of 22,000 officials not previously classified as civil servants in the 2006 returns.

In **Portugal**, the response to the Crisis resulted in a reduction of 22% in numbers serving in central government.



**Figure 1.3: Percentage Increase in Number of Civil Servants/Public Servants across Member States – 2012 vs. 2006**



Ten Member States (**Bulgaria, Denmark, Greece, Lithuania, Luxembourg, the Netherlands, Poland, Romania, Spain, and Sweden**) reported an increase in the number of civil servants/public servants since 2006.

In **Bulgaria**, the increase was due to major restructuring involving the inclusion of 11 new structures within the scope of the State administration.

In **Greece** and **Romania** the figures supplied for the 2013 Survey included categories of employee which were not previously included in the figure supplied for the 2006 Survey. It should be noted however that since 2010, roughly 15,000-20,000 public servants retire each year from the Greek public service

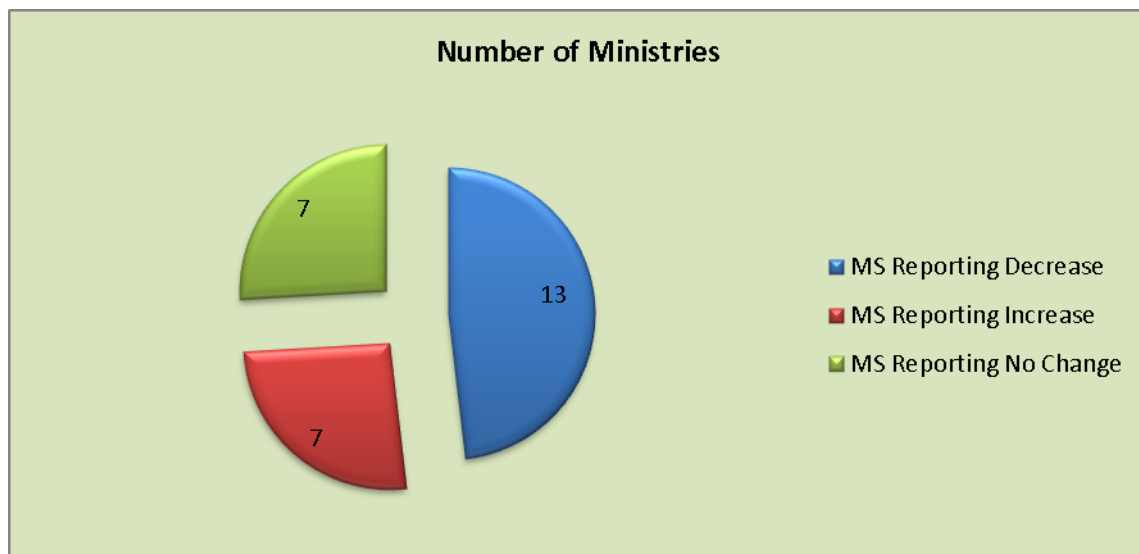
In **Latvia** there was a peak in the number of civil servants/public servants in 2006 and in **Spain** in 2009.

In general, the newer EU Member States experienced a similar peak and noted specifically that this was necessary to meet the requirements of EU Membership. There was an increase, for example, in **Lithuania** in the number of civil servants in the period 2006 - 2008 in response to economic growth and European integration. However, in the period 2009 - 2012, **Lithuania** experienced a 10% reduction in the public servants number aside from some limited temporary recruitment to cover EU Presidency commitments.

Overall the apparent increases since 2006 in some Member States masks the downward trend in civil servant/public servant numbers of more recent years.

### 3. NUMBER OF MINISTRIES

Figure 1.4: Number of Ministries across Eupan Member States – 2012 v 2006



In approximately half of the Member States (**Bulgaria, the Czech Republic, Finland, France, Greece, Hungary, Italy, Latvia, the Netherlands, Portugal, Slovakia, Slovenia, and Spain**) there was a decrease in the number of Ministries since 2006. **Portugal**, for example, reported 10 Ministries in 2013 as compared with 14 in 2006. Similarly, **Spain** reported 13 Ministries in 2013, as compared to 17 in 2006.

Seven Member States (**Austria, Ireland, Lithuania, Malta, Poland, Romania and Sweden**) report an increase in the number of Ministries. In **Ireland**, for example, the establishment of the Department of Public Expenditure and Reform increased the number of Ministries by one to 16 compared to 15 in 2006. This increase was achieved by way of transfers of functions and without the appointment of any additional staff.

The other 7 Member States (**Belgium, Cyprus, Denmark, Estonia, Germany, Luxembourg, and the UK**) report no change in the number of Ministries.

#### 4. STRUCTURE OF EACH MINISTRY

##### Structure within each Ministry across EUPAN Member States – 2012 vs. 2006

In comparing the returns from 2006 with those from the current Survey there are no significant changes to report in this category.

#### 5. DEPARTMENTS/MINISTRIES WITH RESPONSIBILITY FOR HR POLICY

Figure 1.6: Department/Ministry with Responsibility for HR Policy across EUPAN Member States – 2012 vs. 2006



Twenty seven Member States responded to this question. Twenty three Member States report that a central Department/Ministry is responsible for the development of HR policy. Individual Departments/Ministries are then responsible for the implementation of this policy in respect of their staff:

In **France**, for example, the Directorate General for Administration and the Civil Service is responsible for the development of HR policy, while each Ministry has a HR Directorate responsible for implementation.

In **Germany**, the Federal Ministry of the Interior is responsible for regulations governing the Public Service, while the execution of these regulations is the responsibility of each Ministry.

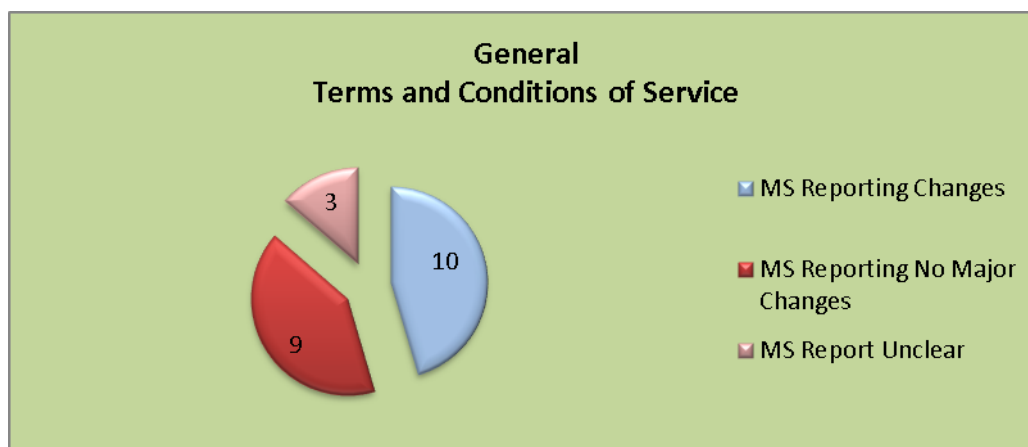
In **Greece**, the Ministry of Administrative Reform and e-Government has this responsibility.

In **Ireland**, the newly formed Department of Public Expenditure and Reform has taken over responsibility for matters relating to the Civil Service previously under the Department of Finance and has overall responsibility for unifying terms and conditions across the public service.

## 6. REFORMS IMPLEMENTED SINCE 2009

### a. General Terms and Conditions of Service

Figure 1.7: General Terms and Conditions of Service across EUPAN Member States



Twenty two Member States responded to this question. Ten Member States reported changes to the general terms and conditions of service since 2009 (**Belgium, Bulgaria, Cyprus, Estonia, Germany, Hungary, Latvia, Luxembourg, Malta, and Slovakia**). Examples of changes to non-pay terms and conditions include:

In **Belgium**, an important reform of the career system is currently in train. The existing system of “certified trainings” which gave a bonus to civil servants who passed certain tests is to be terminated. This system will be replaced by career progression based on a mix of results assessment and seniority.

There have been changes in the Public Law status of civil servants in a number of Member States including **Bulgaria, Estonia** and **Hungary**.

In **Bulgaria**, a new performance appraisal model linked to the attainment of individual goals, administrative unit goals and administration goals has been introduced. It includes self-evaluation and peer review by colleagues.

Flexible working hours have been introduced in a number of Member States including **Bulgaria** and **Cyprus**.

Greater mobility and redeployment arrangements have been introduced in **Greece** and **Ireland**.

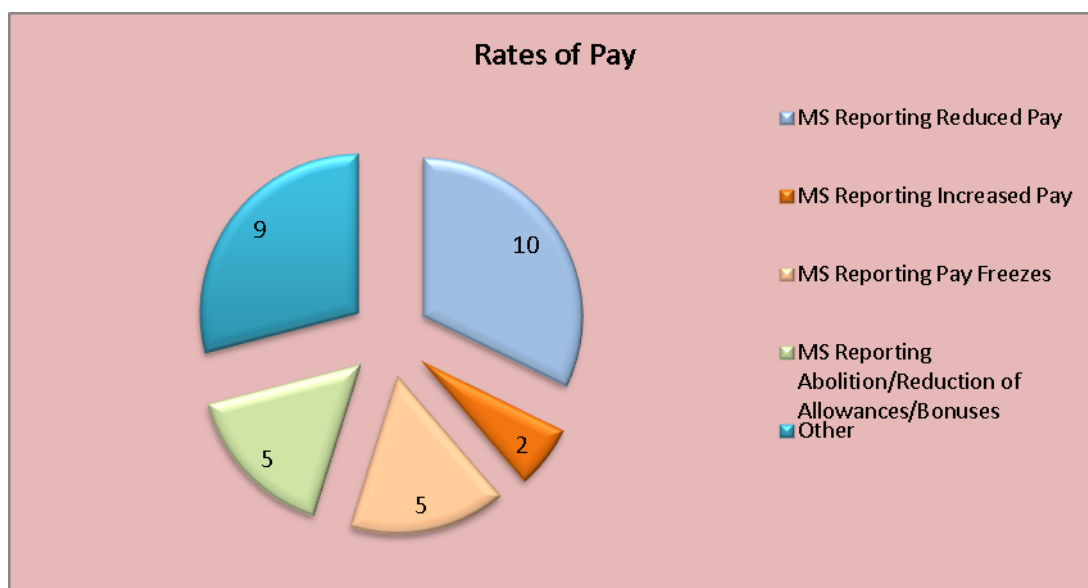
In **Germany**, amendments to the law governing Federal Service careers will strengthen the requirements for securing life tenure and will make it possible to promote high performers during probation.

In **Malta**, there have been a number of changes: for example fixed-term contracts now become indefinite after four years’ service. In cases of resignation or termination of employment, employees are now entitled to a notice period proportionate to the length of their service.

In **Slovakia**, the 2009 Civil Service Act introduced service contract, stronger protection of civil servant status (employment stability), a more flexible legal framework for professional education, the abolition of yearly performance assessment connected to financial evaluation of civil servants and the introduction of telework and home office work.

**b. (i) Rates of Pay**

**Figure 1.8: Rates of Pay across EUPAN Member States – 2012 vs. 2006**



Twenty-four Member States responded to this question. (As some Member States reported a combination of measures – for example both a pay freeze and a pay reduction – they are represented more than once in Figure 1.8.).

Ten Member States (**Bulgaria, Cyprus, the Czech Republic, Estonia, Greece, Ireland, Latvia, Lithuania, Poland, Romania, and Slovenia**) reported a reduction in rates of pay

Five Member States (**Bulgaria, Cyprus, Lithuania, Poland and Slovenia**) reported the abolition or reduction of allowances/bonuses since 2009.

Five Member States (**Cyprus, France, Hungary, Slovakia and the UK**) reported pay freezes.

Only two Member States (**Finland and Malta**) reported increases in pay.

Nine Member States (**Bulgaria, Finland, Germany, Greece, Italy, Portugal, Romania, Spain and the Netherlands**) reported a number of other changes including the introduction of uniform pay scales, the introduction of performance-based pay systems and developments in relation to pay-related collective bargaining.

Two Member States (**Austria and Denmark**) reported no major changes to rates of pay.

In **France**, for example, the basic salary of civil servants has been frozen since 2010, while in the **UK** a two-year pay freeze for public sector workers was introduced in 2010.

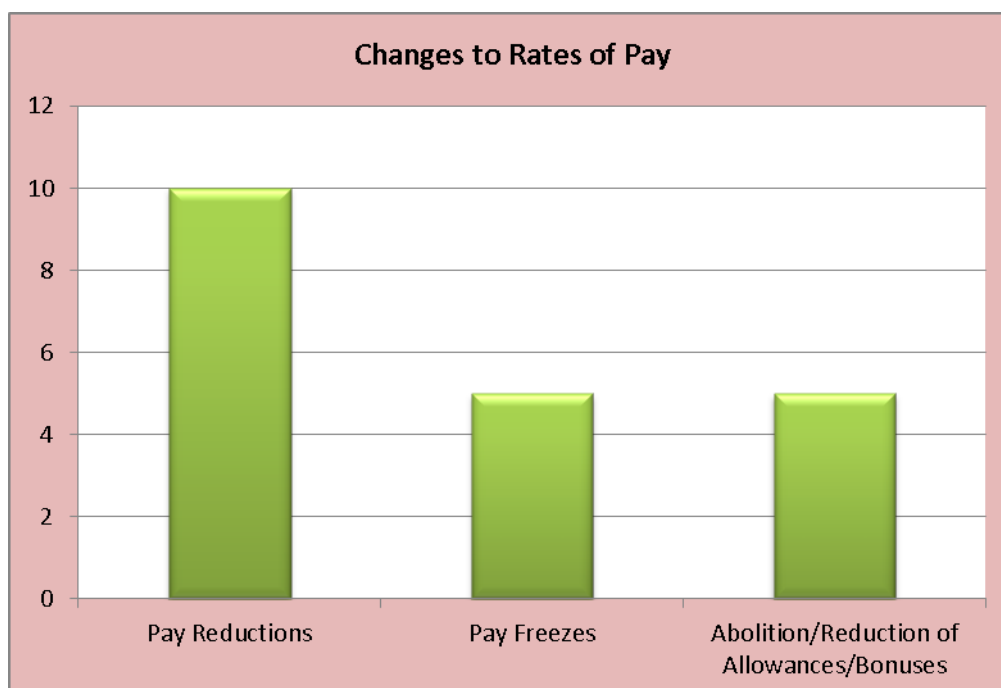
In **Ireland**, the Financial Emergency Measures in the Public Interests Acts 2009 introduced a Pension Related Deduction (PRD), at an average of 7%, and reduced remuneration (at rates of between 5% and 20%). In addition, in 2011, the pay scale for all new recruits was reduced by 10%.

In some other Member States, including **Cyprus**, some allowances were both abolished and reduced.

In **Italy**, for example, legislation has been introduced which precludes pay-related collective bargaining at the national level until 2013; currently there is only annual decentralised bargaining at the local level.

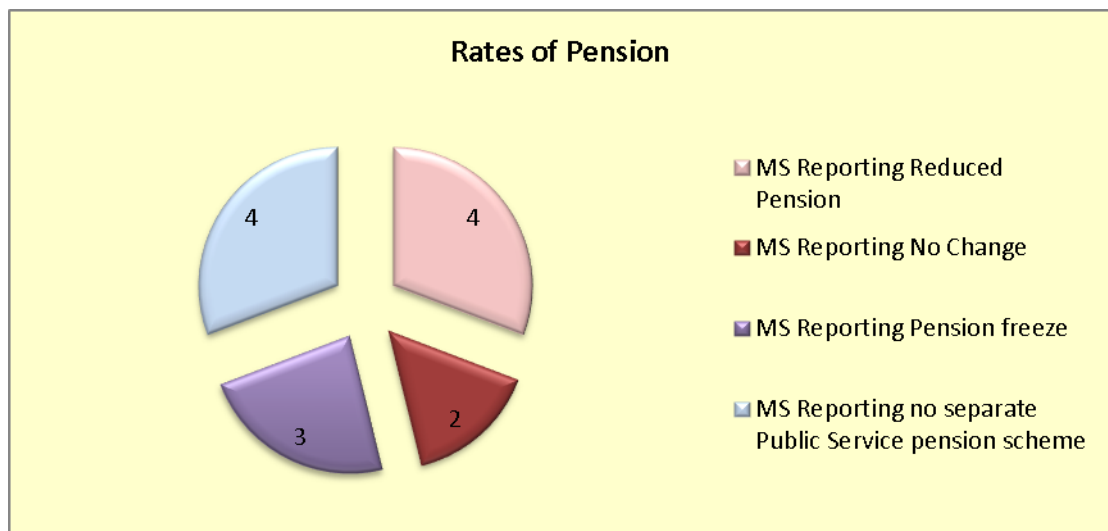
The most common changes reported by Member States were pay reductions, pay freezes, and the abolition/reduction of allowances/bonuses. The bar chart below illustrates the incidence of these changes across the Member States.

**Figure 1.9: Changes to Rates of Pay across EUPAN Member States – 2012 vs. 2006**



**b. (ii) Rates of Pension**

**Figure 1.10: Rates of Pension across EUPAN Member States – 2012 vs. 2006**



Thirteen Member States responded on this question. Four Member States (**Austria, Greece, Germany and Ireland**) reported a reduction in the rates of pension since 2009.

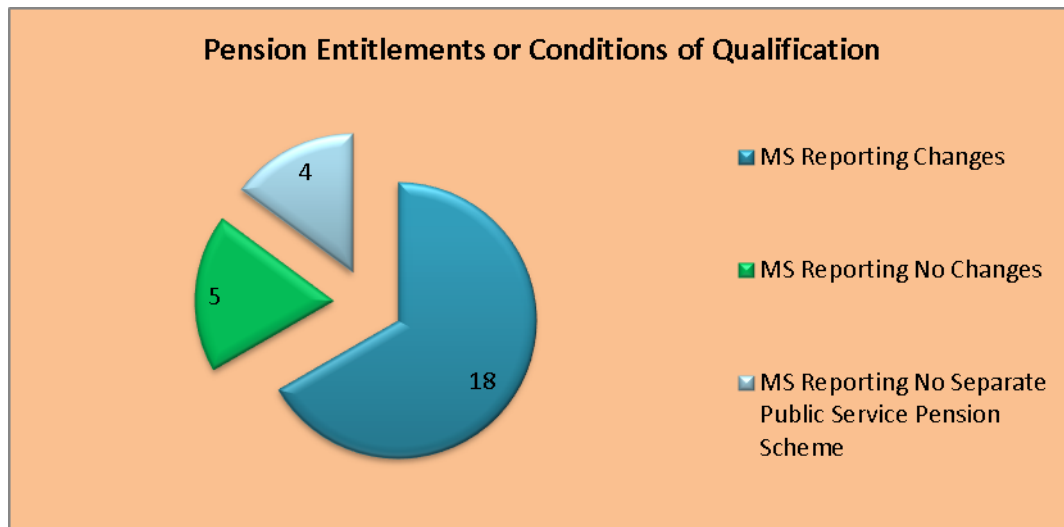
**Austria** reduced pensions by 4.2%; in **Germany**, pensions will now be based on 71 % of the final pensionable salary instead of 75%; in **Ireland** pensions over €12,000 were reduced by 4%.

Three Member States (**Cyprus, Estonia and the Netherlands**) report a freeze on pensions. In **Cyprus**, there is a freeze on any increases in pensions until 2015. In **Estonia**, pensions have not been reduced but national contributions to the mandatory pension schemes were frozen for two years from 2009. In the **Netherlands**, pension rates have not been adjusted for inflation since 2006.

The most common changes reported by Member States were pension freezes, pension reductions and revised methods of calculating pensions.

c. **Pension Entitlements or Conditions of Qualification**

**Figure 1.11: Pension Entitlements or Conditions of Qualification across EUPAN Member States – 2012 vs. 2006**



Twenty Seven Member States responded to this question. Eighteen Member States (**Austria, Belgium, Cyprus, the Czech Republic, Denmark, Estonia, France, Germany, Greece, Ireland, Italy, Malta, the Netherlands, Poland, Portugal, Romania, Slovenia, and the UK**) reported changes in pension eligibility covering the areas of retirement age, pension contributions or conditions of qualification.

Of these, 15 Member States, (**Austria, Belgium, Cyprus, the Czech Republic, Denmark, Estonia, France, Germany, Ireland, Italy, Malta, Poland, Portugal, Romania and Slovenia**) reported incremental increases in the statutory retirement age; retirement ages now range from 60 to 70.

In **Ireland**, in January 2013 a new Single Pension Scheme was introduced for new entrants. It provides for an incremental increase in the minimum pension age (from 66 to 68), a “career average pay” system, a 40-year limit on pensionable service and the extension of pension abatement) on re-entering public service employment.

The **UK** reported plans to introduce a new pension scheme from 2015.

Some Member States, including **Austria**, reported measures to discourage early retirement, while **Greece** reported measures to encourage early retirement.

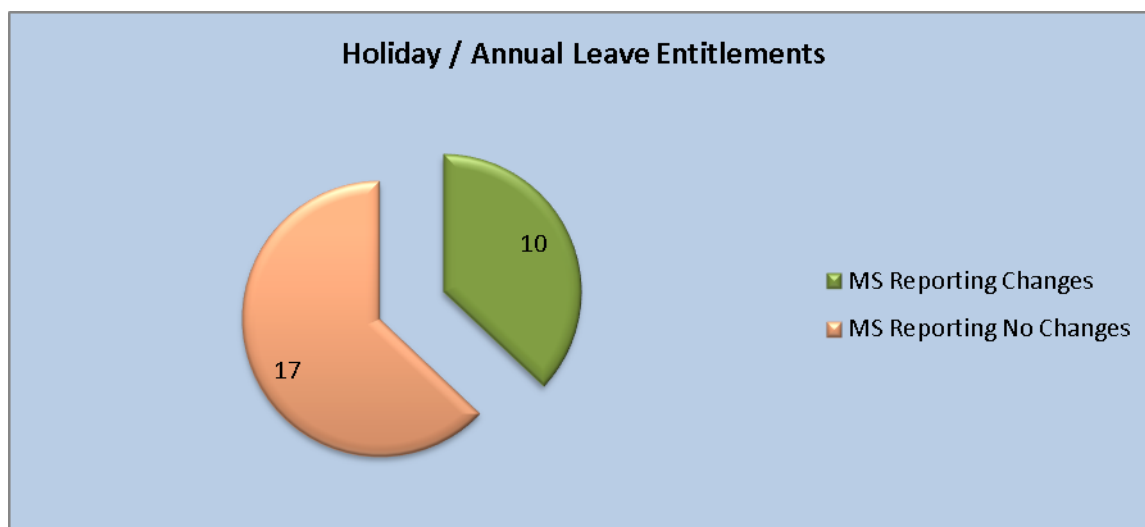
Changes in contribution rates are reported by 4 Member States (**Cyprus, France, Ireland and the Netherlands**).

The most common changes reported by Member States were increases in the statutory retirement age. Other changes included the tightening of early retirement conditions, an increase in pensionable service, revised contributions/contribution period and the introduction of a career-average scheme.



d. **Holiday / Annual Leave Entitlements**

**Figure 1.12: Holiday / Annual Leave Entitlements across EUPAN Member States – 2012 vs. 2006**



Twenty seven Member States responded to this question. Of these, ten Member States (**Austria, Belgium, Estonia, Germany, Greece, Hungary, Ireland, Italy, Portugal and Slovenia**) indicated that there had been changes to holiday/annual leave entitlements since 2009. The other respondents reported no change.

Some Member States, including **Ireland** and **Portugal**, reported reductions in the number of holidays.

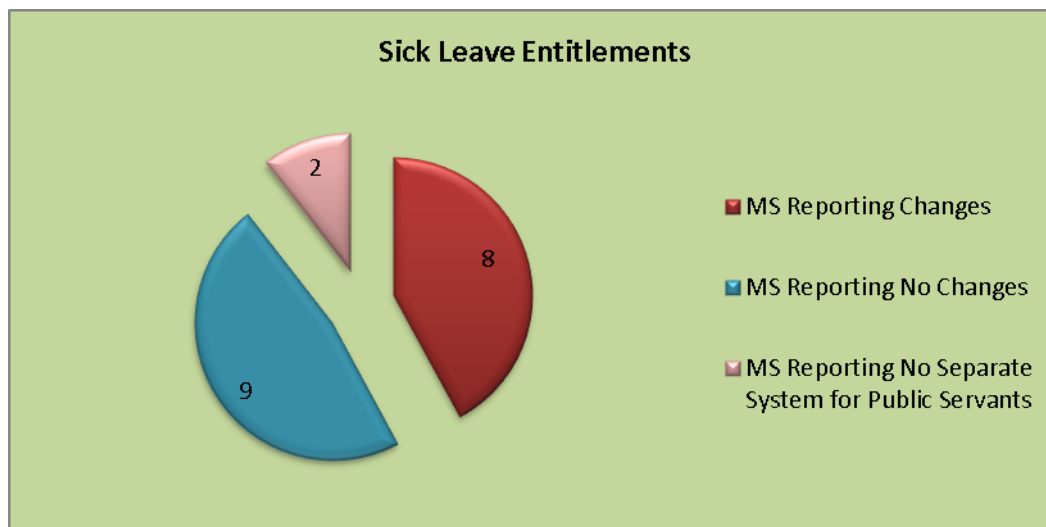
**Germany** and **Belgium** reported an increase in the number of days' annual leave based on either service or age.

**Italy** no longer pays salary in lieu of untaken leave.

The changes reported by Member States included reductions in the number of holidays, restrictions on holiday pay and on pay in lieu of untaken holidays.

e. Sick Leave Entitlements

Figure 1.13: Sick Leave Entitlements across EUPAN Member States – 2012 vs. 2006



Nineteen Member States responded to this question. Eight Member States (**Estonia, France, Hungary, Ireland, Italy, Latvia, Portugal and Slovenia**) indicated that there had been changes to sick leave entitlements since 2009. These changes included reductions in the amount of sick pay and the point at which sick pay becomes payable:

In **Estonia**, sick leave is now paid from the 4<sup>th</sup> day rather than the 2<sup>nd</sup> day and the sick pay allowance has been reduced from 80% of salary to 70%.

In **Ireland**, revised sick leave arrangements have effectively halved the amount of paid sick leave. Public servants may now claim 7 days self-certified sick leave in a period of two years. Previously they could claim 7 days in a single year.

In **France**, civil servants and military personnel are no longer paid for the first day of sick leave.

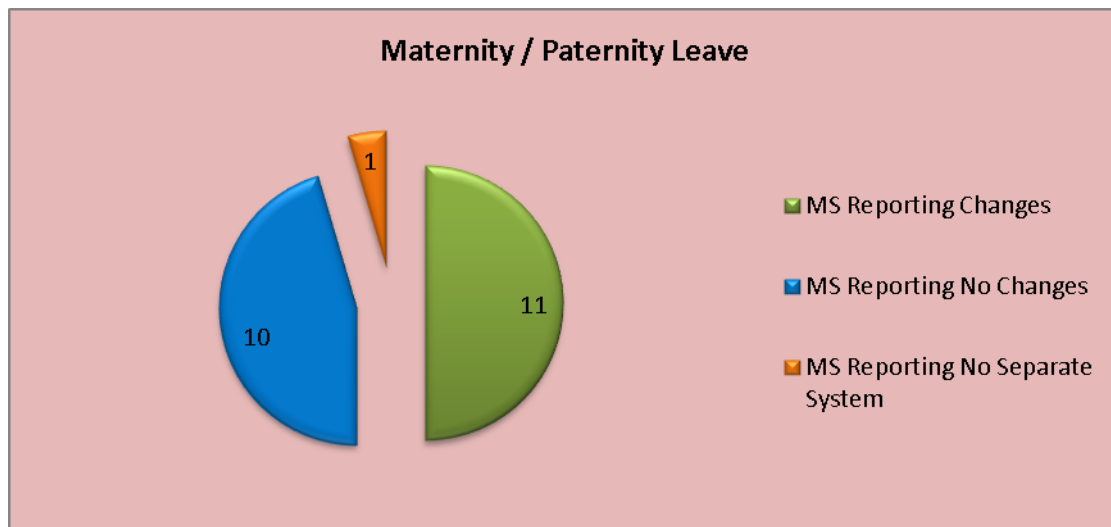
In **Italy**, in order to reduce absenteeism, the daily sick pay rate has been reduced.

In **Portugal** there is no payment for the first 3 days of a temporary disability and only 90% of salary is paid for day 4 to day 30.

The most common changes reported by Member States were reductions in the amount of sick pay and restrictions on when sick pay becomes payable.

f. **Maternity / Paternity Leave**

**Figure 1.14: Maternity / Paternity Leave across EUPAN Member States – 2012 vs. 2006**



22 Member States responded to this question. Eleven Member States (**Austria, Belgium, Finland, Hungary, Italy, Latvia, Malta, Poland, Portugal, Romania and Slovakia**) reported changes to maternity/paternity arrangements since 2009. The majority of these changes were of a positive nature and provided enhanced benefits. Ten Member States (**the Czech Republic, Denmark, Estonia, France, Germany, Greece, Ireland, Lithuania, Sweden, and the Netherlands**) reported no change.

In **Austria**, male public employees may now take up to four weeks' unpaid paternity leave during the period of the mother's statutory maternity leave.

In **Belgium** there have been a number of changes including the extension of maternity/paternity leave to parents of the same sex and an increase in the maximum duration of maternity/paternity leave from three to four months.

In **Finland**, the duration of paternity leave has been extended to 54 days and can be paid in respect of more than one child.

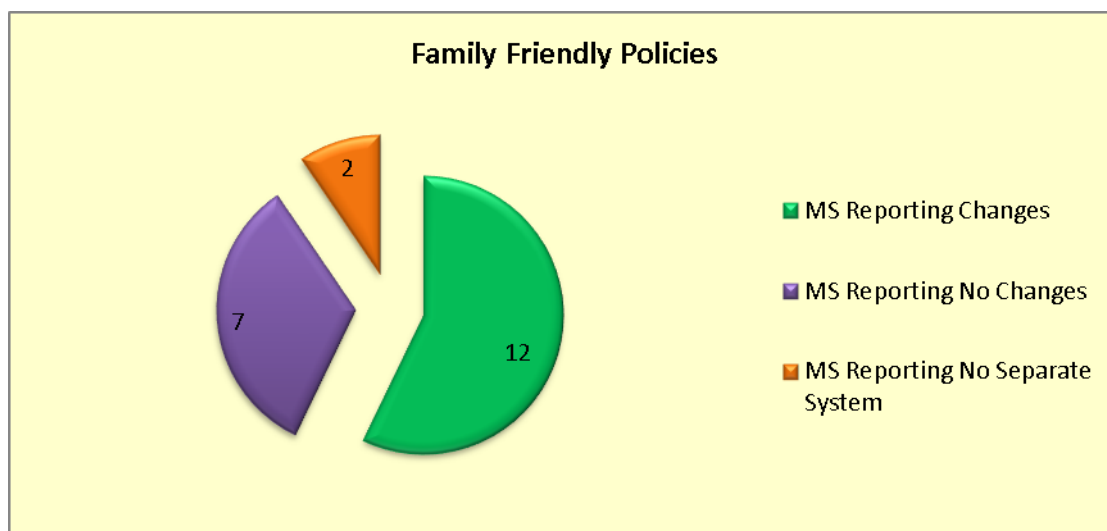
In **Hungary**, extra parental leave is available up to a maximum of 7 working days for more than two children under 16 years of age.

In **Malta**, foster parents are now eligible for parental leave.

In **Poland**, since 2012 there are two options for maternity leave – 6 months at 100% of salary or 12 months at 80%.

g. Family Friendly Policies

Figure 1.15: Family Friendly Policies across EUPAN Member States – 2012 vs. 2006



Twenty one Member States responded to this question. Twelve Member States (**Austria, Belgium, Estonia, France, Hungary, Ireland, Italy, Latvia, Malta, Poland, Slovakia and Slovenia**) indicated that there had been changes to family friendly policies since 2009. The majority of these changes were positive and provided enhanced benefits.

In **France**, flexible working measures such as teleworking have been introduced.

Since 2011, civil servants in **Greece** may take unpaid leave for a period of five years.

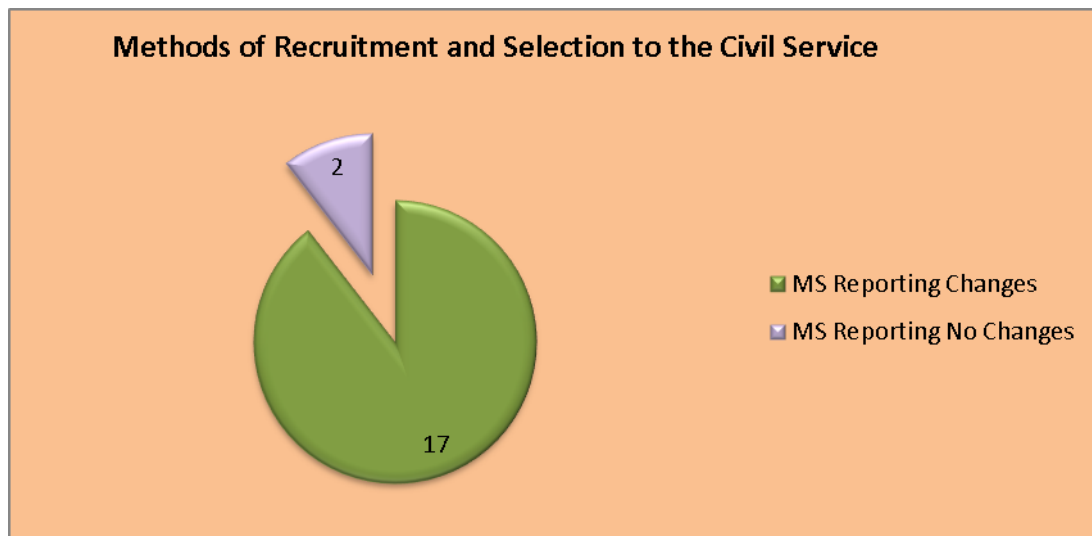
In **Ireland**, there have been a number of changes in relation to Force Majeure Leave, Paid Family Illness Leave, Bereavement Leave, the Career Break Scheme, Parental Leave, the Shorter Working Year Scheme and Unpaid Leave for Domestic Reasons.

In **Italy**, special leave for the care of people with severe disabilities has been extended.

In **Malta**, public employees now have the right to work reduced hours to care for a child of up to 16 years (previously, the limit was 12 years). Adoptive leave is now treated the same as maternity leave.

h. **Methods of Recruitment and Selection to the Civil Service**

**Figure 1.16: Methods of Recruitment and Selection to the Civil Service across EUPAN Member States – 2012 vs. 2006**



Nineteen Member States responded to this question. Seventeen Member States (**Belgium, Bulgaria, Estonia, Finland, France, Germany, Ireland, Latvia, Lithuania, Luxembourg, Malta, Poland, Portugal, Romania, Slovakia, Slovenia and the UK**) reported changes to the methods of recruitment and selection to the Civil Service.

Two Member States (**Denmark and Norway**) reported no major changes.

Some Member States reported measures to improve the recruitment/selection procedures for the Civil Service. In **Belgium**, for example, the recruitment timeline has been accelerated. The three types of procedures (internal to the department, inter-federal mobility and external) are now run simultaneously and not consecutively as before, with a single comparative ranking of the candidates counting for all three.

**Estonia** introduced a new Public Service Act with a requirement for open competition, increased transparency in recruitment, a guarantee of equal public access and a new public service recruitment portal.

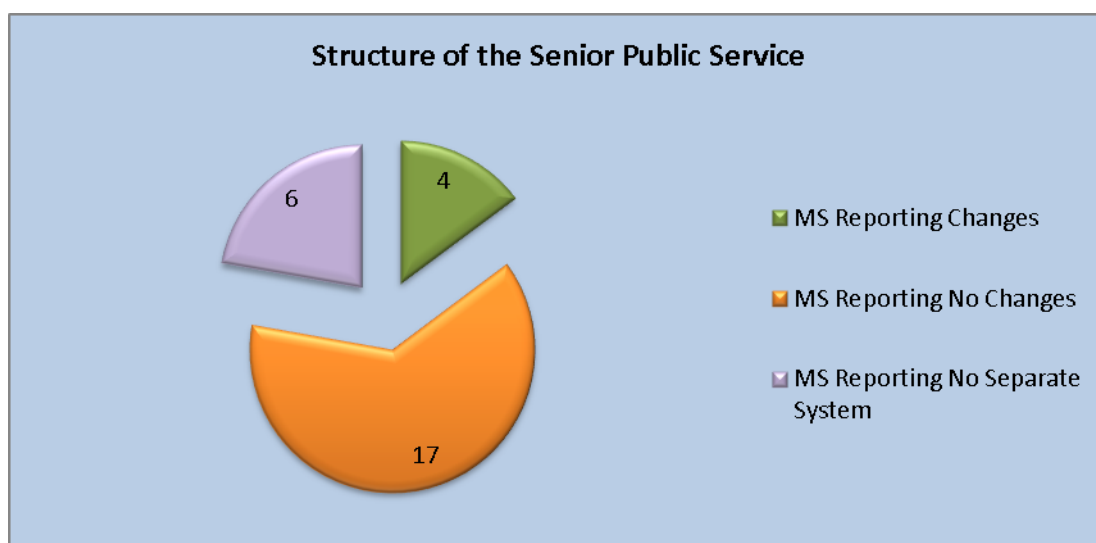
Increased use of open recruitment is reported by **Estonia, Germany, Ireland, Poland, Slovakia**, and the **UK**.

In **Malta**, there has been an increase in the use of open recruitment at Ministry level.

Three Member States (**Ireland, Slovenia and the UK**) also reported a full or partial recruitment freeze in addition to changes to the methods of recruitment and selection to the Civil Service. A further five Member States (**Austria, Cyprus, the Czech Republic, Greece, and Italy**) reported a full or partial recruitment freeze alone. (Recruitment freezes have not been interpreted as changes to the methods of recruitment and selection to the Civil Service. As a result, these figures are not represented in Figure 1.16).

i. **Structure of the Senior Public Service (SPS)**

**Figure 1.17: Structure of the Senior Public Service across EUPAN Member States – 2012 vs. 2006**



Twenty seven Member States responded to this question. Four Member States (**Austria, Hungary, Ireland and Latvia**) reported changes in relation to the structure of the senior public service. Six Member States reported no specific senior public service (**Latvia, Lithuania, Poland, Romania, Slovakia, and Sweden**) as a distinct element of the Civil Service. No change to the structure of the senior public service is reported by 17 Member States (**Belgium, Bulgaria, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Italy, Luxembourg, Malta, Portugal, Slovenia, Spain and the UK**). Of those reporting change:

In **Austria**, the proportion of women in top managerial positions increased from 21.3% (2009) to 23.2% (June 2012). Out of a total of 69 Directorates General, 16 are currently headed by women. Measurements like gender auditing and the Cross Mentoring programme are available to support this positive trend.

In **Ireland** the Senior Public Service (SPS) has been established to promote a more integrated Public Service and strengthen its senior management and leadership capacity.

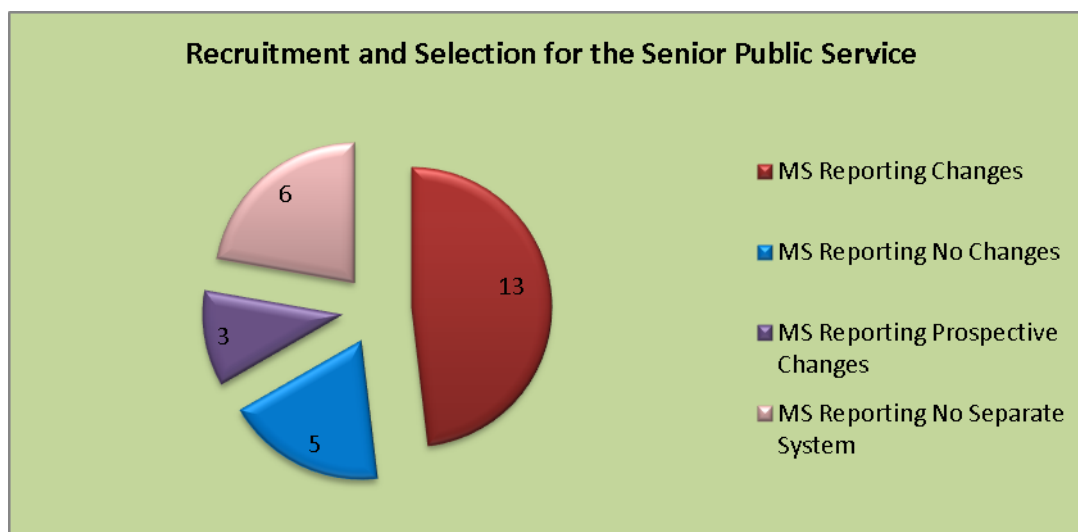
The new Government that came into power in **Hungary** in 2010 has introduced reforms in the senior public service.

In **the Netherlands**, the top management of the Ministry of Foreign Affairs has been included in the Senior Public Service.

A number of Member States identified a senior public service cadre as an option for further consideration and possible development. **Latvia** considered the SPS as a key area for Civil Service reform and, in this context, expects to introduce a shared service centre for the selection of senior public servants. In the majority of Member States no change has been reported to the structure of the Senior Public Service.

j. Recruitment and Selection of the Senior Public Service

Figure 1.18: Recruitment and Selection for the Senior Public Service across EUPAN Member States – 2012 vs. 2006



Twenty seven Member States responded to this question. Thirteen Member States (**the Czech Republic, Estonia, Finland, France, Germany, Ireland, Italy, Malta, Poland, Portugal, Romania, Slovenia and the Netherlands**) reported that there had been changes in relation to the recruitment and selection to the Senior Public Service. Many of these changes relate to the regularisation/standardisation of selection procedures:

Some Member States, including **France**, reported on a review of the professional knowledge and/or experience required for entry into the Senior Public Service.

In **Ireland**, there have been a number of initiatives, including the establishment of a pilot executive coaching programme and a mobility subgroup of the Senior Public Service Management Committee to promote mobility across the public service. Since 2007, all Assistant Secretary (Deputy DG) posts are advertised by way of open competition. Since 2011, all Secretary General (DG) posts are advertised openly.

In **Malta**, there is an increased focus on the core competencies for the position; applications may now be submitted by electronic means and candidates must sit a psychometric test followed by an interview with the Senior Appointments Advisory Committee.

In **Italy**, *Reform decree n° 150* sets out a new format for the appointment and recruitment of managers and senior managers in the public service.

**Lithuania** is also reforming the selection of senior civil servants by establishing new qualification requirements and a more focused examination of candidates for senior civil servant positions.

## 7. Overview of Other Responses

The following is an overview of the responses received from the **EU Commission, Croatia, Montenegro, Norway and Switzerland**. As these were not represented in the 2006 Survey, no comparative data is available. Instead, the focus here is on HR Reforms since 2009.

### a. EU Commission

The EU Commission reported that there had been a number of HR reforms since 2009. Regarding **family friendly policies**, the Commission indicated that:

- A Decision on Telework has been adopted which encourages the use of structural telework, fixes a target of 3,000 teleworkers by 2014 and offers the possibility of up to 30 days occasional telework per year; and
- Two new arrangements have been added to the existing five arrangements for part-time work.

Regarding **methods of recruitment and selection to the Civil Service**, the Commission indicated that:

- Selection methods were revised so that selection is now by means of a competency-based rather than knowledge-based assessment;
- In the period 2008-2010, the European Personnel Selection Office (EPSO) introduced measures to modernise the analysis and planning of staffing needs and the organisation of generalist competitions; and
- The EPSO Development Programme, launched in 2008, provides for a number of measures to improve the speed of competitions and the quality of reserve lists.

### b. Croatia

Croatia also reported that there had been a number of HR reforms since 2009. Regarding the **general terms and conditions of service**, Croatia indicated that several statutes had been introduced which, amongst other matters:

- Improved the performance appraisal system;
- Increased the mobility of Civil Servants;
- Strengthened the responsibility of Civil Servants; and
- Introduced the possibility of occupational training in state bodies without establishing an employment relationship.

Regarding **rates of pay**, Croatia indicated that draft legislation, which seeks to introduce a unified salary system for Civil Servants based on job classification, is currently being considered by a Working Group comprising representatives of the Croatian Government and Civil Service trade unions.

Regarding **methods of recruitment and selection to the Civil Service**, Croatia indicated that Civil Servants are recruited into the Civil Service on the basis of a public competition procedure, unless otherwise stipulated by law.



In respect of Senior Civil Servants, selection also takes place on the basis of a public competition procedure. A public competition procedure is implemented by the selection board, which always includes a representative of the Ministry of Public Administration. The selection board establishes a list of candidates who meet formal requirements stated in the competition notice, and invites them for an interview to determine their professional knowledge, competences and skills, as well as previous professional achievements. The interview with the candidates is conducted by the head of the relevant body or a person authorised by him/her for this task. Based on the results of interviews, the head of the body proposes a candidate for nomination to the Government.

### c. Montenegro

Montenegro also reported that there had been a number of HR reforms since 2009. Regarding the **general terms and conditions of service**, Montenegro indicated that a new Law on Civil Servants and State Employees, which entered into force in January 2013, introduced a merit-based system and made amendments to grading, probation and disciplinary procedures.

Regarding **rates of pay**, Montenegro indicated that Article 11 of the Law on Salaries of Civil Servants and State Employees, which determines pay grades by reference to qualifications and experience, has applied since January 2013.

Regarding **pension entitlements or conditions of qualification**, Montenegro indicated that there had been several changes to both the conditions for retirement and the conditions for early retirement.

Regarding the **methods of recruitment and selection to the Civil Service**, Montenegro indicated that the new Law on Civil Servants and State Employees made several changes to the recruitment process. These included changes to:

- the advertisement process, which is by means of internal advertisement followed by public advertisement
- the drawing up of lists of candidates, which is done by the Human Resources Management Agency (HRMA) by reference to professional and performance qualities;
- the testing procedure, which is done by a Commission (comprised of representatives of the HRMA and the particular state agency and skills experts), is based on a situational assessment; and
- the short-listing of candidates by the HRMA, which is then submitted to the Head of the State Agency.

Regarding the **methods of recruitment and selection to the senior public service**, Montenegro indicated that there had also been several changes:

- recruitment is by means of public competition;
- the HRMA draws up a list of candidates except where the vacancy is for a senior public service position in the Service of the Parliament, in which case an authorised civil servant draws up the list;
- testing is done by a Commission (comprised of representatives of the HRMA and the particular agency and an expert in the area of competency of that agency); and
- the Head of the State Agency proposes the appointment to the Government.

#### d. Norway

Norway reported that there had been a number of HR reforms since 2009. These included:

- The upgrading of **rates of pay** in accordance with agreements with central trade unions during the period 2009 to 2012;
- The implementation of a **pension reform** in 2011; and
- In relation to **family friendly policies**, the renewal of the tripartite Agreement on a more Inclusive Working Life in 2010.

#### e. Switzerland

Switzerland reported that there had been a number of HR reforms since 2009. These included changes in relation to:

- Working time models;
- Holiday regulations;
- Compensation system;
- Salary parity between men and women;
- Reference system for salaries; and
- Change and termination of employment contract.

# Austria

## 1. Structure of the 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 2.354 municipalities. In contrast, the Austrian administrative system is divided into four different levels: the aforementioned three, plus the 95 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, labour law, the judicial and security administration and defence 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      132.357
- Provinces                      140.765
- Municipalities              75.029

### 3. Number of Ministries

Currently, there are 13 Ministries in the Austrian Federal Service:

- Federal Chancellery
- Federal Ministry of European and International Affairs
- Federal Ministry of Education, Arts and Culture
- Federal Ministry of Finance
- Federal Ministry of Health
- Federal Ministry of the Interior
- Federal Ministry of Justice
- Federal Ministry of Defence and Sport
- Federal Ministry of Agriculture, Forestry, Environment and Water Management
- Federal Ministry of Labour, Social Affairs, Family and Youth
- Federal Ministry of Transport, Innovation and Technology
- Federal Ministry of Economic Affairs, Family and Youth
- Federal Ministry of Science and Research

Currently the Federal Minister for Women and Public Administration is installed as a Minister within the Federal Chancellery.

### 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 is 1 State Secretary in the Federal Chancellery, 1 in the Federal Ministry of European and International Affairs, 1 in the Federal Ministry of Finance and 1 in the Federal Ministry of the Interior.

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:

- Divisions (Facultative – in German: *Gruppen*) – Head of Division,
- Directorates (Obligatory – in German: *Abteilungen*) – Director,
- 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 innovation, planning of workforce, controlling, training, salaries, etc.). Each Ministry is responsible for HR Management.

### 6. HR Reforms – changes since 2009:

#### *a. General Terms and Conditions of Service*

No major changes

#### *b. Rates of Pay/Pensions*

Usually, the rates of pay are adjusted each year, which is the result of negotiations between the government and the trade union. Besides that, no major reforms have taken place.

### *c. Pension Entitlements or Conditions of Qualification*

In 2011, the conditions of qualification for early retirement have been tightened for the mostly claimed type of early retirement (the so called “Langzeitversichertenregelung”). As a result, the minimum-age for early retirement was raised from 60 to 62. At the same time, civil servants who want to make use of that type of early retirement, must have been working at least 42 years instead of 40 years (several periods different from genuine “working time” are credited, e.g. times in military service, working times with another employer, times of raising a child (limited),...).

Additionally a reduction of the pension was implemented: The gross pension is reduced by 4.2 percentage points for each year of difference between age of early retirement and regular age of retirement.

After tightening the conditions for the most widespread type of early retirement, another type of early retirement would have become more attractive (the so called “Korridorregelung”), so the conditions for this type have been tightened as well. Retirement according to the “Korridorregelung” now requires 40 instead of 37.5 years of working; the reduction of the gross pension was raised from 2.1 percentage points to 6.3 percentage points for each year of difference between age of early retirement and regular age of retirement.

Both reforms of conditions of qualification only apply to civil servants born after 1954.

### *d. Holiday / Annual Leave Entitlements*

Since 2010 public employees at the age of 43 or older are entitled to consume 240 hours annual holidays. Public employees below this age are entitled to consume 200 hours a year.

### *e. Sick Leave Entitlements*

No major changes

### *f. Maternity / Paternity Leave*

Since 2011 male public employees are entitled to consume a paternity leave during the period of mother’s statutory maternity leave. The paternity leave is up to four weeks and unpaid.

### *g. Family Friendly Policies*

Since 2011 parents of disabled children are entitled to reduce their working time even beyond the entrance of their child into school.

Since 2010 the Federal Equality Treatment Act constitutes that discrimination based on maternity or pregnancy is an immediate (“ex lege”) discrimination.

### *h. Methods of Recruitment and Selection to the Civil Service*

#### 1) Mobility Management and Federal Job Exchange

In many parts of the Federal Public Administration recruitment has been frozen up to the end of 2014. Thus in 2012 the so called Mobility Management of the Federal Chancellery has been installed in order to create an enhanced internal job market and to promote internal mobility.

In 2011 the long existing mobility tool “Federal Job Exchange” (Jobbörse des Bundes) was completely redesigned. Since 2011 the webpage [www.jobboerse.gv.at](http://www.jobboerse.gv.at) is providing a modern Job Exchange application. The career data base, integrated part of this tool offers the possibility to create an anonymous profile for public employees interested in mobility.

### **Federal Job Exchange - Jobbörse des Bundes**

- Legal basis
  - Act on the Advertisement of Vacancies 1989

- Federal Law Gazette No. 85/1989, last modified by Federal Law Gazette No. 87/2012
- Established in the Federal Chancellery
  - Division III: Civil Service and Administrative Innovation
- Purposes
  - internal / external job advertisement
  - Promoting mobility
  - transparency and objectivity of procedure of assignment to posts in federal service
  - Career Data Base
- The modern Job Exchange application
  - Internet portal (web-based software)
  - Promoting mobility
  - Transparency during the recruitment
  - Optimized application process
  - Talent pools
  - Integration within existing portals
  - Open for all legal bodies of the republic of Austria

#### Career Data Base

- Established in July 2009 with these aims
  - Mobility in the Central Public Administration
  - Talent pool of federal public employees
  - Anonymous profile
- Embedded into the Act on the Advertisement of Vacancies 1989
  - when recruited by the Career Data Base, a further job announcement is not required
- Slogan: “New employee by pushing a button”
- Since Spring 2012 integrated in the Job Exchange Application
- Building a pool of “career profiles”
  - internal / external candidates
  - basis for applications and pool for recruiters
- Shortens the process of job advertisement and publication

#### Mobility Management of the Federal Chancellery

- Very limited admittance of new civil servants - No Replacements after Retirement!
- Mean of budget consolidation by improving mobility
- Special unit at the Ministry of Defense and Sport under control of the Federal Chancellery searches for appropriate candidates within the Civil Service
- every ministry can ask for assistance

#### Ministerial order concerning the filling of permanent posts 2012

- Pursuant to paragraph 1, the aim of this order is to hire, as far as possible, persons that are already federal employees
- Application by the respective federal ministry to the Federal Chancellery to get consent for a new employment
- The Federal Chancellery Mobility Management takes action
- No candidates – consent to a new employment

#### Challenges and Chances of Mobility Management

- Attractive work places and employers
- Motivated employees that are open to changes

- Voluntary registration in career data base
- Making use of the job market
- Generating, accepting and encouraging mobility

## 2) Computer based testing

Since 2011 standardized computer based tests for different function groups are available for all HR departments dealing with recruitment.

### *i. Structure of the Senior Public Service*

The proportion of women in top managerial positions increased from 21, 3% (2009) to 23,2% (June 2012). Out of a total of 69 directorates-general, 16 are currently headed by women. Measurements like gender auditing and the Cross Mentoring programme are continuously taking place in order to support this positive trend.

### *j. Recruitment and Selection for the Senior Public Service*

No major changes

## Belgium

### 1. Structure of public service (not changed)

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.

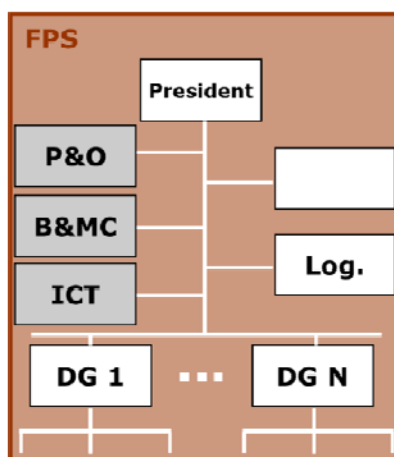
### 2. Number of public servants at federal level (adapted)

- federal services : 78.752 (1)
- special corps (justice, army, police,...) : 58.928 (2)
- (1) at 1/1/2013
- (2) at 30/6/2012

### 3. Number of Ministries (not changed)

- 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 (adapted)



Notes:

- FPS = Federal Public Service (= ministry)
- P&O = Staff service Personnel and Organisation
- B&MC = Staff service Budget and Management Control



- ICT = Staff service Information and Communication Technologies
- Log. = Staff service Logistics
- DG 1, ..., DG N = Executive Directorates General

## 5. Department with responsibility for HR policy (adapted)

The Federal Public Service Personnel and Organisation has this responsibility. It organises and coordinates, at central level, the headlines (statute, selection rules, training, personal development, careers, remuneration, evaluation rules, top-managers). Effective HRM is realised at departmental level.

## 6. HR reforms since 2009 :

### *Pension Entitlements or Conditions of Qualification*

Since last year, civil servants have the possibility to work after 65 (up to 67), on agreement of their hierarchy.

### *Holiday / Annual Leave Entitlements*

- 1 extra day annual leave for civil servants between 55 and 59.

### *Maternity / Paternity Leave*

- Flexibility of maternity leave that allows spreading it in function of needs
- Rise of child age limit up to 12 for career interruption in case of maternity/paternity
- Extension of rights to parents of the same sex
- Rise of maximum duration of career interruption for parenthood from 3 to 4 months

### *Family Friendly Policies*

- Sexual orientation is from now on indifferent for attribution of a series of leaves
- Special leave (6 days/year) for adoption
- Diminution (by 12 months) of maximum duration of career interruption
- Possibility to work 4/5 and ½ time from 50 or 55 years old.

### *Methods of Recruitment and Selection to the Civil Service*

Adaptation of regulation aiming to increase efficiency of selection and promotion procedures and to promote mobility of civil servants

- Recruitments are accelerated: the three types of procedures (internal to the department, interfederal mobility and external) are now launched simultaneously and not successively anymore. A single comparative ranking of the candidates is realised.
- Candidates who failed can be excluded of selection for 6 months, in order to avoid a learning effect for the tests.
- For promoting mobility, promotions to director functions may also directly be opened to civil servants coming from other federal administrations or even to candidates coming from the private sector.

## 7. Others

Even if not integrated in the ten points of reforms wherefore information is researched with the present inquiry, we should mention as other noticeable reforms:

- Developments in e-HR, concerning:
  - management of leaves
  - career development : monitoring of interviews between civil servant and his chief (functional interview, planning interview, evaluation interview)
  - Workforce planning : systematic use of workforce planning at interdepartmental level

**8. Reforms to come:**

An important reform of the career system is presently being elaborated. The system of “certified trainings” is terminating. Those trainings attributed a bonus to civil servants having followed and passed a test in specific trainings.

This system will be replaced by a system of possible acceleration of the career in function of the results achieved.

The whole career system is therefore being redesigned.

# Bulgaria

## 1. Structure of public service

The state administration in Bulgaria has the following structure:

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

## 2. Number of public servants

The number of employees in the central administration is 89,705 employees in total (out of these 1,069 regional administration and 22,248 municipal administration). This data is excluding the Ministry of Interior – 55,170 employees (2012).

The state administration category in Bulgaria does not include doctors, teachers, policemen and other specific categories of employees.

## 3. Number of Ministries

There are currently 15 ministries:

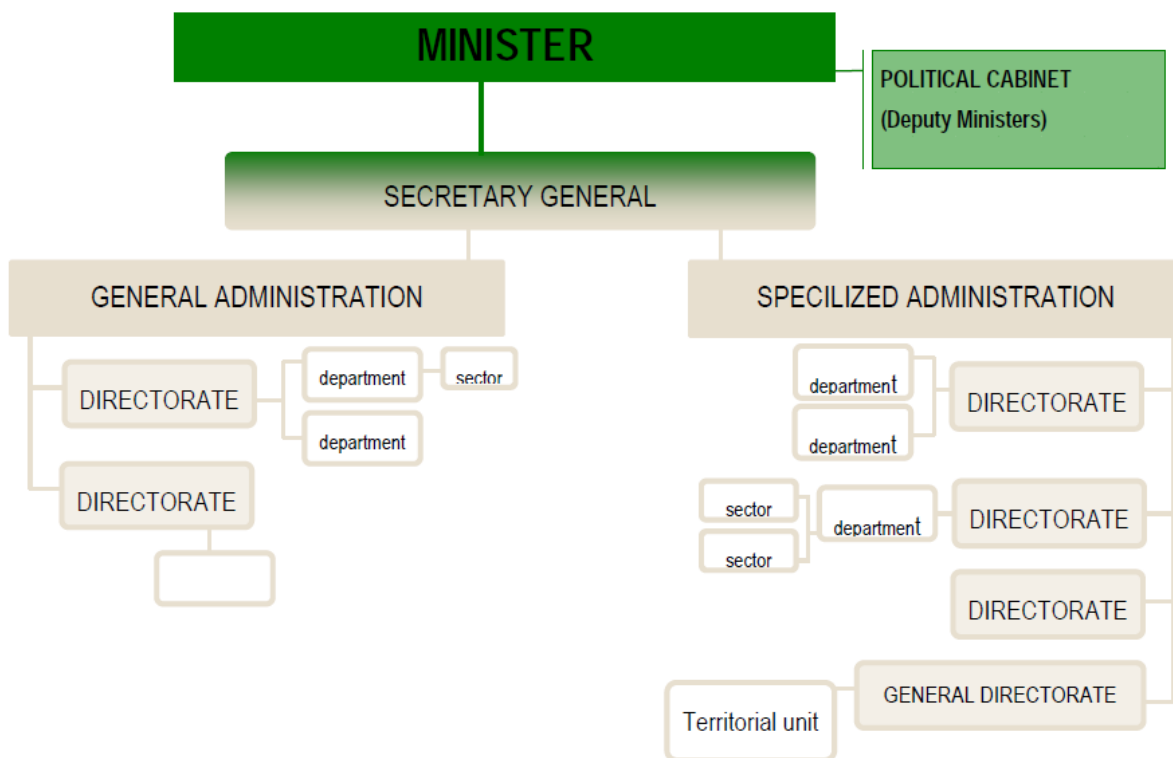
- Ministry of Foreign Affairs
- Ministry of Health
- Ministry of Education, Youth, and Science
- Ministry of Justice
- Ministry of Labour and Social Policy
- Ministry of Transport, Information Technology, and Communications
- Ministry of Finance
- Ministry of Economy, Energy and Tourism
- Ministry of Interior
- Ministry of Agriculture and Food
- Ministry of Environment and Water
- Ministry of Defense
- Ministry of Regional Development and Public Works
- Ministry of Culture
- Ministry of Physical Education and Sport

There is also a Minister of EU Funds Management without portfolio.

## 4. Structure within each Ministry

Under the Administration Act, which was enacted on 6 December 1998, all administrations follow a common structure.

The administration is led by a Secretary General who is the highest ranked civil servant. The administration is divided into general administration (including all the supporting functions) and specialised administration. Structurally it is divided into Directorates headed by Directors. Within the Directorates there may be Departments headed by Heads of Departments and within the Departments there may be Sectors headed by Heads of Sectors. Some of the Ministries, which have territorial units, have General Directorates. Below is an organisational chart of a ministry.



## 5. Department with responsibility for HR policy

The overall policy for human resource management in the state administration is steered by the Administrative Reform Council at the Council of Ministers and its Secretariat. However, every administrative structure has its own HR unit or HR experts in the general administration.

## 6. Current HR reforms

- A new Classification of the job positions in the administration was introduced in 2012. Every position is assessed on the basis of 4 criteria: knowledge and skills, freedom for decision making, influence of the decisions and social skills for working with people. This helped to ensure a more balanced and objective structure and classification of the positions in the administration. The new Classification creates better opportunities for the young to apply for a job in the state administration and to have a faster career growth path, based upon their performance.
- A new performance appraisal model was introduced. It regulates the assessment process of the professional performance of the employees, which is now bound to the attainment of the individual goals, the goals of the administrative unit and the administration as a whole. Self-evaluation was introduced as an element of the final assessment, as well as the opinion of colleagues and third parties that have a direct observation on how the employee is carrying out his professional duties.
- A new competency framework for the employees was adopted, introducing various new elements. It differentiates between different types of positions and includes a list of all the competencies, followed by a short description of what falls under each and every competency.
- A new remuneration model was introduced for the employees in the state administration, aimed at creating a more competitive public sector. The accumulated additional remuneration for years of service (1% of the salary for every year of service) was incorporated in the employees' salary and no such additional remuneration will be accumulated in the future. A uniform matrix for the salaries in the state administration was adopted, which specifies the minimum and maximum salaries for every pay level and grade. The increase of the individual salary of the employees was tied to the performance appraisal, which takes place once a year.

- All additional remunerations and bonuses that the employees can receive were strictly regulated and bound to the attainment of results. Depending on the available budget, additional remunerations may be paid once every 3 months – in January, April, July and October. The additional remuneration that each employee can receive per year is up to 80% of his annual salary. As a whole the funds allocated for additional remuneration in a given administration cannot exceed 30% of the funds for salaries, additional remuneration and social security payments. This allows for greater flexibility when it comes to determining individual employee remuneration in the state administration.
- The scope of the state administration was broadened with the inclusion of 11 new structures in 2012. The goal of this reform was to introduce a single, transparent and clear structure of the state administration in Bulgaria, which functions in accordance with common regulations.
- With amendments in the legislation, the increase of the total number of employees in the state administration was prohibited. In order to increase the number of employees in a given administrative structure there should be a commensurate decrease of the number of employees in another structure.
- New requirements for the minimum number of staff in each unit in the specialized administration were adopted. For a directorate the minimum is 11 employees, for a department - 6 employees and for a sector – 10 employees. The number of staff employed in the general administration cannot exceed 30 % of the total number of staff of the administrative structure.
- Flexible working hours were introduced for the employees in the state administration – from 7:30 until 18:30 h. The employees can choose when they want to work off the obligatory 8 hours per day, but it is mandatory for them to be at work between 10:00 and 16:00 h.

## Cyprus

### 1. Structure of public service

#### CIVIL SERVICE

The Cyprus central government administration 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 (e.g. the Planning Bureau, the Law Office, the Competition Protection Commission etc).

Decentralization of governmental activities is achieved through the operation of District Offices on a regional basis. For instance, Departments/Services such as the Department of Agriculture (which falls under the competence of the Ministry of Agriculture, Natural Resources and Environment), the Department of Town Planning and Housing and the Department of Lands and Surveys (Ministry of Interior), and several others, operate their respective District Offices in each city, to facilitate the provision of services to the public.

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.

#### BROAD PUBLIC SECTOR

The term broad public sector (also referred to as “wider” public sector) includes the Civil Service as well as the Judicial Service, the Educational Service (teachers), the Police, Army and Fire Service, Hourly-Paid employees (craftsmen and labourers), Casual (contractual) employees, Local Authorities and Semi Government-Organizations.

At the level of Local Authorities there are two types of structures, namely the 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.

Finally, there are Semi-Government Organizations which are state-sponsored Legal Entities for providing public goods (such as the Cyprus Telecommunications Authority, the Cyprus Electricity Authority, the Cyprus Tourism Organization, the Cyprus Ports Authority, etc). Provision for their establishment, responsibilities and function is provided by their own legislation. The Semi-Government Organizations function on a more autonomous basis and they are managed by a Board of Directors, the members of which are appointed by the Council of Ministers.

## 2. Number of public servants

The number of employees who work in the broad public sector in Cyprus was, in 31.12.2011, as follows:

Breakdown of staff by Sector:

- Civil Service\*: 14,956
- Casual (contractual) Staff: 4,567
- Judicial Service: 104
- Educational Service: 12,738
- Police, Army and Fire Service: 10,180
- Hourly-paid staff (craftsmen and labourers): 9,548
- State Officials: 121
- Semi-government organizations (Government controlled organizations, non-profit organizations: 14,559
- Local Authorities (Municipalities and Community Councils): 4,796

**Total Broader Public Sector: 71,569**

*\* According to the Public Service Law of 1990 to 2011, 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.*

## 3. Number of Ministries

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

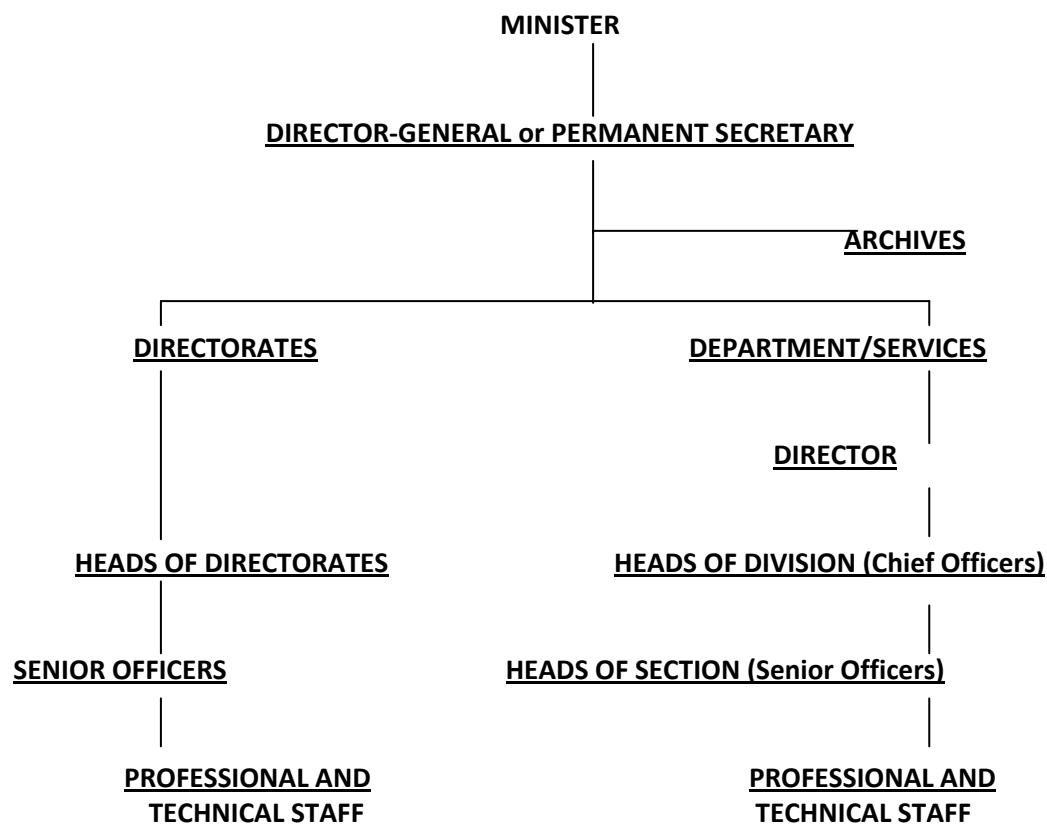
- Ministry of Defense
- Ministry of Agriculture, Natural Resources and Environment
- Ministry of Justice and Public Order
- Ministry of Commerce, Industry and Tourism
- Ministry of Labour and Social Insurance
- Ministry of the Interior
- Ministry of Foreign Affairs
- Ministry of Finance (Minister in 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 Ministries which make up the Cyprus Government (11) are in turn broken down to Directorates and specific Departments/Services which fall under the competency of the specific Ministry. 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 organizational structure of a Ministry is as follows:*



## 5. Department with responsibility for HR policy

The HR policy of the public service is organized mostly 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 human resource policies 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 2011, 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. In recent years, various measures (economic and other) have been promoted by the Ministry of Finance, with the aim to reduce government spending but also to modernize/reform the public sector and improve its productivity and general operation. The main reforms that have taken place since 2009 (including ongoing measures) include the following:

### Rates of Pay

- Freeze of wages and pensions: suspension of annual salary increases from 2012 until 2016 for employees in the public service and the broad public sector employees and state officials and suspension of salary increases according to Cost Of Living Adjustment (COLA) from 2012 until 2015 for public sector employees and pensioners
- Implementation of a scaled reduction in the emoluments of employees in the public service and the broad public sector and in the pensions of the respective pensioners as follows: €0-1000:0%,



- €1001-1500: 6.5%, €1501-2000:8.5%, €2001-3000:9.5%, €3001-4000:11.5%, over €4001:12.5%, since 1.12.2012. A further reduction, by a flat rate reduction of 3%, will be imposed from 1.1.2014
- Introduction of a temporary scaled contribution on gross earnings of public (and private) sector employees including state officials and on the pensions of corresponding pensioners as follows:
    - (i) from 1.1.2012 until 31.12.2013 €0 – 2,500: 0%, €2,501 – 3,500: 2.5%, €3,501 – 4,500: 3.0% and over €4,501: 3.5%,
    - (ii) from 1.1.2014 until 31.12.2016 €0 – 1,500: 0%, €1,501 – 2,500: 2.5%, €2,501 – 3,500: 3.0% and over €3,501: 3.5%.
  - Reduction of the starting salary of newly hired employees in the public sector by 10%
  - Abolishment of certain allowances and reduction of others by 15%, including overtime compensation
  - Reduction of overtime compensation by giving priority to compensation in time off instead of monetary compensation and by compensating overtime according to the salary of the lowest post that can execute a task

## Pensions

Introduction of legislative provisions regarding the reform of occupational pension benefits, including the following:

### **(a) For public service employees and employees of the broad public sector**

- The occupational pension scheme is closed to public officers appointed after the 30th of September 2011
- Since 2011, employees contribute 3% of their pensionable emoluments for the sustainability of the occupational pension scheme whereas previously the scheme was a non-contributory one
- Gradual increase of the statutory retirement age by 2 years-from 63 to 65- by 2016 (six months per year); increase of the minimum age for entitlement to pension/gratuity by 6 months per year; introduction of an early retirement penalty of 0.5% per month of early retirement so as to make early retirement actuarially neutral
- Automatic adjustment of the statutory retirement age every 5 years in line with changes in life expectancy at the statutory retirement age (first period: 2018-2023)
- Change in the method of calculation of pension/gratuity benefits for service after 1.1.2013 so that it is based on career average salaries, while acquired rights (for service up to 1.1.2013) are preserved and pension/gratuity are calculated based on employee's pensionable emoluments on the date of his retirement
- Lump-sum payment for service after 1.1.2013 will be taxable as personal income with an option of transforming the whole amount or part of this amount into an actuarially neutral annuity
- Change of indexation of all benefits from wages to prices
- Reduction in preferential treatment of specific groups of employees, like members of the army and police force
- Increase in contributions for the widows/orphans pension fund from 0.75% of the annual pensionable emoluments of the contributor up to the amount equal to insurable emoluments, as prescribed by social insurance legislation, and 1,75% on any amount of pensionable emoluments exceeding the amount of insurable earnings to 2% since 2011. In addition, the contributions to the widows and orphans fund are no longer reimbursable
- Abolishment of the provision according to which in the case of death of an employee, if the deceased had a wife/husband at the time of his/her retirement and thereafter he/she remarried, his/her last wife/husband is considered as a widow/widower. With the abolition of this provision, the second wife/husband will not be considered as widow/widower thus she/he will not be entitled to pension

**(b) For State Officials**

- Introduction of a contribution of 6.8% on pensionable earnings for officers who are not covered by the government's pension scheme or any other similar scheme
- Increase in contributions for widows/orphans pension from 0.75% of the annual pensionable emoluments of the contributor up to the amount equal to insurable emoluments, as prescribed by social insurance legislation, and 1,75% on any amount of pensionable emoluments exceeding the amount of insurable earnings to 3%
- Introduction of provisions according to which it is no longer possible to earn pension and salary at the same time. In case that a pensioner is elected by the public or appointed to an office, his pension is frozen and is paid as soon as the completion of his/her service. If the salary is less than the pension, the difference is added to the salary
- Virtual service is not taken into account for calculating the pension benefits of individuals elected by the public or appointed to an office after the 6 of May 2011
- If an individual has served in more than one state office, the total of his pensions cannot exceed one half of his highest annual pensionable emoluments

**Other reform measures**

- Reduction of employment in the Public Sector:
  - Adoption of a policy for the abolition of permanent posts, including hourly-paid employees' posts by a total of 5000 by 2016 (over 1500 posts have already been abolished since 2010)
  - Hiring freeze for vacant first-entry and first entry and promotion posts (permanent posts), for hourly-paid employees' posts and for casual staff, across the public service and the broad public sector
- Reform of the legislative framework that regulates the hiring of casual staff in the public service, including the termination of hiring such employees, with very few exceptions
- Reinforcing/facilitating mobility within the public service with the introduction of measures related to (a) the possibility of "duty assignment" by the Permanent for non-Interchangeable staff, (b) decentralization of the management of Interchangeable staff, (c) design of Casual Employees Transfer System
- Enhancing strategic and management skills: implementation of 2 co-funded (ESF) Training Projects (a) for strengthening the strategic, leadership and management capacity of the Public Administration (timeframe 2009-2015) and (b) for strengthening the management and leadership capacity of local self-government organizations (timeframe 2009-2014)
- Strengthening the learning capacity of public service organizations though, among others, the creation of a Learning Unit in each public service organization aiming to provide systematic management of the learning function in their organization, on the basis of a learning policy to be drawn by the organizations' Director in co-operation with the Learning Co-ordinator
- Enhancing the Administrative Capacity of Public Service Departments-Implementation of the co-funded (ESF) Project for the Reorganization and Improvement of the Administrative Capacity of the Public Service (timeframe 2008-2015)
- Change in business hours in the public service by applying non-stop working hours and extending the daily working hours by 1/2 hour, with the possibility of up to 1 hour flexible arrival/departure, aiming to reduce the need for overtime work (there is no change in the total number of working hours per week)
- Expansion of One-Stop-Shops and the services offered by them, as a means of enhancing the quality of services provided to citizens
- Modernization of Job Schemes (Job Descriptions)
- Stimulating eGovernment

## **Czech Republic**

### **1. Structure of public service**

The Czech Republic has a two-level public administration, i.e. below the central government administration there are 14 self-governing regions and 6,245 municipalities which are divided into three categories according to their size. However, the Czech public administration uses the so-called unitary model which means that the state delegates some of its functions to the self-governing regions. That means that the regional civil servants for example issue the ID's or provide welfare payments on behalf of state, while being paid by the regions. Naturally, the regions receive subsidies for executing the state agenda so the state does not need to have offices and employees in the regions.

### **2. Number of public servants**

Technically, the Czech Republic has no civil servants because the Czech legislation knows only term "employee". The employment in state as well as private sector is regulated by the Labour Code.

However, the statistics tell us that in 2011 there were 151,754 employees in the central government administration and its contributory organizations. Together with teachers, policemen, firemen, soldiers and others paid by state the total number reaches 416,788.

### **3. Number of Ministries**

The Czech Republic has 14 ministries and 14 government agencies.

### **4. Structure within each Ministry**

Usually the ministries are organized into sections, the sections are being divided into departments and the departments are divided into units.

### **5. Department with responsibility for HR policy**

The HR policies in the Czech Republic are not synchronized. Every ministry has its own HR department with their own workforce planning. The situation is far from ideal but the proposal for the establishment of the new office that would formulate the HR policy for whole public administration had been rejected by the Government several times.

### **6. HR reforms: – since 2009:**

#### *a. General Terms and Conditions of Service*

No but the new Civil Servants Law will be submitted to the Government next month.

#### *b. Rates of Pay / Pension*

There were some cuts introduced in 2010. The new coalition Government ordered 10% savings across the whole public administration. However, it was up to every ministry how do they want to achieve it. Some were dismissing people, some were cutting the salaries. The pension reform changed the conditions for all citizens.

#### *c. Pension Entitlements or Conditions of Qualification*

The retirement age changed in 2011. Currently, the retirement age for both men and women born in 1977 and on is 67 years plus the amount of months calculated according to the date of birth. However, women can deduct few years dependant on number of their children. Again, these measures relate to the whole population, not just state employees.

#### *d. Holiday / Annual Leave Entitlements*

Czech state employees have 25 days of vacation per year. The new Civil Service Law proposes 30 days but it is questionable whether this will be accepted by the Government. Otherwise do changes.

*e. Sick Leave Entitlements*

No changes.

*f. Maternity / Paternity Leave*

The maternity / paternity leave still remains one of the most generous in the EU. A parent can choose a three, two or one year leave during which she/he is being paid a percentage of his previous salary. The height of the percentage depends on the length of leave (the shorter the higher).

*g. Family Friendly Policies*

No such policies.

*h. Methods of Recruitment and Selection to the Civil Service*

Most of the ministries applied a freeze on hiring but as more and more employees are leaving voluntarily, they are trying to replace them.

*i. Structure of the Senior Public Service*

No changes.

*j. Recruitment and Selection for the Senior Public Service*

No changes. In fact, the freeze on hiring had a rather negative side-effect: junior as well as senior staff is being frequently hired without tenders, a practice defended as an “extraordinary measure” while in fact it becomes more and more ordinary.

## Denmark

### 1. Structure of public service

The public sector comprises:

- The state sector, which is in charge of tasks at central level, including central administration, the defence, the police and education (youth and higher education programmes)
- 5 regions, which are in charge of tasks at regional level, including public health service
- 98 municipalities, which are in charge of tasks at local level, including the environment, employment, primary and lower secondary schools, child care and care for the elderly

### 2. Number of public servants

The state sector comprises approximately 185,000 employees.

The entire public sector, i.e. the state sector, the regions and the municipalities, comprises approx. 775,000 employees, corresponding to a third of the Danish labour market.

### 3. Number of Ministries

As at 1 March 2013: 20 ministries

In addition to the Prime Minister's Office, the following ministries currently exist:

- Ministry of Business and Growth
- Ministry of Children and Education
- Ministry of Climate, Energy and Building
- Ministry of Culture
- Ministry of Defence
- Ministry of Ecclesiastical Affairs
- Ministry of Economic Affairs and the Interior
- Ministry of Employment
- Ministry of the Environment
- Ministry of Finance
- Ministry of Food, Agriculture and Fisheries
- Ministry of Foreign Affairs
- Ministry of Housing, Urban and Rural Affairs
- Ministry of Health
- Ministry of Science, Innovation and Higher Education
- Ministry of Social Affairs and Integration
- Ministry of Taxation
- Ministry of Transport

#### 4. Structure within each Ministry

A typical structure of a ministry would be a central department and one or more underlying agencies.

Minister
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<i>In Ministries' central departments:</i>
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Permanent undersecretary

Heads of Department

Heads of Divisions

Academic and administrative staff etc.

<i>In Agencies (typically):</i>
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Director-General

Heads of Divisions

Academic and administrative staff etc.

#### 5. Department with responsibility for HR policy

Ministry of Finance, Agency for the Modernisation of Public Administration, acts as the central employer in the state sector.

The overall task of the agency 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 Agency for the Modernisation of Public Administration:

- Collective agreements and labour law
- Wage and labour market policy
- Overall personnel and management policy
- Pensions

#### 6. HR reforms: – since 2009:

a. *General Terms and Conditions of Service*

No major changes

b. *Rates of Pay / Pension*

No major changes

c. *Pension Entitlements or Conditions of Qualification*

The general retirement age for civil servants (previously at the age of 70) has been abolished.

In connection with the collective bargaining in 2011, existing retirement schemes for civil servant groups were changed, and a gradual raise of the previously applicable early retirement age for certain personnel groups (e.g. within the Defence and Police services) was introduced.

d. *Holiday / Annual Leave Entitlements*

No major changes

e. *Sick Leave Entitlements*

No major changes

f. *Maternity / Paternity Leave*

No major changes

*g. Family Friendly Policies*

No major changes

*h. Methods of Recruitment and Selection to the Civil Service*

No major changes

*i. Structure of the Senior Public Service*

No major changes

*j. Recruitment and Selection for the Senior Public Service*

No major changes

## **Estonia**

### **1. Structure of public service**

No changes in terms of general public service structure. Public service consists of state public service and local government public service. State public service includes ministries, boards and inspectorates, county governments and constitutional institutions. The local governments include local government agencies.

The changes have taken place concerning the definition of official. In April 2013, new Public Service Act will enter into force, according to which the status of official will apply only to those positions that exercise public authority. The support functions (e.g. IT, HR, procurement etc) will be regulated with Employment Contract Act.

### **2. Number of public servants**

The number of officials has been somewhat reduced - in 2009, 28,632 officials (of them 5,235 local government officials), in 2011, 27,369 officials (of them 22,286 central government and 5,083 local government officials).

### **3. Number of Ministries**

No changes concerning the number of ministries – 11.

- 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**

In 2010, the government decided to launch a project to create a single information system for the financial accounts, personnel records and payrolls of state agencies through governing-area-based centralisation. In addition to the information system, the majority of the accounting, personnel administration and IT staff will be transferred to the ministry-based shared services centres. At the same time there are also examples of inter-ministerial centralisation. A new organisation - State Support Service Centre - has been established under the Ministry of Finance that provides accounting and personnel records keeping services for four ministries (including subordinate agencies): in addition to the Ministry of Finance itself also for the Ministry of Justice, Ministry of Economic Affairs and Communication, and Ministry of Social Affairs. All ministries are obliged to transfer their accounting and personnel record keeping to the joint information system (administered by State Support Service Centre) by 2015. It applies also to the ministries that decide to keep their support service provision in-house. The project aims at more efficient use of resources in providing personnel administration and accounting services.

There have also been several structural changes regarding the boards and inspectorates within the governing area of the ministries in 2010 and 2011:

- In 2010 the responsibilities of Public Procurement Office was transferred to the Ministry of Finance.



- The Police Board, Central Criminal Police, Public Order Police, Border Guard Board and Citizenship and Migration Board were merged in the governing area of the Ministry of Interior into a single agency: the Police and Border Guard Board. It was substantial reform considering that the new Board employs now almost third of the state civil service staff.
- Agricultural Board was established by merging Plant Production Inspectorate, regional land improvement bureaus and Land Improvement Bureau of Supervision and Expertise in the governing area of the Ministry of Agriculture;
- Under the Ministry of Environment the Health Board was established by merging the Health Care Board, the Health Protection Inspectorate and the Chemicals Notification Centre.

## **5. Department with responsibility for HR policy**

Until December 2009, the responsibility of public service development was divided between several institutions -the Government Office was responsible for recruitment ethics and training policies and development of top officials, Ministry of Finance was responsible for remuneration policy, Ministry of Justice for the legislation of public service and Ministry of Interior for local government development.

Since 2010, the responsibility of HR development was transferred to the Ministry of Finance, while the Government Office is responsible for the development of top officials, Ministry of Justice for public service legislation and Ministry of Interior for the development of local government.

## **6. HR reforms: – since 2009, have there been changes in:**

### *a. General Terms and Conditions of Service*

In June 2012, the Parliament passed new Public Service Act that will enter into force in April 2013. According to the new act the status of officials will apply only to those positions that exercise public authority. As a result of a new law, the number of people with state officials' status (under public law) will be reduced by a quarter. Conditions of service of the positions that perform support functions (e.g. HR, IT, procurement, etc) will be regulated by general labour code under private law. Public Service Act establishes different rules regarding recruitment, assessment, remuneration, restrictions on strike and side-activities and disciplinary procedure compared to the Employment Contracts Act. Although one of the main goals of the new Public Service Act is to diminish the differences between working conditions under PSA and general labour code. Thus, most of the benefits public officials have under current act will be abolished with the new act.

### *b. Rates of Pay / Pension*

During the period of economic recession, the personnel costs were reduced approximately 15.5% in Estonia. In 2008 the Government instructed ministries to reduce their operational costs. In terms of types of reduced operational costs, the practices of the ministries varied – depending on the decision of each ministry, the measures applied included reduction or freeze of salaries, training budgets, implementing part-time working time etc. As the decisions on operational costs are delegated to the organisational level, the measures how to deal with reduced budgets, was left to the managers. Therefore the practice varies considerably across public service.

In 2009, the salaries of the ministers were reduced by 9%. This entailed automatically the reduction of the salaries of secretary generals as their wage is indexed to the salaries of ministers (coefficient 0.9).

Rates of pensions were not reduced, but in 2009 the Government decided to freeze national contributions (4%) to the mandatory pension schemes during two subsequent years.

In addition, in terms of general pay system new Public Service Act will abolish current salary components that are peculiar to career-based system and have not functioned efficiently in practice - basic salary-scale and its differentiation, additional remuneration for years of service, academic degree, proficiency in

foreign languages, holiday benefits. According to new act the the salary components are limited to basic salary and irregular salary (up to 20% of annual basic salary, including performance-pay, additional salary for supplementary functions, premiums).

*c. Pension Entitlements or Conditions of Qualification*

The Parliament increased national retirement age in spring 2010, including everyone irrespective of public or private sector. The retirement age will increase annually and gradually (depending on the year of birth) – in 2026 will be 65 years.

In addition, current Public Service Act prescribes the increase of national old-aged pension up to 50% for more than 30 years of service. This will be abolished according to the new law (after 5 years of transition period). Additional pension schemes (the principles will be revised) will remain in place in terms of those officials whose service conditions are regulated with special laws (police and border guard officials, judges, military staff).

*d. Holiday / Annual Leave Entitlements*

Regular vacation of official is 35 days. New Public Service Act abolishes additional vacation for length of service (up to 10 calendar days).

*e. Sick Leave Entitlements*

According to the decision of the Government, the sick leave entitlements were reduced in 2009 - from 80% of the average taxable salary to 70%. Until 2009, the sickness benefits were paid starting from the 2<sup>nd</sup> day, since 2009 the benefit was paid starting from the 4<sup>th</sup> day of illness. There were two exceptional groups: 1) pregnant employees who are eligible for sickness benefit since 2<sup>nd</sup> day of illness; 2) sickness benefits for the parents who take care of the child under the age of 12 - the entitlements were reduced from 100% to 80 % of average salary of the person.

*f. Maternity / Paternity Leave*

No changes. The maternity/paternity leave entitlements are related to the salary of the eligible person and it is also indexed with minimum monthly salary and average monthly salary rates.

Maximum period includes 435 calendar days. The parent leave entitlement forms 100% of the average monthly taxable income of the previous year of eligible person. If the person received no income, there is a minimum rate of entitlement (278€/month in 2009 and 290€/ month in 2013). The maximum rate of the entitlement is threefold average monthly salary in Estonia – 1963,94 €/ month in 2009 and 2234,19€/ month in 2013).

*g. Family Friendly Policies*

New Public Service Act prescribes few new measures which will enter into force in April 1<sup>st</sup> 2013:

1. in case of long-term assignment abroad the law foresees the allowance regarding the costs for pre-school establishments/ nursing;
2. restrictions in case of dismissals remain the same – it is prohibited to dismiss official who is pregnant, who has right for pregnancy or maternity leave or who raises a child under the age of 3. As a new measure the law prescribes an allowance in case of unlawful dismissal of a pregnant official or official raising a child under the age of 3 – the average salary of 6 months of the official;
3. in case of a dismissal and choosing between two officials who are equally competent, the preference is given to those officials who raise a child under the age of 7;
4. regarding the implementation of on-call time, night work or working during national holidays, the special attention has to be paid to pregnant officials and those officials who raise a child under the age of 3.

5. an official who is pregnant or raises child under the age of 3 or disabled child may refuse from performing the duties of temporarily absent official (at the moment the confirmation of the doctor is required).

#### *h. Methods of Recruitment and Selection to the Civil Service*

New Public Service Act includes three changes:

1. requirement of open competitions for filling vacancies. According to the current Public Service Act the open competitions are mandatory only for the posts of senior civil servant positions;
2. to increase transparency of recruitment and guarantee equal access to public service, single public service recruitment portal will be established. All public service vacancy notices have to be published in this portal;
3. rigid attestation procedure (which is common to career-based public service) will be abolished. New Public Service Act includes general principles of regular appraisal of officials in regard to their performance and development needs, allowing more flexibility.

#### *i. Structure of the Senior Public Service*

No structural reforms.

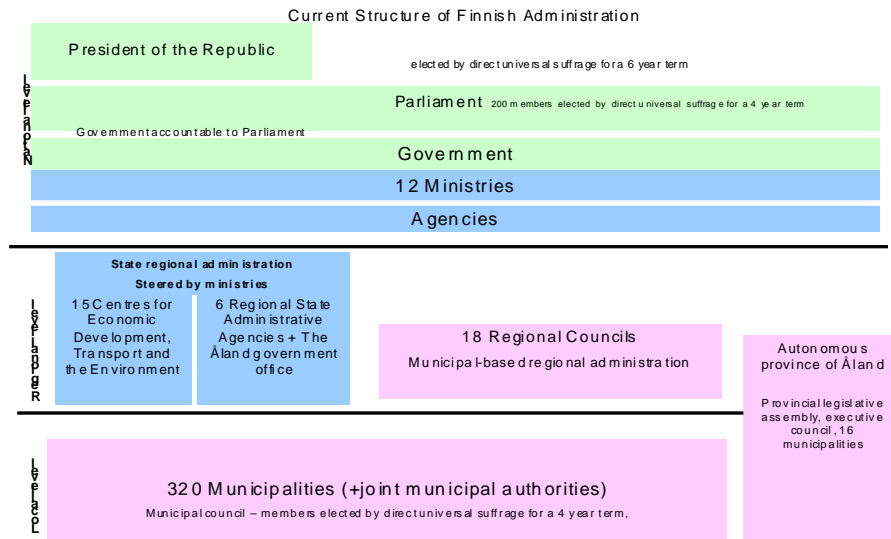
#### *j. Recruitment and Selection for the Senior Public Service*

Since 2009 there has been systematic development of the procedure and methods of selection. In 2010, central tests of professional knowledge in the field of law and finance were applied. In 2012, additional and thorough focus interview was included in selection process and in 2013

# Finland

## 1. Structure of public service

In Finland State administration is connected to political decision-making through its supreme executive powers. These comprise the Parliament, the President of the Republic and the Government (also called Cabinet or Council of State). There are three levels in the Finnish State Administration. These are the central, regional and local levels. The model for providing basic public services is built on the responsibility and autonomy of the municipal government.



## 2. Number of public servants

2009: 121,923,  
2010: 86,383,  
2011: 85,072,  
2012: 82,774

## 3. Number of Ministries

There are 12 ministries in Finland:

- Prime Minister's Office
- Ministry for Foreign Affairs
- Ministry of Justice
- Ministry of the Interior
- Ministry of Defence
- Ministry of Finance
- Ministry of Education and Culture (since 5/2010, previously named Ministry of Education)
- Ministry of Agriculture and Forestry
- Ministry of Transport and Communications
- Ministry of Employment and the Economy
- Ministry of Social Affairs and Health
- Ministry of the Environment

The number of ministries has stayed very stable in Finland. For three decades from 1950's to 1970's the number was 11, in 1980 the number rose to 12, when the Ministry of Labour had become its own ministry. Another ministry, Ministry of Environment was added in 1987 and the number of ministries stayed 13 until 2008 when the Ministry of Trade and Industry and the Ministry of Labour become one ministry, Ministry of Employment and the Economy.

#### 4. Structure within each Ministry

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

[http://www.vm.fi/vm/en/04\\_publications\\_and\\_documents/03\\_documents/organisaatio\\_en.pdf](http://www.vm.fi/vm/en/04_publications_and_documents/03_documents/organisaatio_en.pdf)

or by the structure of Ministry of Employment and the Economy:

<http://www.tem.fi/index.phtml?l=en&s=2075>

#### 5. Department with responsibility for HR policy

Personnel and Governance Policy Department, Ministry of Finance

#### 6. HR reforms: – since 2009:

a. *General Terms and Conditions of Service*

b. *Rates of Pay / Pension*

Over the last decades, the focus of the Finnish wage formation model has been changing between decentralised sectoral level collective bargaining agreements, more centralised comprehensive collective agreements and highly centralised national incomes policy agreements. In the first case, the agreement on the level of pay increases is made at the trade and employer union level. In the second case, the agreement is made at the level of labour market confederations. The third case is an extension of the second case, the crucial difference being that the State is a party of the agreement and several legislative reforms (e.g., quality of working life, pension rules) are linked to the agreement.

In 2007-2010, wage formation lacked coordination and was carried out in each sector separately. However, owing to the financial crisis and economic recession, the Finnish central labour market organisations decided to take part in an incomes policy agreement known as Framework Agreement (28.11.2011). The core of the agreement is the pay frame. Compared to earlier national incomes policy agreements, the new Framework Agreement does not define the details of the pay hikes. Wage increases can be implemented in the form of a flat sum or as percentages, or as overall increases or as separate pay hikes to different groups of employees. These details have to be agreed upon separately at the union level.

The Framework Agreement is more extensive than any other in Finnish history, extending over industry, services, and public and transport sectors. Its overall coverage is 94% of all wage earners, while 91% in private sector and in 100% in government, local government and church sectors. After the Framework Agreement was signed, the Government gave its approval to backup measures that it had promised as an incentive for the agreement. The cost estimate for these measures is around 400 million Euros, including a reduction in corporate taxation and compensation for employees who are temporarily laid off.

In the Government sector, the transfer to the new pay systems, which are based on demands of the job (job evaluation) and individual performance, was completed in 2007. The present Government sector collective bargaining agreement, which is in accordance with the Framework Agreement, was signed in 24.11.2011 and it is in force from 1.3.2012 to 31.3.2014. According to the agreement, pay increases will total 4.3% over the agreement period, with an increase of 2.4% for the first 13 months and 1.9% for the following 12 months. Both pay increases comprise a general pay increase part and an agency-specific salary part (0,5%).

As can be discerned from the table below, wage development has been rather high in the Government sector during 2008-2012. In fact, Government sector has been frequently criticized by Private sector for its wage policy. However, in despite of wage increases, Government sector still suffers from so-called double-imbalance: compared to Private sector wages, Government pays too much for low competence jobs whereas high competence expert or management jobs are underpaid. As regards wage equality, Government and the central labour market organisations have agreed in the Equal Pay Programme to try

to narrow the gender-based pay gap to 15 per cent by 2015. The Government sector has reached the target already in 2011 enjoying the lowest gender-based pay gap (14,4%).

Average wage increase compared to previous year

	2008	2009	2010	2011*	2012**
Wage development	7,5	5,3	3,3	3,5	3,2
Contractual wage increase	4,6	4,0	2,7	2,1	2,7
Wage drift	2,9	1,3	0,6	1,4	0,5

\* advance information

\*\* estimate

Source: State sector co-operative working group on statistics

*c. Pension Entitlements or Conditions of Qualification*

*d. Holiday / Annual Leave Entitlements*

Annual leave entitlements, as defined in the State sector collective bargaining agreement, have not undergone significant changes since 2009. However, the Government has recently (24.1.2013) given a bill to the Parliament to reform the Annual Holidays Act. The bill is based on ECJ ruling C-78/11 (Anged) and Article 7(1) of Directive 2003/88/EC on working time. Presently, when a Government employee gets sick during his/her annual leave, he/she is subject to a seven day waiting period clause. If sickness still continues after seven days, employee has a right to postpone his/her annual leave to a later point. Because of the ECJ ruling, the Government has proposed to abolish the waiting period clause. If incapacity occurs during annual leave, person will be on a sick leave and annual leave will be postponed. If the bill will be passed as proposed by the Government, the new regulation would enter into force as of beginning of April, 2013.

*e. Sick Leave Entitlements*

*f. Maternity / Paternity Leave*

Legislation on paternity leave has been recently reformed. After 1 January 2013, paternity allowance is available for a longer period and its timing is more flexible. Fathers can receive paternity allowance for up to 54 working days. There is also greater flexibility in the paternity leave. The entire paternity leave can be taken after the parental allowance period. It must be taken before the child is two years old or, in the case of adoption, before two years have passed since the child was placed with the adoptive parents. Fathers no longer forfeit their leave entitlement if another child is born or adopted into the family. Under the earlier rules, the daddy month was not available if maternity, paternity or parental allowance was paid for another child.

*g. Family Friendly Policies*

*h. Methods of Recruitment and Selection to the Civil Service*

Government's management policy guidelines given in 2008 aimed at creating attractive management jobs and good career opportunities, a professionally highly competitive senior civil service and a common corporate culture as well as good preconditions for successful performance. The target groups included the Senior Civil service (approx. 130 topmost posts: permanent secretaries, under-secretaries and director generals in ministries, director generals and topmost managers in operating units) as well as other managers and experts. Both common development programmes and internal development programmes have been adopted. Career planning in general and in context of yearly development talks are made use of generally.

*i. Structure of the Senior Public Service*

*j. Recruitment and Selection for the Senior Public Service*

Definition of the selection criteria of state top management, Ministry of Finance Instruction of May 6, 2011. Added many-sided, across-the ministries experience as a basis for the selection of top managers in state administration, replacing the earlier requirement covering comprehensive experience and knowledge of a specific one sector to a top position of which a person is applying.

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## France

### 1. Structure of public service

The French public service consists of three main sections:

- State civil service (central administrations, regional and departmental service of the State, public establishments): **2,308,000** public agents (including teachers)
- Territorial civil service (civil servants working in municipalities, departments and regions): **1,811,000** public agents
- Hospital civil service (administrative and nursing staff working in public hospitals): **1,110,000** public agents.

From this figure of **5,229,000** public agents:

- *Titulaires* (=officials with career based system and guaranteed lifelong employment): 3,815,743
- *Non-titulaires* (=non-statutory agents, for a vast majority contractual agents with fixed term or permanent contract with the State): 897,756
- and also specific categories of agents:  
*Military personnel*: 322,276  
*Doctors*: 105,265  
*Childminders*: 48,208  
*State workers*: 39,792

### 2. Number of civil servants

5,229,000 public agents are working for the civil service (in 2010).

### 3. Number of ministries

In France, the number of ministries varies from a government to another.

The first government under the presidency of François Hollande is comprised of 20 ministries.

Regardless of the number of ministries, which almost changes with each new government, it is possible to divide their competencies into 12 main areas.

The 12 main areas, which have been identified to divide ministries' competencies are as follows:

- Foreign and European Affairs
- Food, Agriculture, Fishing
- Economy and Finance (Budget, Public Administration, State Reform, Industry, Employment...)
- Culture and Communication
- Defence
- Ecology, Energy, Sustainable Development, Sea
- Education, Higher Education, Research
- Immigration, Integration, Solidarity
- Home Affairs, Overseas Territories, Local Government
- Justice
- Social Affairs (Health, Sport, Family, Social relations, City...)
- 12° Administration under the *Premier Ministre*

### 4. Structure within each ministry (data: 2010)

A ministry is led by a Minister, and in some cases there is a State Secretary or Minister Delegate who works under the Minister. The largest ministries have a Secretary General who ensures the coordination of the body of the services and is responsible for its modernisation.

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

- Directorates General or Directorates



- Under Directorates
- Offices

Structure of employment within each Ministry:

Area	<i>Titulaires</i>	<i>Non-titulaires</i>
1° Foreign and European Affairs	2 973	596
2° Food, Agriculture, Fishing	25 170	6 023
3° Economy and Finance	155 049	6 622
4° Culture and Communication	9 688	1 696
5° Defence	36 913	6 939
6° Ecology, Energy, Sustainable Development...	62 313	4 447
7° Education, Higher education, Research	855 765	61 132
8° Immigration, Integration, Solidarity	514	86
9° Home affairs, Overseas Territories...	170 583	12 198
10° Justice	70 624	4 901
11° Social Affairs	20 734	3 619
12° Administration under the <i>Premier Ministre</i>	6 985	2 886
Total	1 417 311	111 145

## 5. Department with responsibility for HR policy

The DIRECTORATE GENERAL FOR ADMINISTRATION AND THE CIVIL SERVICE (DGAFP), one of the Directorates General of the Ministry for State Reform, Devolution and the Civil Service, is currently responsible for HRM.

Created in 1945 in order to modernise the French administration after WWII, the DGAFP has two main responsibilities:

- Conceive and modify the general status of the State Civil Service, including wage policy, by drafting all legal texts;
- Lead Social Dialogue
- Conceive the Human Resources policies of the State for all public agents

Each ministry has an HR Directorate, which manages its own agents. The role of the DGAFP is to set the State's framework and general rules of the HR management, but every ministry is then responsible for the implementation of these rules, with a certain amount of flexibility.

The role of the DGAFP is also to give life and maintain the network of ministries.

It has also the administrative supervision authority of the National School of Administration (ENA) and of the five Regional Institutes of Administration (IRA). ENA and the five IRA are involved in recruitment and initial training of the middle management (IRA) and high civil service (ENA).

## 6. HR reforms: - since 2009, have there been changes in:

### a. General Terms and Conditions of Service

Since 2009, the French government states clearly that the context of the financial crisis makes reforms essential.

The main goals of French HR strategy in public administration correspond to a strategy to reduce the budget deficit. This has two major consequences:

- First, a consequence on the staff. France is carrying out a strategy to reduce the staff in all organisations which are under the authority of the State. This strategy implies a reduction of the number of public employees through non-replacement of retiring staff. The maximum amount of staff authorised in each department in the central public service has been continuously lowered since 2002. The number of Civil Servants in the central public service was thus reduced by 3,7 per cent between 2010 and 2011.
- Second, France is trying to control the rolling pay cost; and aims to simplify the remuneration scheme in order to improve the control of the increase of the rolling pay cost.

And we have also to mention that:

- The former government carried out a strong policy of reorganisation of the State's services at local level (merging of services or suppression of services): the aim was to share the functioning means of these services.
- The current government wants to accentuate the decentralisation (devolution), and wants to transfer some of its competencies to the territorial level. This will probably have as a consequence the decrease and the reduction of the State's administration.

#### *b. Rates of Pay/Pension*

The evolution of the basic salary is frozen since July 2010 for all French civil servants. The current Government will open the negotiations on the remunerations in February 2013. This context might lead to difficulties with trade unions representing civil servants.

However, a French Civil Servant receives a wide range of different compensations, rewards and other supplements. We must pay particular attention to the fact that, in spite of this policy concerning the basic salary, these supplements and bonuses are participating in the preservation of the purchasing power.

The pension's amounts are indexed on the inflation's rate. In 2010 the reform of the pension's scheme has changed the rules to calculate the pension amount for civil servants: the average age of civil servants in France has increased (because, like in many countries in Europe, the French population is growing older). The reform has postponed the age of retirement for French civil servants. It has also set a longer period of insurance needed to get the maximum amount of pension at the moment of retirement. In 2013, a national negotiation including the trade unions for the public and the private sector will probably take place, with a view to discuss and reform, once again, the pension's scheme for salaries and civil servants.

#### *c. Pension Entitlements or Conditions of Qualification*

Since the pensions' scheme reform in 2010, the measures below have been implemented :

- Raising of the retirement age from 60 years to 62 years in 2018, progressively with a rhythm of 4 additional months every year ;
- Raising of the social contribution for retirement from 7.85% to 10,55% during 10 years. The rate will progressively increase. The goal is to align the rate for the civil servants with the rate for the private sector.

#### *d. Holiday/Annual Leave Entitlements*

No new measures since 2009.

#### *e. Sick Leave Entitlements*

In France, the State is its own insurer and as such maintains the remuneration of its Civil servants in case of sick leave for three months.

A new law came on 1st January 2012 into force. It states that civil servants and military personnel will not be paid for the first day of sick leave.

In the private sector, employee's remuneration is paid only from the fourth day of illness by the national social security system.

This measure also allows the state budget to make an economy.

*f. Maternity/Paternity Leave*

No new measures since 2009.

*g. Family Friendly Policies*

A civil servant may benefit from a leave of family solidarity and the payment of a daily allowance. This leave is established for end-of-life support and assistance to a person of his family. This new kind of leave is open to staff since 2013.

The law of 12 March 2012 has opened the possibility for civil servants to telework.

It is possible for the teleworker civil servant to withdraw from teleworking, but he must give an advance notice to his public employer.

A draft regulatory text aiming at defining the conditions of use for teleworking in the public service (duration, management of the working time,...) is in preparation. This project will be published in the course of the first semester 2013.

*h. Methods of Recruitment and Selection to the Civil Service*

1. the jobs must correspond better to the profile e.g. the new method of job allocation and the end of the "Ecole nationale d'administration".
2. We have developed the identification of future high potentials in the different ministries (definition of expected profile and skills, process of selection and job allocation) and preparing them for their future responsibilities (by strengthening their managerial skills, in particular).
3. Training and coaching for top managers have been also professionalized, with special programs built, focusing on new skills expected from top managers (leadership, ability to build a strategic vision, to promote modernization, to promote project management and partnership).

*i. Structure of the Senior Public Service*

No new measures since 2009.

*j. Recruitment and Selection for the Senior Public Service*

First, a civil servant *titulaire* is recruited only after a competitive exam. Those exams have been considered as too much academic, i.e. too much related to the knowledge acquired in school. For this reason, the content of the exams for future civil servants have evolved since 2009:

- examination tests are more based on the professional competencies. The aim is to eliminate tests that are unrelated to the professional career and only related to academic knowledge;
- professional paths and experiences of the candidates are better taken into account during the selection process.

# Germany

## 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. As a basic rule, the Basic Law stipulates that exercise of state powers is a matter for the *Länder*. The Federation has administrative and legislative power only in those areas laid down by the Basic Law.

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.

Regarding the law on public service an extensive modernization took place since 2006. The first stage of the reform of federalism, which went into effect on 1 September 2006, streamlined Germany's federal structure. The reallocation of legislative competence between the Federation and the *Länder* has improved their capacity to act and to take decisions, provided a clearer delineation of political responsibilities and increased the expedience and efficiency of administrative action in the public interest. In terms of public service law this means that, basically, the *Länder* are responsible for their personnel and the Federation for its personnel.

With the 2009 Act to restructure civil service law the Federation created up-to-date legislation on civil servants, salaries and pensions which puts more emphasis on individual performance, facilitates flexible staff assignment and increases the effectiveness of the public service.

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 administration of the Federal level and the *Länder*, the administration of the local authorities and the administration of the social insurance system employ a staff of about 4.2 million. Around 440,000 people work in the federal administration, whereof almost 180,000 are military personnel. (June 2012)

## 3. Number of Ministries

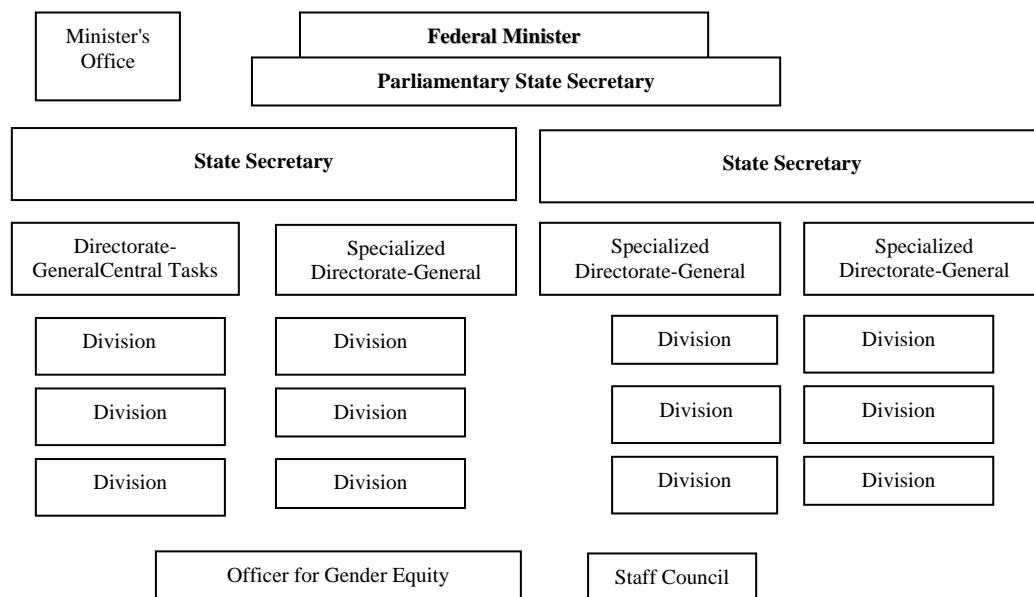
In addition to the Federal Chancellor, the following ministries currently make up the Federal Government:

- Federal Foreign Office
- Federal Ministry of the Interior
- Federal Ministry of Finance
- Federal Ministry of Justice
- Federal Ministry of Defence
- Federal Ministry of Education and Research
- Federal Ministry of Food, Agriculture and Consumer Protection

- Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
- Federal Ministry of Health
- Federal Ministry for Environment, Nature Conservation and Nuclear Safety
- Federal Ministry of Transport, Building and Urban Affairs
- Federal Ministry of Economics and Technology
- Federal Ministry of Economic Cooperation and Development
- Federal Ministry of Labour and Social Affairs

The Federal Government Commissioner for Culture and the Media is part of the Federal Chancellery as well as the Press and Information Office.

#### 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 guidelines 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.

#### 6. HR reforms: – since 2009,

There have been changes in:

##### a. General Terms and Conditions of Service

- The Federal legal basis is composed of the law governing the status of civil servants, the law governing the remuneration of federal civil servants and the law governing the pensions of federal civil servants.
- The Act to Restructure Civil Service Law which is applicable for the civil service at the federal level, entered into force in February 2009.
- Starting in 2012, the retirement age for civil servants will gradually be raised from 65 to 67 years, which means that the relevant provisions under the statutory pension insurance system will apply likewise for civil servants
- Those with a minimum of 45 years of service may retire at age 65 without any pension cuts

- For members of the police, the firebrigades, judges and soldiers, the retirement age will also be gradually increased by 2 years.
- The law governing federal civil service careers is to be modernized by:
  - bringing the entry requirements for the higher intermediate service and the higher service into line with the newly introduced bachelor and master degrees (Bologna Process),
  - stepping up the requirements to be met during the probationary period (which will be 3 years for all new recruits) so that a differentiated decision based on performance criteria can be taken before the new recruits are appointed civil servants with life tenure,
  - making it possible for high performers to be promoted while they still serve their probationary period,
  - making it easier for candidates with external professional experience to enter the public service,
  - lifelong learning (mandatory participation in qualification measures).

#### *b. Rates of Pay / Pension*

The law governing the remuneration of civil servants is to foster the principle of merit by

- further developing the individual performance-related pay which was introduced in 1997 (performance bonus, pay schedule levels, performance allowance) within the framework of the existing financial budget. Individual achievements and team achievements can be rewarded;
- redefining the salary schedule for civil servants with effect as of 1 July 2009 by abolishing the seniority-based advancement from one pay schedule level to the next and dispensing with the seniority for salary purposes. Thus, advancement is based on performance. Experience thus counts more than age (in order to avoid any age discrimination).

#### *c. Pension Entitlements or Conditions of Qualification*

The pension system for civil servants is a separate pension system based on defined benefits. Due to the demographic development in Germany some major pension reforms took place during the last decade:

- Gradual increase in the retirement age from 65 to 67 years.
- Decrease in the maximum pension rate from 75 % to 71, 75% of the pensionable final salary.
- Funding of pension payments through a pensions funds for all newly hired civil servants beginning in 2007.
- Training and education periods will be recognized to a lesser extent than heretofore when calculating a civil servant's pension entitlements.
- Portability of acquired pension rights when leaving the federal civil service (legislative project).

#### *d. Holiday / Annual Leave Entitlements*

Since December 2012 every civil servant is entitled to 29 annual leave days paid (working days) until achieving 55 years of life. With the age of 56 the entitlement is raising to 30 annual leave days paid. Before the amendment the entitlement ran between 26 and 30 leave days, depending on different kinds of conditions.

#### *e. Sick Leave Entitlements*

Civil servants generally are entitled to stay away from work for 3 days (week days) without medical certificate. An absence for more than 3 days has to be certificated by a physician.

#### *f. Maternity / Paternity Leave*

- In the public service, women are released from their duties for six weeks before and eight weeks after birth (twelve weeks in the case of premature and multiple births; with premature

births additionally the time of the six weeks prior to birth not used) just as in the private sector.

- After the birth of the child, either both parents together or the mother or father alone may take parental leave until the child has reached the age of three. For each child, up to twelve months of parental leave may be taken with the consent of the employer until the child's eighth birthday. In Germany all employees are entitled to exercise this right.
- Parental leave is unpaid. However, within the first 14 months of the child's birth one parent may receive a child-raising benefit which is a social benefit granted by the state depending on the parents' income. It amounts to 67 percent of the average monthly net income, but does not exceed 1,800 euros per month. In case of multiple births or older siblings this child-raising benefit may increase.

*g. Family Friendly Policies*

There is a bunch of special leave entitlements to family care, especially in case of illness of a child or a family member in need of care.

*h. Methods of Recruitment and Selection to the Civil Service*

- In the federal administration since 2009 besides preparatory service every external qualification (training, study) allows the access in one of the following career groups: the ordinary service, the intermediate service, the higher intermediate service or the higher service. Affiliation to a career group depends on the entry grade: For the ordinary and the intermediate service successful completion of a training, for the higher intermediate service successful completion of a bachelors degree or equivalent degree and for the higher service, successful completion of a masters degree or equivalent degree (for example diploma at a university).
- Further in all career groups the recruitment of professionally experienced persons from the private sector has been facilitated, for example by the use of new rules for the recruitment immediate for a higher post.

*i. Structure of the Senior Public Service*

Since 2009 no reform has taken place.

*j. Recruitment and Selection for the Senior Public Service*

See above (h). Further, since 2009 each ministry can install special master degree courses for the advancement from the higher intermediate service to the higher service.

# Greece

## 1. Structure of public service

### Preface

The Greek political system has been shaped through a process of historical evolution covering approximately two centuries from the national liberation (1830) onwards. In its present form, it displays the basic features of a complex and advanced system on the division of power in the Greek society. In this context, the rule of law, the sovereignty of the people, the representative democracy, the market economy, the social state and the safeguarding of equality, the liberty and the human dignity constitute the fundamental elements of the social and political reality of Greece, as in all countries which make up the European Union.

### **(I) Constitutional Structure**

The Hellenic Republic is a parliamentary republic. Popular sovereignty is the foundation of government. All powers derive from the people and exist for the people and the nation. They are exercised as specified by the Constitution.

In the Greek political system, the powers of state are separated in three branches (legislative power, executive power and judicial power). The legislative power is exercised by the Parliament and the President of the Republic. The executive power is exercised by the President of the Republic and the Government. Public administration is part of the executive in terms of implementing public policies and the decisions made by the Government. The judicial power is vested in the courts of law, the decisions of which are executed in the name of the people. The three powers exist independent of each other, they have distinct domains of activity and they exercise control over each other (checks and balances).

### Legislative Power

The Parliament consists of three hundred Members. They are elected through direct, universal, secret and simultaneous ballot, for a term of four years, by citizens who have the legal right to vote. The exercise of this right is compulsory. This means that voting is not only a constitutional right but also a (constitutional) obligation of the Greek citizen. The Parliament is authorised to vote on bills and law proposals as well as to exercise control over the Government.

The President of the Hellenic Republic is the Head of State. According to the Constitution, he is the “regulator” of the regime and is authorised to exercise only the specific powers conferred upon him by the Constitution as well as by the laws of the State. He is the coordinator of the three powers of the State, and is elected by the Parliament (indirect mode of election) through a secret ballot in a special session, for a five-year term renewable only once. His indirect mode of election and his limited powers, particularly after the 1986 Constitutional revision, exclude direct and active involvement in policy-making. Outside his political competencies, he signs the necessary Decrees (countersigned by competent ministers) for the implementation of laws, publishes the bills voted by the Parliament, appoints public officials and judges and is the (symbolic) leader of the military services.

### Judicial power

The Judicial power is vested in courts. The Greek Constitution establishes two jurisdictions, the administrative and the civil/criminal one, which are organized in three instances: the courts of first instance (lower courts), the courts of appeals (higher, appellate courts) and the Supreme Courts. There is also provision for special courts (eg. Military courts).

Judges have functional and personal independence. That means that they are obliged to implement only the Constitution and the laws of the State and not any other kind of order. The judgements must be specifically and thoroughly reasoned and pronounced in a public sitting.

The Council of State, the Hellenic Supreme Court of Civil and Penal Law and the Court of Audit are the highest courts in the nation:



The Hellenic Supreme Court of Civil and Penal Law (Areios Pagos in Greek) stands as the Supreme Court reviewing the decisions of the lower civil/criminal courts.

The Council of State, firstly operated in the period of 1835-1844 and then, again, in 1929, is the supreme administrative court. At the same time, however, it is an administrative body whose competencies are provided for by the Constitution.

The Court of Audit, created in 1833, has equally a double mission, as a supreme financial court and an administrative body with an advisory role concerning financial matters (e.g. pensions); It has jurisdiction on the audit of the expenditures of the State, local government agencies and other legal entities, verifies public accounts for their legality and submits to the Parliament an annual report on the use of public funds.

#### Executive power

As mentioned, agents of the executive power are the President of the Republic (p.1), the Government and Public Administration.

### **(II) Public Administration**

According to the Greek Constitution (art. 101) and the administrative tradition, the State is organized according to the principle of decentralization. The division of the country for administrative purposes is based on geo-economic, social and transport conditions. The central government, with the exception of specific functions, co-ordinates and supervises the regional state organs, whereas the latter implement domestic and European policies on economic and social development within their geographic scope of competence. Furthermore, according to the Greek Constitution, local affairs are carried out by local authorities, while central government has no autonomous presence and competencies at this level. Therefore, a structure of first and second level local authorities and regional administration has been established.

More specifically, the public sector in Greece includes:

#### IIA. Central Administration

##### **The Institutions of Central Government:**

- a. The Government: the Government consists of the Council of Ministers (the Cabinet) which is made up of the Prime Minister as president, the Ministers, Deputy Ministers and Ministers without portfolio.

The Council of Ministers (the Cabinet) is the supreme collegial body of the government, all ministers being its regular members, while deputies may attend as well when invited by the Prime Minister, but without having the right to vote. The main competence of the Ministerial Council is to define and manage the national policy of the country in accordance with the provisions of the Constitution and the laws.

The Prime Minister ensures the unity of the government and coordinates its action as well as that of the public services in general, within the framework of the law. The Greek governmental system has placed the prime minister in the centre of the political decision-making process.

The Prime Minister concentrates the reality of governmental power and constitutes the strong pole of the executive one. His/Her Constitutional role is to ensure the unity of the government and the steering and oversight of governmental action. The implementation of governmental policies is carried out by the public administration under his/her authority. The Prime Minister is assisted by *the General Secretariat of the Prime Minister* and *the General Secretariat of Coordination*, while *the General Secretariat of the Government*, which is an autonomous public service, supports his work and the government in the exercise of their responsibilities and provides secretarial assistance to the Cabinet, other collective government bodies and the Inter-ministerial Committees.

The Ministries: The number of government departments is currently 16. The number of Ministries changes through mergers or splittings, according to the policy priorities of the political leadership.

Ministers have the overall supervision of the public services, as well as the supreme command for the design and the implementation of the public policy subject to the ministry they are in charge of.

b. The Large Bodies of the Greek Public Administration which are the Council of State (p.2), the Independent Administrative Authorities and the Legal Council of the State.

The Legal Council of the State was established in 1882. It is under the auspices of the minister of Finance; it advises the government on legal matters and defends the legal interests of the state in court. It equally assists administrative services in their everyday activities by rendering opinions on the handling of various administrative cases.

The Independent Authorities (IA): They are state institutions, which are beyond the control of hierarchical supervision by the central government, subject only to judicial review of legality. They are envisaged under broad decisive competences to regulate vital and sensitive areas of the economy and society and they can be classified according to their realm of competence (constitutional rights, market, public administration etc). Their members are under certain constitutional guarantees. The IAs are divided between those which are constitutionally enshrined and the non-constitutionally enshrined ones, the latter being established by legislation, in order to address the changing conditions of the national and European administrative and financial environment.

#### Authorities Constitutionally enshrined

- Supreme Council for Staff Selection (ASEP)
- Ombudsman
- National Council for Radio & Television
- Data Protection Authority
- Authority for the Security and Privacy of Information and Communication (ADAE)

#### Authorities non-constitutionally enshrined

- Commission for the Protection of Competition
- National Commission for Telecommunications and Post Offices
- Energy Regulatory Authority
- Greek Statistical Authority
- National Actuarial Authority
- Commission for the Supervision and Control of Games
- Consumer Ombudsman
- National Council on Public Health
- Authority for Quality Assurance and Certification in Higher Education
- Authority for the Combat of Money Laundering from Criminal Activities and Financing of Terrorism and for the Control of Statements of Assets
- Commission for the Investigation of Aviation Accidents and Flight Safety
- Body of Tax Officials
- Independent Authority for Public Procurement and Public Procurement Central Electronic Registry
- Railway Regulatory Authority
- National Authority for Medically Assisted Reproduction

### IIB. Public Legal Entities:

Public Legal Entities are organizations established for the accomplishment of specific goals. They have administrative and budgetary autonomy and they are supervised by the ministries. They are classified according to their legal status in: a) legal entities of public law such as hospitals, social security funds, chambers of commerce, etc, b) legal entities of private law that pursue public benefit or other public purposes and are financed or subsidized by the State, c) Public companies, mixed economy enterprises, such as the Public Power Corporation, Hellenic Radio & Television etc.

### IIC. Decentralised Administration:

Until 2010 the country was divided into 13 Regions, which constituted the decentralized administrative units of the State. The recent “Kallikratis” reform (law 3852/2010 - GOG 87/A/2010) introduced a new level of state administrative decentralization, officially called Decentralized Administration, comprising two or more regions (except for Attica and Crete). Being run by a government-appointed general secretary, it is assisted by an advisory council drawn from the regional governors and the representatives of the municipalities. The General Secretary of each Decentralized Administration has a political and an administrative role. He is the representative of the Government and is responsible for implementing government policy in his geographical scope of competence. He is in charge of all the service units, he directs, co-ordinates and monitors the actions of the services and their employees. Moreover, the General Secretary exercises those competencies which have been entrusted or transferred to the Decentralized Administration by law.

Currently, there are seven (7) Decentralized Administrations in Greece:

1. Decentralized Administration of Attica
2. Decentralized Administration of Thessaly – Central Greece
3. Decentralized Administration of Epirus – Western Macedonia
4. Decentralized Administration of Peloponnese – Western Greece – Ionian Isles
5. Decentralized Administration of the Aegean
6. Decentralized Administration of Crete
7. Decentralized Administration of Macedonia - Thrace

The organization of the decentralized state into fewer and bigger units aims:

- a. to help central government entities to focus on their executive competences through the transfer of powers to the appropriate level of government,
- b. to better serve the principle of subsidiarity,
- c. to fulfill socio-economic goals,
- d. to meet the challenges related to transport networks and to Information and Communication Technologies,
- e. to boost local growth through economies of scale,
- f. to enhance rational allocation of sources (human and functional) at local level and
- g. to underpin scrutiny by establishing independent supervisory agency for Local Government institutions to every Decentralized Administration.

There is also one autonomous area, Mount Athos (Aghion Oros in Greek).

### IID. Local Government Organisations

According to the Constitution, the administration of local affairs belongs to local government organizations (LGO's) of first and second level, which have been created as local self-governing legal persons of public law, while their principles are elected by a universal and secret ballot at regional level.

The LGO's, which incarnate the timeless Greek communitarian spirit, are, traditionally, viewed upon as the cornerstone of democracy in the Greek political system, to the extent that they give way to the participation of the citizens in the local – public affairs. Their competence include the overall responsibility for the administration of local matters and the care for the promotion of social, financial, cultural and spiritual interests of their citizens.

The institution of LGO's which have substantial administrative and budgetary independence constitutes a factor for the improvement of the quality of the Democracy as well as a means of regional development and social change.

A reform of great extent was introduced by the law 3852/2010 or else "Kallikratis" program (GOG 87/A/2010), which was put into effect on January the 1<sup>st</sup>, 2011. According to it, Local Government consists of the following levels:

- The first tier level of government is constituted by the Municipalities, which have resulted from merging several former municipalities and communities, their general responsibility being the administration of the local affairs at the level of the Municipality. They are run by a *mayor* and a municipal council, popularly elected every 5 years. Currently, there are 325 Municipalities.
- The second tier level is composed of the Regions, destined for the economic, social and cultural development of their geographic jurisdiction. Regions are run by a *regional governor* and a *regional council*, popularly elected every 5 years. The regions are divided into *regional units*. Each regional unit is headed by a vice-regional governor, drawn from the same political block as the regional governor.

## **2. Number of public servants**

The total number of fulltime personnel, such as permanent public servants and personnel on a private law contract of indefinite duration is 618.029 employees. This number depicts fulltime employees working in ministries and public bodies, decentralised administrations, independent authorities and municipalities in January 29, 2013.

Source: Registry of Public Sector Employees ([www.apografi.gov.gr](http://www.apografi.gov.gr)).

## **3. Number of Ministries**

There are sixteen (16) Ministries, which, in the order of precedence, are the following:

- Ministry of Foreign Affairs
- Ministry of Economy
- Ministry of National Defence
- Ministry of the Interior
- Ministry of Administrative Reform and E-Government
- Ministry of Development, Competitiveness, Infrastructure, Transport and Networks
- Ministry of Education and Religious Affairs, Culture and Sports
- Ministry of the Environment, Energy and Climate Change
- Ministry of Labour, Social Security and Welfare
- Ministry of Health
- Ministry of Agriculture Development and Food
- Ministry of Justice, Transparency and Human Rights
- Ministry of Public Order and Citizens' Protection
- Ministry of Tourism
- Ministry of Marine and the Aegean
- Ministry of Macedonia and Thrace

There are also the General Secretariat of Media and the General Secretariat of Information and Communication, which are directly under the Prime Minister.

#### **4. Structure within each Ministry**

The internal organizational structure of the central and decentralized units of the ministries follows a pyramid pattern and is comprised of general directorates, directorates, departments and independent offices, as defined by the service regulations of the ministries. More specifically each Ministry is consisted of (top-down):

- Minister as head of the Ministry
- Deputy Ministers
- Deputies, with some competencies ceded by Ministers
- Secretary General
- General Directorates/ with Director General
- Directorates/ with Director
- Departments / with Head of Departments
- Independent Offices

Civil servants working in the above-mentioned organizational units perform the corresponding duties and competences.

#### **5. Department with responsibility for HR policy**

The Directorate General of Human Resource Management in the Ministry of Administrative Reform and e-Government is horizontally responsible for HR policy in Greek Public Sector.

#### **6. HR reforms: – since 2009:**

All recent reforms have been oriented to priorities, such as how to cut down costs, reduce personnel without causing percussions to society, arrange pension issues for the departing personnel, arrange insurance/social security issues in a changing and maybe less prosperous society. Of course, other issues remain as crucial as ever, such as legality, quality, promotion of social benefit, ensuring of atomic and social rights etc.

A great "system of Mobility" of all civil servants has been promoted with the law 4024/2011, which allows the secondment-detachment-reassignment of all civil servants in Greece among public services. A new independent Committee, composed of high officials, together with the "Supreme Council of Staff Selection" which is an Independent Authority, protected by the Hellenic Constitution, guarantee the objectivity and transparency of the this whole mobility system.

A restructuring and a reorganization (with a view to reduce structures) of the entire Public Administration is currently taking place in Greece. Any measures that may be undertaken will be linked with the continuous effort to re-organise the public sector, through the process of evaluating the structures and the personnel of the public sector.

It should be noted that a constant evaluation of the effectiveness and productivity (linked with the achievement of goals) of all public servants, with special emphasis given to senior civil servants, is now mainly linked with the career system.

##### *a. General Terms and Conditions of Service*

No major changes

##### *b. Rates of Pay / Pension*

The Law 4057/2012 has introduced the same salary for nearly all civil servants, according to the years of experience. All salaries and pensions have been decreased, due to the new financial situation Greece is facing.

*c. Pension Entitlements or Conditions of Qualification*

The Law 4024/2012 has urged many civil servants who were close to retirement to leave the service before they would have the full qualifications to retire. These measures were taken in order to reduce the number of public servants and reduce the costs of the public sector.

*d. Holiday / Annual Leave Entitlements*

The Law 3986/2011 has given the possibility to civil servants to take a non-paid leave for five years. Until this law, a civil servant had the possibility to take only two years of unpaid leave. This has been made so that civil servants will have the possibility to take a five-year long leave and have the chance to work in the private sector and maybe, in the long term, work in the private sector permanently. This might further reduce the number of public servants and, therefore, public service costs.

*e. Sick Leave Entitlements*

No major changes.

*f. Maternity / Paternity Leaves*

No major changes

*g. Family Friendly Policies*

No major changes

*h. Methods of Recruitment and Selection to the Civil Service*

Due to fiscal restrictions, all kinds of recruitment are under the restriction of 1 recruitment to 5 dismissals (with the exception of 2011, during which the respective ratio was 1 recruitment to 10 dismissals), which leads to a significant reduction of the civil servants.

*i. Structure of the Senior Public Service*

The structure of a Senior Public Service is divided into the following hierarchical levels:

- General Directorate
- Directorate
- Department

It is underlined that, due to fiscal conditions, a merger public policy is implemented having as a result the abolishment or merger of a lot of public organizations.

*j. Recruitment and Selection for the Senior Public Service*

The selection policy of the Senior Public Service is based on a relevant law. According to this law, the selection is the responsibility of a special committee which decides taking into account criteria such as academic qualifications, knowledge of foreign languages, proved experience within the service (i.e. participation in committees, European experience etc.) and certified training, assessment reports by the superiors (as far as goal setting and achieving/behaviour/strategic thinking/creativity/efficiency/productivity/knowledge of their work etc. are concerned), leadership skills, crisis management etc.

# Hungary

## 1. Structure of public service

The system of the Hungarian public service:

- a. Civil service, government official's and civil servant's body
  - Central public administration
  - County level public administration (county and metropolitan government offices)
  - Local level public administration (district offices)
  - Local Authorities (local self-governments)
- b. Officials of the Armed Forces (e.g. Police, Border Guards)
- c. Hungarian Army
- d. Judges, Prosecutors, Judiciary employment
- e. Public servants – employees who provide public services (e.g. health sector, teachers)

## 2. Number of public servants

Government officials: 78,000 employees

Civil servants: 34,000 employees

Officials of the armed forces including Hungarian Army: 75,000 employees

Judges, Prosecutors, Judiciary employment: 10,000 employees

Public servants: 453,000 employees

## 3. Number of Ministries

- Prime Minister's Office

There are 8 Ministries:

- Ministry of Defence
- Ministry of Foreign Affairs
- Ministry of Human Resources
- Ministry of Interior
- Ministry of National Development
- Ministry for National Economy
- Ministry of Public Administration and Justice
- Ministry of Rural Development

One Minister without portfolio

- responsible for liaising with certain international financial organisations, this position ceased in March 2013.

## 4. Structure within each Ministry

Political leaders:

- Minister
- Minister of State

Leaders of the administration:

- 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 Public Administration and Justice is responsible for the formulation of the central governmental HR policy. The central HR organ has legal authorities for HR policy formulation and development of new HR systems. Under the policy directions of the central HR organ, line organisations can enjoy a certain degree of flexibility in implementing HR policies and systems.

e.g. they are free to

- recruit new staff (there is no central public body for recruitment),
- find out methods for awarding (mainly non-financial) and motivation in the framework of the legal regulation,
- plan and implement in-house trainings and workshops.

## **6. HR reforms: – since 2009:**

### *a) General Terms and Conditions of Service*

A significant change has occurred in the regulation of the legal status on civil servants since 2009. The uniform ruling of civil service by the former Act XXIII of 1992 has been dissolved by the Act LVIII of 2010 on the legal status of government officials entered into force in July 2010. The dual system has been terminated by the Act on the Legal Status of Public Officials CXIX of 2011 (Kttv.) entered into force on 1 March 2012. The new Act regulates both the relations of civil servants and government officials.

The recent economic crisis has triggered a lot of changes in the Hungarian public administration. In recent years many austerity measures have taken effect in the Hungarian public sector. Some examples of these austerity measures are e.g. the thirteenth month pay was terminated a few years ago, pay rates have been frozen, and compulsory redundancies have been made. As a result, civil servants and government officials (hereinafter together: civil servants) have less job security.

Most of these dismissals are 'caring dismissals', meaning that the state tries to find another job for the dismissed civil servant through a career bridge program.

### *b) Rates of Pay / Pension*

As we indicated above pay rates have been frozen since 2009.

### *c) Pension Entitlements or Conditions of Qualification*

Regulation related to establishing a civil service relationship have become stricter since 2010. A person who intends to establish a civil service relationship shall confirm that she/he has a clean record before her/his official appointment. There are further important rules related to the appointment procedure.

### *d) Holiday / Annual Leave Entitlements*

There has been a new regulation about 'administrative break' in the civil service since 2011. The Government can determine administrative break periods during summer and winter when the employers are obliged to grant a certain amount of annual leave for the civil servants.

### *e) Sick Leave Entitlements*

Civil servants are entitled for 15 days sick leave in a year, this regulation hasn't been modified for years, though the sick pay allowance has been reduced since 2009. Until 2009 civil servants were entitled for 80 per cent of their absentee pay for the duration of sick leave. Civil servants have been entitled for 70 per cent of their salary for the duration of sick leave since 2009.

### *f) Maternity / Paternity Leave*

In accordance with Council Directive 2010/18/EU implementing the revised Framework Agreement on parental leave concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and repealing Directive 96/34/EC male and female civil servants are entitled to use the extra paid parental leave.

From 2012 both the mother and the father civil servant are entitled for the extra vacation time (parental leave) as follows:

- a. two working days for one child;
- b. four working days for two children;
- c. a total of seven working days for more than two children under sixteen years of age.

The extra vacation time referred to above shall be increased for children with disabilities by two working days per child.



*g) Family Friendly Policies*

There has been a regulation in the civil service related to enhance the part-time employment since 2010. Civil servants on maternity leave can apply for part-time employment until the child reaches 3 years old. The employer is obliged to accept this application.

During the selection process, a person who has more children may be preferred against the other candidates if this person has the required exercise of professional qualifications, skills, qualifications, experience and ability for the applied job. This regulation has been in effect since 2012.

The Government supports the crèche and kindergarten accommodation for civil servants' children.

*h) Methods of Recruitment and Selection to the Civil Service*

-

*i) Structure of the Senior Public Service*

The new Government (came into power in 2010) reformed the Senior Public Service, see the answer for question 4. (Structure within each Ministry).

*j) Recruitment and Selection for the Senior Public Service*

Government of Hungary will start a management training system, the so-called Top Manager's Academy, which allows senior experts to get promoted to top managers.

## Ireland

### 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:

as at 31<sup>st</sup> December 2012

Central Government Bodies (the “Civil Service”)	36,329
Local Authorities	28,306
Health Services	101,505
Education Services	90,702
Defence Forces	9,979
Garda Síochána (Police)	13,352
Non-commercial State-Sponsored Bodies	10,686
<b>Total</b>	<b>290,861</b>

### 3. Number of Ministries

There are 16 Ministries\*:

- Department of Agriculture, Food and the Marine
- Department of Arts, Heritage and the Gaeltacht
- Department of Children and Youth Affairs
- Department of Communications, Energy and Natural Resources
- Department of Defence
- Department Education and Skills
- Department of the Environment, Community and Local Government
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Health
- Department of Jobs, Enterprise and Innovation
- Department of Justice and Equality
- Department of Public Expenditure and Reform
- Department of Social Protection
- Department of the Taoiseach (Prime Minister)
- Department of Transport, Tourism and Sport

\* (It should be noted that while Article 28.1 of the Constitution of Ireland provides that there must be no more than 15 Ministers/Members of Government, it does not provide for a similar limit on the number of Departments/Ministries. Currently, the incumbent Minister for Justice and Equality also serves as the Minister for Defence.)

#### **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 Public Expenditure and Reform which was established in March 2011 has overall responsibility for the development and implementation of policy in relation to the pay and conditions of service of public servants.

#### **6. HR reforms: – since 2009:**

##### *a. Rates of Pay / Pension*

In November 2010, Ireland availed of a Programme of Support from the EU Commission and the IMF/ECB. The control and reduction of the Public Service Pay and Pensions Bill forms a key part of the policy measures adopted to meet the fiscal conditions attached to this Programme.

##### **Rates of Pay:**

The Financial Emergency Measures in the Public Interest Acts 2009 implemented two significant measures to reduce the cost of the Exchequer pay bill:

- A Pension Related Deduction (PRD) of an average of 7% for public servants with effect from March 2009
- A pay reduction to the remuneration (between 5% and 20%) of public servants with effect from January 2010

In addition, since January 2011, there has been a 10% reduction in the pay scales for new recruits.

##### **Rates of Pension:**

There has been considerable reform to the civil and public service pension system in Ireland in the period 2009 – 2013. The main changes are documented below. In addition please note that various incentivised early departure and voluntary redundancy programs have operated in the public service over the same period.

- 2009: A Pension Related Deduction (PRD, “pension levy”) was introduced in March 2009; it applies to the wages / salaries of pensionable public service workers. This significant emergency fiscal measure yields some €1 billion annually for the public finances, and has an average impact on salaries of about 6.5%. The measure, which is reviewable annually, does not affect pensioners and is not a pension contribution – no benefits derive from being subject to it.
- 2010: While not strictly a pension measure, a general public service pay-cut introduced on 1 January 2010 will ultimately lead to a moderation in taxpayer-borne pension costs across the public service. The reductions in salaries remuneration ranged from 5% for the lowest paid to over 20% for senior office holders.
- 2011: A Public Service Pension Reduction (PSPR) was introduced on 1 January 2011 across all areas of the public service. The reduction is a once-off cut to public service pensions above €12,000, with impact averaging 4% per pension. Like the PRD (and the pay cut), it is an annually-reviewable emergency fiscal measure and is progressively structured so that a greater burden is borne by higher paid pensioners.

*b. Pension Entitlements or Conditions of Qualification*

- 2012: Tightening pension conditions concerning (i) 40-year limit on pensionable service and (ii) abatement of pension.
  - (i) 40-year limit on pensionable service: Commencing 28 July 2012, a limit of 40-years has been imposed limit on the total service which can be counted towards pension where a person has been a member of more than on existing public service pension scheme; such a limit had already applied to service in any one scheme.
  - (ii) Extension of pension abatement: Commencing 1 November 2012, a retiree's public service pension is liable to abatement (full or partial suspension) on re-entering public service employment, even where the new employment is in a different area of the public service (latter point is a significant extension in scope of abatement).
- 2013: A NEW SINGLE PENSION SCHEME FOR NEW ENTRANT PUBLIC SERVANTS was introduced on 1 January 2013. The new scheme will be based on a career average system and later pension age (phased increase to 68) and will reduce longer-term pension costs significantly. Membership of the Scheme is compulsory for all new-joiner public servants. The Scheme is a commitment under the EU/IMF Programme, and should reduce public service pension costs over the long term by about a third. This foreseen saving will be realized via the following key features of the Single Scheme:
  - Pension calculation based on "career average" pay, replacing the previous "final salary" system.
  - Post-retirement pension increases linked to consumer prices (CPI) and not pay.
  - Minimum pension age increases; the Single Scheme minimum pension age is set at 66 years from scheme start-off in 2013, and will rise in step with State Pension age changes to 67 in 2021 and 68 in 2028.

*c. Holiday / Annual Leave Entitlements*

In the context of a more integrated public service, as set out in the Public Service Agreement 2010 – 2014, the issue of standardising annual leave arrangements across the public service was agreed and since April 2011 the two Privilege Days (which staff had received on an annual basis) have ceased to apply in the civil service. As a result, all civil service grades had their annual leave allowance increased by two days resulting in the minimum annual leave allowance increasing to 22 days.

In January 2012, the maximum annual leave allowance for existing civil servants was reduced to 32 days. Staff who lost annual leave in 2012 under these arrangements were entitled to compensation of 1.5 days per day of the annual loss as a once off concession. All staff that were recruited or promoted from December 2011 have an annual leave allowance ranging between 22 and 30 days.

*d. Sick Leave Entitlements*

From 2009 a number of changes to the provisions governing sick leave have been introduced. The most notable of these derived are set out in Circular 9/2010: *Management of Sick Leave*, which saw a greater emphasis being placed on the management of absence. This recommended a multi-faceted approach being adopted, whereby responsibility for sick absence management rests with staff, line managers, HR units and departments/offices in a joint effort. The effect of these measures was that sick absence is now dealt with in a more immediate manner as it occurs. There is now greater engagement between management and staff both in terms of communication and a joint approach to sick absences. As a result of this enhanced absence management policy, there has been a reduction in sick absence rates since 2010.

Following reviews which took place during 2012, and the Labour Court Recommendation of July 2012, revised sick leave arrangements covering both certified and self-certified sick leave are in the process of

being implemented. These new sick leave arrangements will effectively mean that the amount of paid sick leave which may be granted to public servants will be halved; these arrangements will also see a central role for the effective management of absenteeism. These measures will result in increased productivity, reductions in absenteeism and a significant reduction in the cost of sick leave in the public service.

These new Sick Leave measures will include the following:

- A maximum of 7 'self-certified' (previously uncertified) paid sick leave days in any rolling 2 year period (this was previously within a 12 month rolling period)
- Sick leave on full pay of up to 3 months, followed by half pay for 3 months in any rolling 4 year period (when implemented this will reduce by half the amounts of time on full and half pay currently available)
- 'Pension rate of pay' will be renamed as 'temporary rehabilitation payment' and be available for up to a maximum period of 18 month, but only on the basis of a reasonable prospect of return to work by an employee (pension rate of pay - following half rate of pay - is currently for an unspecified length of time)
- The Labour Court recommended that a critical illness cover be provided for 6 months on full pay and 6 months on half pay as individual circumstances allow (currently there is no provision for critical illness)

Overall, it is intended that cost savings will be achieved through a parallel approach of revising the current paid sick leave arrangements and implementing more robust systems to actively manage sick leave by line managers.

*e. Maternity / Paternity Leave*

Maternity Leave (Circular 31/06) Leave is statutory under Maternity Protection Act 1994 and Maternity Protection (Amendment) Act 2004.

26 Weeks Paid, 16 Weeks Unpaid

Adoptive Leave (Circular 30/06) Leave is statutory under the Adoptive Leave Acts of 1995 and 2005. The difference of two weeks between Adoptive and Maternity Leave is related to the two week compulsory pre-confinement period of Maternity Leave. 24 Weeks Paid, 16 Weeks Unpaid

Paternity Leave (Circular 32/99) At present there is **no legal entitlement** to Paternity leave in Ireland, and it is provided only at the employer's own discretion. Also referenced in Circular 31/06, Paternity Leave is provided in respect of each child, i.e. 3 days paid if 1 child, 6 days paid if twins, 9 days paid if triplets.

*f. Family Friendly Policies*

Force Majeure (Circular 05/10) - 3 days paid in any period of 12 consecutive months, 5 days paid in any period of 36 consecutive months. Paid Force Majeure leave is statutory under the Parental Leave Acts 1998 and 2006.

Paid family illness leave (Circular 05/10) In the event of the serious and unforeseen illness of or injury to an officer's immediate relative and in any case where *force majeure* leave has been exhausted or does not apply, an officer may, at the discretion of the Personnel Officer, and subject to certain conditions, be granted special leave with pay in any leave year up to a limit, as appropriate, of

- (a) 5 working days in the case of a spouse, partner with whom the officer is cohabiting but who is not the officer's legal spouse, including same-sex partner, or child, adoptive child or child to whom the officer is *in loco parentis*, or
- (b) 3 working days in the case of another immediate relative.

Together with *force majeure* leave and his/her annual leave allowance (excluding carryover leave), the leave granted to an officer must not exceed a total of 26 days.

*Bereavement Leave (Circular 22/09)* Up to a limit of 5 Days Paid in the case of Spouse (including a cohabiting partner), child (including adopted children and children being cared for on the basis of 'in loco parentis') or any person in a relationship of domestic dependency, including same sex partners; Up to a limit of 3 Days Paid in the case of other immediate relatives [for the purposes of bereavement leave "immediate relative" means father, step-father, mother, step-mother, brother, step-brother, half-brother, brother-in-law, sister, step-sister, half-sister, sister-in-law, father-in-law, mother-in-law, son-in-law, daughter-in-law, grandfather, grandmother or grandchild of an officer; Up to a limit of 1 Day Paid in the case of Uncle, Aunt, Niece, Nephew.

*Career Breaks (Circular 4/13)* The scheme provides that staff may be granted special leave without pay for a period of not less than six months and not more than five years subject to meeting eligibility criteria for, inter alia, family and other domestic reasons.

*Shorter Working Year Scheme (Circular 14/09)* This new scheme supersedes the previous "term time" scheme. The "term time" scheme only allowed for parents of school-going children up to 18 years of age to take a continuous block of 8, 10 or 13 weeks unpaid leave during the summer holidays so as to have time off with their children. This new scheme allows any civil servant an opportunity to take up to 3 continuous blocks of 2, 4, 6, 8, 10 or 13 weeks (to a maximum of 13 weeks) unpaid leave for any reason at any time during the year.

*Parental Leave (Circular 20/08)* Parental Leave, which is a statutory entitlement (*Parental Leave Act 1998 and Parental Leave (Amendment) Act 2006*), allows the parent of a child, born or adopted on or after 3 December 1993, to take unpaid leave for fourteen working weeks\* for the purpose of caring for his/her child. Those who are *in loco parentis* may also be entitled to avail of Parental Leave – a definition of those that may come under this provision is provided in the *Parental Leave (Amendment) Act 2006*. Parental Leave must be taken before the child is thirteen years of age (sixteen in the case of a child with a disability).

See also Circular 13/2010: Amendment to Parental Leave Arrangements (age).

\*[In accordance with EU Directive 2010/18/EU on Parental Leave, the amount of parental leave is being increased from 14 working weeks to 18 working weeks with effect from 8 March, 2013]

*Unpaid leave for domestic reasons (Circular 5/2010)*

Civil servants may be granted special leave without pay-

(a) for up to 6 months to (i) cope with difficulties arising from the death or serious illness of an immediate relative, including after the birth of a child with a serious illness, or, in exceptional circumstances, in respect of a more distant relative or (ii) care for an immediate relative during sickness or old age (provided no suitable person other than the civil servant is available to provide the care);

(b) for up to 2 months to deal with other urgent domestic affairs.

*g. Methods of Recruitment and Selection to the Civil Service*

No change since 2009

*h. Structure of the Senior Public Service*

See *j.* below

*i. Recruitment and Selection for the Senior Public Service*

The Senior Public Service has been established with the aim of strengthening senior management and leadership across the Irish civil service, and ultimately the public service. Membership is currently comprised of all serving and newly appointed civil servants at Secretary General, Deputy and Assistant Secretary and Director levels and related Departmental and professional grades. It is intended that over

time membership will be extended to cover senior management in other areas of the public service. The SPS is overseen by the SPS Management Committee. It is chaired by the Secretary General of the Department of Public Expenditure and Reform and also comprises five other Secretaries General.. An SPS Secretariat has been established within the Department of Public Expenditure and Reform. Its role includes providing support to the management committee and the drawing up and implementation of SPS development and mobility initiatives.

The *SPS Leadership Development Strategy* sets out the learning, development and mobility programmes that will be implemented for the SPS in the period 2013-2015. It aims to support the top management cohort as a single resource, with mobility between organisations and a structured development programme for the members of the service. The goal is to equip the SPS with the skills and supports necessary in meeting the key business and leadership challenges facing a modern civil service.

The Strategy outlines the drivers for change at SPS level. It sets out a vision and statement of values for the SPS and identifies a set of programmes to bridge the gap between desired outcomes and the current position. Some of the main initiatives of the Strategy are as follows:

#### Coaching

Executive coaching has been identified as a means of improving leadership capacity and individual performance. A successful pilot coaching programme was run in 2012 at Assistant Secretary and Director level. A second coaching programme, which will be open to all SPS members, will take place in 2013.

#### Networking

Secretaries General and Assistant Secretaries meet informally outside of the normal work environment through networking events at which speakers from the public and private sectors share knowledge and experience. SPS networking events take place on a quarterly basis. The SPS secretariat also supports the Assistant Secretary Network which holds an annual conference.

#### Mobility

The Irish Government is committed to removing barriers to mobility across the public service. The initial focus of mobility has been at Assistant Secretary level in the civil service. A mobility subgroup of the SPS management committee was established in January 2012, comprising the Secretaries General of the Departments of Public Expenditure and Reform (chair), Taoiseach and Social Protection.

When an Assistant Secretary post in the Civil Service is sanctioned, the mobility subgroup decides in the first instance if it is suitable for filling through mobility. If this is the case, it is advertised to serving Assistant Secretaries. The Mobility subgroup, together with the Secretary General of the sponsoring Department, makes a decision on the most suitable candidate for the position.

Since its establishment, the mobility subgroup has decided that 11 Assistant Secretary posts were suitable for mobility of which six have been filled through mobility (55%).

## Italy

### 1. Structure of public service

We refer to civil servants as employees working in core central government units (ministries/departments/agencies) and in national public bodies, schools, universities, regional and local administrations, local health administrations.

The legislative decree n°165 of 2001 establishes what the public administrations (article 1) are and identifies:

- i) the civil servants, who are regulated by private labour laws (article 2) and
- ii) public employees who have not been privatized (article 3).

As reported in the Survey "Civil Services in the EU of 27", Italy applies a different system of civil service employment: the civil service reform of February 1993 instituted contract-based relations between public employees and the State (this process is also known as the "privatisation of public employment"). Therefore civil servants are governed by private labour laws and by provisions of collective agreements<sup>1</sup>, while some categories of personnel (magistrates, State advocates, university professors, armed forces and police force, diplomats and prefects) have not been privatised in order to guarantee their independence. These categories are under public laws.

### 2. Number of public servants

The total number of public servants recorded in 2011, including executives (on permanent employment, with the exception of the figures of fixed-term contracts, the-job training contracts, temporary workers and socially useful work), is 3,282,999<sup>2</sup>.

It must be taken into account that right in 2011, the survey comprises about 22,000 employees who had never been previously detected (employed in Sicily Region and other bodies). Therefore, the reduction of personnel would be wider than that indicated.

According to the law n° 135 of 2012 reducing public spending, the number of civil servants will decrease by 10% of the total expenditure for personnel; and by 20% of posts at managerial level. Therefore the above data will significantly change from 2012.

This will be achieved notably thanks to a reorganization of services and redeployment of employees as well as the progressive phasing out of external consultancies. Until these goals are achieved there is a hiring ban. The armed forces will contribute their share of the savings. Security services, firefighting forces and the administrative personnel of courts are not covered as is the case for schools, which are the subject of existing separate provisions.

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<sup>1</sup> *Their status, working conditions and any specific details - salary increases, leaves, working time and flexitime, professional content, relation with union, etc. - are set out in collective agreements, negotiated between public sector employee unions and the Agency for the Representation of the Public Administration - ARAN, which represents all public sector employers.*

<sup>2</sup> *Source: The data are from the ANNUAL COUNT, a yearly census survey, managed by the Ministry of finance- Inspectorate General for Personnel Regulations and the Analysis of Public Sector Labour Costs (IGOP), on public sector employment and labour costs (for the year preceding the one in which the survey is run). The survey covers all the institutions that are part of the "Public Administration" aggregate and is the official information base for Parliament and Government decisions concerning public sector employment. [<http://www.contoannuale.tesoro.it>]*



### 3. Number of Ministries

The Italian ministries, during the 16<sup>th</sup> legislature, are :

- Ministry for Foreign Affairs
- Ministry of Domestic Affairs
- Ministry of Justice
- Ministry of Defence
- Ministry of Economic Development, Infrastructure and Transport
- Ministry for the Agricultural, Food and Forestry Policies
- Ministry for the Environment, Land and Sea
- Ministry of Labour and Social Policies
- Ministry of Health
- Ministry for Education, University and Research
- Ministry for , Heritage and Activities

The Ministers without portfolio, at the Presidency of the Council of Ministers, who carry out the functions delegated by the President of the Council of Ministers, are:

- Minister for Territorial Cohesion
- Minister for International Cooperation and Integration
- Minister for the Relations with Parliament
- Minister for European Affairs
- Minister for Regional Affairs, Tourism and Sport
- Minister for Public Administration and Simplification

### 4. Structure within each Ministry

The organisational structure, according to legislative decree n° 300 of 1999, can be of two types and varies in each Ministry:

1. Departments, articulated in different directorates, under the coordination of a Head of Department.
2. Directorates General, under the coordination of a Secretary General.

There are also Agencies, with technical-operational competencies, more or less autonomous, under the vigilance of the competent Minister/ Ministry (ex. Fiscal Agencies; Agency Industry Defence). At their top, there is a director of agency.

### 5. Department with responsibility for HR policy

The Department for Public Administration ( a Department of the Presidency of the Council of the Ministers) is in charge of HR policy for central Government Administrations and public Agencies. Some policies are dealt in cooperation with the Ministry of labour and the Ministry of Economics and Finance. Regions and Local Authorities (Provinces and Municipalities) have a certain autonomy for their personnel organization, in accordance with the principles of subsidiarity, differentiation and adequacy.

### 6. HR reforms: – since 2009:

#### *a. General Terms and Conditions of Service*

On November 2009 a public administration comprehensive reform scheme entered into force: the Legislative Decree n° 150, that encompasses a revision of all aspects related to the civil service, giving the National Commission for Evaluation, Transparency and Integrity –CIVIT (with a dedicated web-site <http://www.civit.it/>) the monitoring of the reform implementation and the dissemination of methodologies for organizational evaluation.

*“The reform Decree n. 150 sets a new framework for appointments and recruitment of managers and senior managers of the public sector aimed at recognising merit and management competence “ [ source: Modernising the public administration: a study on Italy, OECD 2010, p.52].*

The principles and instruments of the reform have been in the field of: Transparency and integrity to prevent corruption; Performance evaluation; Meritocracy and rewards; Managerial responsibility; Personnel mobility; Disciplinary sanctions; a new model of collective bargaining, converging with the private sector model.

The legislative decree n°150 of 2009 established new rules on disciplinary liability, with the aim to contrast the phenomenon of low productivity and absenteeism.

According to the law n° 183 of 2010, all the public administrations take measures to implement the EU directives on equal opportunities, discrimination and against moral or psychological violence. The law has established the "Committee for the guarantee of equal opportunities, promoting the well-being in the workplace and against discrimination" which also deals with the phenomenon of bullying. The Committee has replaced the Committee for Equal Opportunities provided by collective agreements. Each public administration has to set its own Committee.<sup>3</sup>

*b. Rates of Pay / Pension*

Salary increases, for civil servants under private law, are set out in collective agreements. Since 2010 pay negotiations take place every three years but at national level, however, the collective bargaining has been blocked by the Financial Laws until 2013 (law n°122 of 2010 and law n° 111 of 2011). Due to the blockage of collective bargaining at national level until 2013, there is only the annually decentralized bargaining at the local body level.

*c. Pension Entitlements or Conditions of Qualification*

The Pension reform of 2012 has set the merging of bodies providing pensions into one already existing (INPDAP, ENPALS; IPOST, ENAM to INPS). It has established: *i*) the increase from 65 to 66 in statutory retirement age for all other workers as of 2012; *ii*) it has linked retirement age and contributory periods to changes in life expectancy; *iii*) it has established the extension of the contribution-based system to all workers as of 2012.

*d. Holiday / Annual Leave Entitlements*

Generally, annual leave must be taken within the period allowed by laws and the collective agreements. According to the reducing public spending measures of 2012, it is not possible the remuneration for unused leave, unless this was due to illness or serious impediments of employee.

*e. Sick Leave Entitlements*

Since 2008, a new system has been introduced to fight the phenomenon of absenteeism, so for sick days the daily pay is partially reduced (under certain conditions), excepting for the case of the disease that depends on service, accidents and serious diseases.

*f. Maternity / Paternity Leave*

The law decree n° 216 of 2012 implementing Directive 2010/18 / EU, provided that starting from 1 January 2013, the parental leaves can be enjoyed even by hours, according to the provisions of collective agreements.

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<sup>3</sup> For further information (only in Italian), see <http://www.funzionepubblica.gov.it/la-struttura/funzione-pubblica/notizie/2011/marzo/28032011-comitati-unicidi-garanzia.aspx>. The debate in the public sector is very sensitive, above all after a recent law ( n° 120 of 2011) on Equal access into the board of Directors of companies listed on regulated markets. In fact, the law n° 120 establishes that companies' statutes have to guarantee the gender balance in the boards. This provision is applying also to the companies controlled by public authorities.

Since 2011, in case of spontaneous or therapeutic interruption of pregnancy after the 180<sup>th</sup> day from the beginning of gestation, and in the event of death of the child at birth or during maternity leave, workers are entitled at any time to take back work activity.

*g. Family Friendly Policies*

Since 2011, according to the legislative decree n° 119 of 2011, the discipline of parental leave, permits and special leave for the care of people with severe disabilities has been extended.

The employee is entitled to a special leave to assist people with severe disabilities also in case he/she lives in town located at a distance greater than 150 km road. The law has identified a list of persons entitled to the enjoyment of the leave, establishing an order of priorities.

For other specific initiatives in private sector, see also the web site of Minister for International Cooperation and Integration <http://www.politichefamiglia.it/>

*h. Methods of Recruitment and Selection to the Civil Service*

The legislative decree n° 165 of 2001 establishes the procedures and the criteria for recruitment: *i)* adequate selection publicity to ensure impartiality, cost effectiveness and speed of execution; *ii)* transparent mechanisms to verify that the candidates are in possession of the required training and professional skills in relation to the position to be filled; *iii)* respect of equal opportunity; and *iv)* decentralization of recruitment procedures to ensure efficiency. Generally, each annual Budget Law established the ratio of new hires with respect to dismissed or retired staff. Each Public Administration sets its staffing needs over the three years. The Department for Public Administration and the Ministry of Economy and Finances authorize the recruitment for each Public Administration, adopting a special decree signed by the President of the Council of Ministers.

[See also the answer sub 2]

*i. Structure of the Senior Public Service*

The Senior Civil Service (SCS) in Italy includes two levels: executives (managers of 2<sup>nd</sup> level) and managers of 1<sup>st</sup> level (directors-general, upper level).

Once a candidate qualifies (*see below, sub j.recruitment.*) as a manager of 2<sup>nd</sup> level, he/she signs two contracts: 1) a public contract with the public administration in which the vacancy was created. This contract determines full-time employment and gives the right to be paid according to collective agreements; 2) a fixed-term contract (3 to 5 years) that sets out the purpose and objectives to be achieved in relation to programs defined by political level and provides an additional remuneration.

The appointment to manager positions of 1<sup>st</sup> level is conferred by the President of the Council of Ministers, upon the proposal of the Minister responsible; while the appointment to manager positions of 2<sup>nd</sup> level is conferred by the director-general. The appointment will take into account the following criteria: *i)* technical and management skills, *ii)* previous results obtained and assessments received, and *iii)* previous experience in management positions, inside or outside the public administration.

It is possible for an executive (manager of 2<sup>nd</sup> level) to be appointed for a position of 1<sup>st</sup> level, on a proposal of the Minister and after five years he/she will qualify for obtaining the 1<sup>st</sup> level. Only those managers of 1<sup>st</sup> level can access to the posts at the level of Secretary General and head of Department. External professionals can only be hired for a fixed term to fill management positions for a specified and limited period of time and for a small percentage of positions only.

*j. Recruitment and Selection for the Senior Public Service*

The Legislative Decree n°165 of 2001 sets two systems for external recruitment of managers who must have a university degree: *i)* a public competition exam; *ii)* a combination of an examination, a course in the National School of Public Administration [SSPA] and a practical experience (internship) in a public

or private organisation.<sup>4</sup> For the public competition exam route, candidates need a minimum of two to five years managerial experience.

In order to ensure a high level of transparency and equal opportunity for civil servants, job descriptions for vacant posts will be posted on the administration website.

The Legislative Decree n° 150 of 2009 established new procedures for the access to the senior levels (top positions of directors-general) based on qualifications and examinations, held by each administration for 50 % of positions available each year. The selected candidate is further required to spend a six-month training period in EU member State administrations, EU institution or international organisations.

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<sup>4</sup> Further information can be found at <http://www.sspa.it>

## Latvia

### 1. Structure of public service

The public sector comprises central government, local governments and state/local-government companies. Central government includes ministries and the State Chancellery, subordinated institutions (including agencies) and other bodies financed by the state budget. There are 119 local governments in Latvia and they have been conferred their own autonomous competence by law. State or local-government companies are state or local-government owned or controlled enterprises, for example, *Latvia Post and Latvian Railway*.

### 2. Number of public servants

There are approximately 183,000 employees in the public sector out of whom about 58,000 employees and civil servants are employed in the central government. The trend of employment rate in the central government is downward since the end of 2008 and has been declined by 27% compared to the end of 2012.

### 3. Number of Ministries

There are 13 ministries and 4 institutions directly subordinated to the Prime Minister – the State Chancellery, the Cross-Sectoral Coordination Centre, the Corruption Prevention and Combating Bureau and the Society Integration Foundation.

More information on the composition of the government (ministries) is available from the link: <http://www.mk.gov.lv/en/mk/sastavs/>

### 4. Structure within each Ministry

Within each Ministry there is a Minister and his office, a State Secretary and Deputy State Secretaries, managers and staff.

### 5. Department with responsibility for HR policy

The State Chancellery is responsible institution for human resources development policy of the central government, ie., policy planning and coordination in fields as employment relationships, job classification, performance appraisal etc. Ministry of Finance is the responsible authority for the remuneration policy.

However, ministries and institutions are autonomous in the practical, everyday implementation of the HR principles.

### 6. HR reforms: – since 2009:

#### a. General Terms and Conditions of Service

There has been introduced a civil service reform in 2013 to ensure a compact and results-oriented public administration. Review of general terms and conditions of service is one of the core elements.

#### b. Rates of Pay / Pension

Due to economic downturn expenditures for the remuneration were reduced considerably. There was a downward trend in the period of 2008 – 2010 and the rates of remuneration decreased by 24% in 2009 and by 17% in 2010 in the central administration. Since 2011 the trend has levelled off.

#### c. Pension Entitlements or Conditions of Qualification

There are no special pension entitlements in the civil service.

*d. Holiday / Annual Leave Entitlements*

There were no changes in the amount of holiday or annual leave; limitations were set for the vacation pay – it was abolished from 2009 – 2011.

*e. Sick Leave Entitlements*

There are common sick leave entitlements both for the public and the private sector employees. To reduce the financial burden of employers the amount of employer-paid sick leave days is diminished from 2009.

*f. Maternity / Paternity Leave*

Childcare allowance that was paid to the civil servants was limited in 2009 and abolished in 2010.

Maternity and paternity leave conditions are equal for all employees in the public and the private sector; since 2009 there are restrictions on the amount of the childcare allowance.

*g. Family Friendly Policies*

The measures provided under the Labour Law were retained during the period of economic downturn, for example, supplementary leave to employees who have three or more children under 16 years of age, leave to father of a child and adopters, parental leave. In 2010 there were introduced new family friendly policies to public sector employees, such as, one paid holiday on the first day at school because of commencement of school-time of a child in grade 1-4 and not more than three paid holidays because of entering into marriage.

To support family friendly policies a flexible working is practiced within the public sector.

*h. Methods of Recruitment and Selection to the Civil Service*

A new performance management system has been introduced in the central administration, incl., modules of competencies. The system will support the revision of recruitment and selection to the civil service.

*i. Structure of the Senior Public Service*

The status of the senior public service is not officially defined and often is referred to the heads and the deputy heads of the institutions. Since 2010 the regulation is in force to reduce the amount of the deputy heads in the institutions.

Management of the senior public service is one of the key elements within the civil service reform undertaken in 2013.

*j. Recruitment and Selection for the Senior Public Service*

There have been trends toward the standardization of the selection process. From 2014 it is planned to introduce a shared services center for the selection of the senior public servants.

## **Lithuania**

### **1. Structure of public service**

Lithuanian public service is at all levels, central, regional and local.

The positions of public servants are divided into:

- 1) career public servants;
- 2) public servants of political (personal) confidence;
- 3) public managers;
- 4) Statutory public servants.

### **2. Number of public servants**

The number of public servants in January 2009 was 54,564, including 25,285 statutory public servants. In January 2013 there were 50,701 civil servants including 22,817 statutory public servants. Lithuania had an increase in the number of Civil Servants from 2006 until 2008. It was related to our economics growing and applying the undertakings relating to European Integration. As an outcome of the crisis management in the interval 2009 - 2012 we had a ten percent decrease in the number of Civil Servants. Because of our preparation to Presidency since 2012 we have established a few hundred of temporary staff who will be dismissed from 2014.

### **3. Number of Ministries**

There are 14 Ministries:

- Ministry of Environment
- Ministry of Energy
- Ministry of Finance
- Ministry of National Defense
- Ministry of Culture
- Ministry of Social Security and Labor
- Ministry of Transport and Communications
- Ministry of Health
- Ministry of Education and Science
- Ministry of Justice
- Ministry of Foreign Affairs
- Ministry of Economy
- Ministry of the Interior
- Ministry of Agriculture

### **4. Structure within each Ministry**

The structure within each ministry is unified. In each ministry there are: a minister (politician), 3-4 vice ministers (public servant of political (personal) confidence), chancellor (career public servant), advisers and assistants of the minister (public servant of political (personal) confidence). The ministry is divided into departments and divisions; there are heads (directors) of departments and heads of divisions. In departments there is also a deputy director, chief specialists, senior specialists and specialists.

### **5. Department with responsibility for HR policy**

According to Law on Public Service, the Ministry of the Interior is in charge of the State policy's formation and the general civil service management; these functions are performed by Public Governance Policy department's Civil Service Policy division.

Also there is another institution – Civil service department (Government agency), which shares the function of the State policy's implementation in the HR area.

## **6. HR reforms: - since 2009:**

### *a. General terms and conditions of service*

Since 2009 there were substantial changes in general terms and conditions of service, related to difficult economic situation in Lithuania: cardinal reduction in rates of payment and bonuses, significant reduction in number of civil servants.

### *b. Rates of Pay / Pension*

In 2009 due to the economic situation in Lithuania there were some radical changes in rates of pay. According to Law on Public Service the salary for civil servant is calculated basic rate multiplied by coefficient, which is different for each type of position. Firstly, the basic rate was reduced in 2009, then was reduced the coefficient for all the positions, after that was reduced bonuses, which civil servants are entitled to for very high qualification. These reductions are still in power. There is no separate pension system for public servants in Lithuania.

### *c. Pension Entitlements or Conditions of Qualification*

There is no separate pension system for public servants in Lithuania.

### *d. Holiday / Annual Leave Entitlements*

No changes from 2009.

### *e. Sick Leave Entitlements*

There are no separate sick leave entitlements for public servants; the sick leave conditions are the same for all employees.

### *f. Maternity / Paternity Leave*

There are no special rules for public servants, they are entitled to the same maternity / paternity leave as any other citizen.

### *g. Family Friendly Policies*

There are no special rules for public servants.

### *h. Methods of Recruitment and Selection to the Civil Service*

There will be some changes in selection procedure from 1 of June 2013. From this date the testing part will be centralized and all applicants to the civil service will have to pass the test in the central agency (the test itself is also modified, and will consist from questions to identify the competence of a person). And only interview part will be held in the institution, which is looking for a civil servant.

### *i. Structure of the Senior Public Service*

According to Law on Public Service, there is no separate structure of the senior public service in Lithuania, the positions of 18-20 category are for the top managers. Though, it is now discussed the reform on separating senior public service by setting different rules of selection/ recruitment, performance appraisal, fixed tenure and training.

### *j. Recruitment and Selection for the Senior Public Service*

Since 2009 there are no changes in recruitment and selection for the senior public servants; however from 2012 there is an attempt to reform the selection of senior civil servants with the task to establish new qualification requirements and more careful examination if a person is able to take the position of senior civil servant. Now there is no difference in selection procedure for any kind of position in civil service.



## Luxembourg

### 1. Structure of public service

The Luxembourg public service is divided into 4 categories:

- General administration
- Judiciary
- Police Force
- Education

### 2. Number of public servants

Staff numbers for 2012 were:

• General administration	5,523
• Judiciary	503
• Police Force	2,157
• Education	<u>8,230</u>
Total	16,413

### 3. Number of Ministries

There are 19 Ministries:

- Ministry of State
- Ministry for Foreign Affairs
- Ministry of Agriculture, Viticulture and Rural Development
- Ministry of the Small and Medium-Sized Businesses and Tourism
- Ministry of Culture
- Ministry of Sustainable Development and Infrastructure
- Ministry of the Economy and Foreign Trade
- Ministry of National Education and Vocational Training
- Ministry of Equal Opportunities
- Ministry of Higher Education and Research
- Ministry of Family Affairs and Integration
- Ministry of Finance
- Ministry of the Civil Service and Administrative Reform
- Ministry of Home Affairs and the Greater Region
- Ministry of Justice
- Ministry of Housing
- Ministry of Health
- Ministry of Social Security
- Ministry of Labour and Employment

### 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 one Prime Minister and fourteen Ministers.

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

Under the supervision of the 19 Ministries, there are about 120 central administrations organized by public law.

## **5. Department with responsibility for HR policy**

The Ministry of the Civil Service and Administrative Reform is responsible for the general policy for personnel and management of all State personnel (statute, selection rules, training, careers, remuneration, and pensions). 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 Rationalization 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 organized by the Ministry of the Civil Service and Administrative Reform (MCSAR). The final selection of the successful candidates is made by the different ministerial departments in collaboration with the MCSAR.

## **6. HR reforms: - since 2009, have there been changes in:**

### *a. General Terms and Conditions of Service*

An important reform package of the public service has been submitted in July 2012 for consultation to the Parliament.

This reform package contains statutory, rates of pay and career, lifelong learning, as well as pension elements:

- implementation of the principle of professional development of civil servants, management by objectives and appraisal system;
- support and sanction procedures in case of professional insufficiency;
- restructuring of the career system and adoption of Bologna process principles;
- introduction of leave entitlements for study purposes;
- introduction of progressive retirement.

### *b. Rates of Pay / Pension*

### *c. Pension Entitlements or Conditions of Qualification*

### *d. Holiday / Annual Leave Entitlements*

### *e. Sick Leave Entitlements*

### *f. Maternity / Paternity Leave*

### *g. Family Friendly Policies*

### *h. Methods of Recruitment and Selection to the Civil Service*

### *i. Structure of the Senior Public Service*

### *j. Recruitment and Selection for the Senior Public Service*

## Malta

### 1. Structure of public service

The Public Administration Act (Cap. 497) defines 'Public Administration' as follows: "public administration" means the Government of Malta including its ministries and departments, and the agencies, government entities, commissions and boards referred to in this Act"

### 2. Number of public servants

*The Public Service (Ministries and departments) comprises 27,817 employees, 47% of whom are females. Agencies, authorities and entities in the wider public sector employ a total of 12,685 staff members. The grand total of public employees therefore amounts to 40,502, which represents 26% of the Maltese working population.*

### 3. Number of Ministries

There are 15 Ministries:

- Office of the Prime Minister
- Ministry for European Affairs and Implementation of the Electoral Manifesto
- Ministry for Foreign Affairs
- Ministry for Tourism
- Ministry for Education and Employment
- Ministry for Sustainable Development, the Environment and Climate Change
- Ministry for Transport and Infrastructure
- Ministry for Gozo
- Ministry for Social Dialogue, Consumer Affairs and Civil Liberties
- Ministry for the Economy, Investment and Small Business
- Ministry for the Family and Social Solidarity
- Ministry for Home Affairs and National Security
- Ministry for Finance
- Ministry for Energy and the Conservation of Water
- Ministry for Health

### 4. Structure within each Ministry

In terms of the Public Administration Act (Cap. 497), the Principal Permanent Secretary is the head of the public service and takes instructions from the Prime Minister. Permanent Secretaries fulfil their collegiate responsibility for the performance of the public service, facilitate the realisation of Government policies and ensure the achievement of Government objectives that cut across ministries through the Committee of Permanent Secretaries.

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

- Permanent Secretary
- Director/s General
- Director/s
- Assistant Director/s

### 5. Department with responsibility for HR policy

In 2010 the Public Administration Human Resources Office (PAHRO) was established to replace the Management and Personnel Office within the Office of the Prime Minister (OPM) as the office responsible for public administration management. The re-designation of the office was carried out with the purpose of focusing less on 'micro' issues of human resources and more on strategic and regulatory issues such as workforce planning, change management, monitoring and auditing of Human Resource (HR) management in line departments and promoting leadership development.

PAHRO was set up 'to formulate, develop and promote in close collaboration with line Ministries and Departments, progressive human resource policies, strategies and management systems in support of the business of Government and to assist and support line Ministries/ Departments to achieve Government plans and programmes and to render an efficient service to the public.' PAHRO is primarily focused on developing and sustaining its strategic role at the centre of HR Management and across the Public Administration.

## **6. HR reforms: – since 2009:**

### *a. General Terms and Conditions of Service*

Subsidiary legislation was enacted in 2007 involving Contracts of Service for a Fixed Term regulations, so that definite contracts became indefinite after four years of service. Subsequently in 2011 a policy stipulating the reckoning of paid and unpaid leave computation of these four years was put through.

The Public Administration Act (Cap. 497) regulates the Public Service and the Public Sector. Following its promulgation, the Office of the Prime Minister (OPM) issued six Directives. These regulate the legality of the Public Service Management Code and OPM Circulars preceding 2009, the reduction of administrative burdens on the public and businesses, quality service standards, political participation by public employees and consultation procedures with stakeholders.

In 2010, PAHRO set up the Employee Support Programme for Public Employees, a project co-financed by the European Union and the Government of Malta (Operational Programme II – Cohesion Policy 2007-2013 Programme), to support public officers in addressing work-related or personal emotional or mental difficulties. Through this programme PAHRO has continued to sustain the physical and psychological wellbeing of public employees. This support was provided through partner organisations and their professional staff.

The Collective Agreement for Employees in the Public Service (2011-2016) brought about the following changes in conditions of employment as from 2012:

- a. public employees were given the right to work reduced hours to care for a child of up to 16 years; (changed from 12 years);
- b. in cases of resignations or termination of employment, employees became subject to periods of notice corresponding to the length of their employment;
- c. in cases of contracted employees, if the employee is dismissed before the expiration of the definite time stipulated in the contract, he would be paid one-half of the full wages commensurate to the remainder of the time specifically agreed upon.

### *b. Rates of Pay / Pension*

By virtue of the Collective Agreement for Employees in the Public Service (2011-2016), salaries were revised for the validity period of the Agreement.

### *c. Pension Entitlements or Conditions of Qualification*

In March 2006, the Prime Minister announced a series of changes to the current Pension System. Act No. XIX of 2006 entitled 'Social Security (Amendment) (No. 2) Act, 2006' was published in the Supplement to the Government Gazette on the 7th December 2006, after it was formally adopted by the House of Representatives, bringing significant changes to the current pensions regime. These were introduced in stages so as to enable a smooth transition and avoid social disruptions.

Prior to the enactment of Social Security (Amendment) (No. 2) Act, the pension age was sixty (60) years for females and sixty-one (61) years for males. However, pension age was revised to sixty-five (65) years of age, provided that:

- i. in the case of a person born on or before the 31 December 1951, pension age shall be sixty-one years;
- ii. in the case of a person born during the calendar years 1952 to 1955, pension age shall be sixty-two years;

- iii. if the person is born during the period 1956 to 1958, pension age shall be sixty-three years;
- iv. if the person is born in the period 1959 to 1961, pension age shall be sixty-four years;
- v. in the case of a woman born on or before the 31st December 1951, pension age shall be sixty years.

*d. Holiday / Annual Leave Entitlements*

The Collective Agreement for Employees in the Public Service (2011-2016) introduced the possibility of utilising forty (40) hours from the annual vacation leave entitlement by individual hours.

*e. Sick Leave Entitlements*

No changes were affected in this area since 2009

*f. Maternity / Paternity Leave*

In 2012, maternity leave was extended from fourteen (14) to sixteen (16) weeks. As from 2013, maternity leave was further extended to eighteen (18) weeks. The first fourteen (14) weeks are paid in full. If a public employee opts to avail herself of maternity leave beyond the fourteen (14) weeks, she will be entitled to the applicable social benefits.

*g. Family Friendly Policies*

The tele-working policy for the Public Service was launched in 2008.

Since 2009, public officers in senior management positions became entitled to working on a reduced hours schedule.

In 2010, the parental leave policy was revised to include the eligibility of foster parents.

In 2011 it became obligatory to release employees who need to attend ante-natal examinations during office hours. Public offices were also to provide the required facilities for Breastfeeding activity during office hours. A maximum of one hour each working day for the expression of milk became guaranteed without loss of pay.

As from 2012, adoption leave was extended from five (5) to sixteen (16) weeks, which was further extended to eighteen (18) weeks in 2013. Thus, adoptive parents became entitled to adoption leave equivalent to the amount of maternity leave.

*h. Methods of Recruitment and Selection to the Civil Service*

In 2007 the processing of line Ministries' recruitment requirements became centralised through the introduction of the Capacity Building exercise by means of which, all requests for human resourcing are submitted for approval by a committee composed of representatives of the Office of the Prime Minister and the Ministry for Finance. The Capacity Building exercise paved the way for the introduction of further HR reforms affecting the recruitment and selection process.

The main HR reforms regarding the recruitment and selection process in the Public Service since 2009 concern the delegation of certain stages of the process, from the Public Service Commission (PSC), an autonomous body established by the Constitution of Malta, to the respective head of department. The most significant changes which became effective in 2012 are as follows

- a. the Permanent Secretary of each Ministry is now empowered to establish, with PSC's approval, Standing Selection Panels, composed of suitable and competent retired public officers and/or members of the general public. This initiative is expected to smoothen the time taken for the roll out of the recruitment process since it obviates the need to appoint on Selection Boards only public officers otherwise involved in day-to-day matters. This procedure also promotes transparency and engages the valuable knowledge and honed experience of ex-public officers.
- b. The head of department is also empowered to issue calls for applications for the filling of vacancies in the Public Service.

- c. When appointing a Selection Board, the Head of Department can select members both from amongst serving public officers and/or from persons pooled in the Ministerial Standing Selection Panel.

This recruitment process is carried out within a regulatory framework as determined by agreement between the Principal Permanent Secretary (head of the Public Service) and the PSC.

In 2011, the re-employment policy of the Public Service was fine-tuned with a view to facilitate the process whereby ex-public employees can rejoin the service.

During 2012, the selection criteria for the position of Assistant Director was reviewed, rendering it more focused on the core competencies required for the position rather than on personal attributes. The core competencies listed in the new criteria are: leadership skills, management skills and position-related requirements.

Also during 2012, in order to ease the shortage of staff in critical areas within the education and health sectors, procedures were introduced whereby retired officers beyond the national established retirement age could be engaged on classroom duties (for example, teachers, kindergarten assistants and adult educators) or in the medical sector (for example, nurses, midwives and medical practitioners) directly by the responsible Ministries.

Another policy developed over the past years concerns officers who perform the duties of certain managerial positions which are at a higher level than that of their actual grade within the Public Service. In such cases, the officer concerned is appointed to the higher grade on completion of six (6) years satisfactory performance in the respective position.

i. *Structure of the Senior Public Service*

The senior management of the Public Service in each Ministry is structured as follows (as indicated in question 4 above):

- Permanent Secretary
- Director General
- Director
- Assistant Director

j. *Recruitment and Selection for the Senior Public Service*

Appointments to positions of Director General and Director in the top management structure of the Malta Public Service are made in terms of Article 92 (4) or Article 110 of the Constitution.

Following the enactment of the Public Administration Act in 2009, the eligibility for such headship positions was further defined in terms of this Act.

With effect from 2007, applications for the filling of positions of Director General and Director were accepted by electronic means through the Government Recruitment portal.

With effect from 2009, prospective applicants were required to submit a declaration indicating any possible or potential conflict of interest should one be appointed to a headship position.

The Senior Appointments Advisory Committee, chaired by the Principal Permanent Secretary, identifies candidates for the headship positions advertised and proposes for the Prime Minister's consideration the candidate who in its opinion is best suited on the basis of merit to fill the position.

The nomination process consists of a psychometric test, followed by an interview carried out by the Senior Appointments Advisory Committee. The psychometric test was first introduced in 2008. The professional assessment of candidates in this regard is currently carried out as an integral part of the interview session.

The appointment to a headship position is made by the Prime Minister after the Public Service Commission gives its advice in terms of the Constitution.

# Netherlands

## 1. Structure of public service

Government comprises over 1,600 organisations and bodies, including 11 ministries, 12 provincial authorities and, since 1 January 2003, 415 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 (including Agencies)
- Provinces
- Municipalities
- Water Boards
- Public bodies
- Autonomous administrative authorities

## 2. Number of public servants

Approximately 834,000 public servants (fte)

Divided in:

- Central Government: 109.000 civil servants
- Provinces:
- Municipalities:
- Water Boards:
- Public Bodies:

## 3. Central Government: Number of Ministries

There are currently 11 ministries, with 13 Ministers responsible for:

- General Affairs (The Prime Minister)
- The Interior and Kingdom Relations (Two Ministers: one for Interior and Kingdom relations and one for Housing and the Central Government Sector)
- Foreign Affairs (Two Ministers: one for Foreign Affairs and one for Trade and Development Cooperation)
- Defence
- Economic Affairs
- Finance
- Security and Justice
- Education, Culture and Science
- Infrastructure and the Environment
- Social Affairs and Employment
- Health, Welfare and Sport

## 4. Structure within each Ministry

Each Ministry has a Minister and often a State Secretary (political level).

A Ministry is led by a Secretary General and about three or four

Directors Generals. 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 on two levels.

The Minister for Interior coordinates national policy on public sector, including pensions and integrity.

The Minister for Central Government is responsible for the central public administration as organization and sector employer, including all operational management policies (HR, employment and recruitment,

collective agreement and social dialogue, IT, housing and facility management). He is also responsible for the reform of the central public administration (Compact Central Government).

## **6. Current HR reforms**

The collective agreement for central public administration is not renewed since 2009, as the government ordered a zero budget line and formally, the collective bargaining is cancelled.

Some general political decisions have impact on labour conditions of civil servants.

- a. General Terms and Conditions of Service no*
- b. Rates of Pay / Pension yes*
- c. Pension Entitlements or Conditions of Qualification yes*
- d. Holiday / Annual Leave Entitlements no*
- e. Sick Leave Entitlements no*
- f. Maternity / Paternity Leave no*
- g. Family Friendly Policies no*
- h. Methods of Recruitment and Selection to the Civil Service no*
- i. Structure of the Senior Public Service no*
- j. Recruitment and Selection for the Senior Public Service:*

*Recently, top management of Foreign Affairs is included in the Senior Public Service*

The Compact Government programme is aimed at ensuring a powerful, small and service-oriented government at all levels of government. Avoiding duplication of tasks. Intergovernmental shared services. The Compact Central Government implementation programme has three areas of priority:

- Continued building of a central government-wide infrastructure for operational management support (standardization, concentration and Shared Services)
- Agglomeration of the operational management support in ministerial cores (e.g. single IT providers, one support services for international positions)
- Clustering of implementation and inspectorate bodies.

Soon, the new government will add new activities to the reform agenda.

As part of this process the HR function is increasingly concentrated in a limited number of shared service organizations for the central public administration.

Recently, a Strategic HR-policy 2020 is developed for the whole central public administration and Ministries are making strategic workforce plans for the next few years. Several HR-themes will be renewed or totally innovated in order to create a sustainable central public administration for the future.



## Poland

### 1. Structure of public service

According to the classification of the Central Statistical Office, public administration in Poland includes:

**A. State administration**, which comprises:

1. principle and central organs of administration including the personnel employed in their foreign entities:
  - a. principle and central institutions (e.g., Chancelleries of: the Sejm, the Senate /chambers of the Parliament/ and the President, ministries, central offices),
  - b. territorial organs of non-combined government administration (e.g., fiscal and customs chambers and offices, district work (employment) inspectorates, statistical offices, regional chambers of audit)),
2. territorial organs of combined government administration: voivodship offices, auxiliary service entities (e.g., inspectorates of: trade, construction supervision, veterinary, pharmaceutical, environmental protection, plant protection and seed production as well as monument preservation offices and school superintendent's offices),
3. some state agencies (e.g., Material Reserves Agency, Polish Agency for Enterprise Development and since 2009 Agency for Restructuring and Modernisation of Agriculture) and auxiliary entities of state administration with regional units.

**B. Local self-government administration**, which comprises:

1. gminas (communes – local level) and cities with powiat status:
  - a. gmina offices and auxiliary service entities (e.g., municipal service entities and since 2009 public road boards),
  - b. offices of cities with powiat status and auxiliary service entities (e.g., geodetic and cartographic documentation centres and since 2009 public road boards),
2. powiats (districts – supra-local level), i.e., powiat starost /district governor/ offices and auxiliary service entities (e.g., labour offices, public road boards),
3. voivodships (regional level), i.e., marshals' offices and voivodship self-government organizational entities (e.g., labour offices, drainage and water facility boards and since 2009 public road boards).

On 1 January 2013 there were 16 voivodships, 314 powiats, 66 cities with powiat status and 2 479 gminas.

### 2. Number of public servants

In first half of 2012, total paid employment in the public administration was 425.645, including:

A.	State administration	180.849
B.	Local self-government administration	244.796

In this classification, the civil service is included in category A. "State administration".

The Polish civil service is a concept of a narrow scope (only a part of State administration) – it encompasses exclusively government administration at central and territorial level. The civil service corps consists of:

- civil servants – about 6% (employed on the basis of nomination) and
- civil service employees – about 94% (employed on the basis of employment contract).

Average employment in first half of 2012 in the civil service corps was 121.642 full-time equivalents.

### 3. Number of Ministries

Apart from the Chancellery of the Prime Minister, Poland has 18 ministries:

- Ministry of Economy
- Ministry of Foreign Affairs
- Ministry of Finance
- Ministry of Health
- Ministry of National Education
- Ministry of Agriculture and Rural Development
- Ministry of Administration and Digitization
- Ministry of Treasury
- Ministry of Transport, Construction and Maritime Economy
- Ministry of Environment
- Ministry of Culture and National Heritage
- Ministry of Justice
- Ministry of Regional Development
- Ministry of Labour and Social Policy
- Ministry of National Defence
- Ministry of Sport and Tourism
- Ministry of Interior
- Ministry of Science and Higher Education

### 4. Structure within each Ministry

The general organizational structure of the Polish ministries is regulated by the Council of Ministers Act. There are three basic types of organizational units within each ministry:

1. Departments – dealing with content-related matters of a given ministry
2. Bureaus – providing the service to a given ministry (support services e.g. Human Resources Management, IT, Finance and Accounting)
3. Secretariats – providing the services to a given minister, committee, council or team.

The internal structures of departments and bureaus consist of units, sections and teams. Additionally, each ministry is divided into political and administrative (civil service) level.

**Typical division between political and civil service positions in a Polish ministry**

Typical division between political and civil service positions in a Polish ministry			
Position	Explanation		Level
Minister	Member of Council of Ministers	Political positions	Politics
Secretary of State	First Deputy Minister		
Undersecretaries of State	Deputy Ministers		
Minister's political cabinet	Ministerial advisors and assistants		
Director General of Office	Top civil servant	Senior civil service	Civil service
Directors of organizational units	Departments are basic ministries' organizational units		
Deputy Directors of organizational units			
Heads of departments' internal units (e.g. divisions)	Line managers	Positions not included in senior civil service	
Counsellor general, chief/senior specialist and other positions occupied by civil service corps members (civil servants and civil service employees)	Regular employees		

## **5. Department with responsibility for HR policy**

A central organ of government administration, competent in civil service issues is the Head of Civil Service. The Head of Civil Service, subordinated directly to the Prime Minister, fulfils duties set out in the Civil Service Act, in particular: watches over the observance the civil service rules, administers the process of staff management and collects data on the civil service corps.

The service to the Head of Civil Service is provided by the Chancellery of the Prime Minister (in particular by the Civil Service Department and the Legal Department – organisational units within the structure of the Chancellery).

The key role in HR management at a given office is played by Director General, who, *inter alia*, performs activities envisaged under labour law in relation to persons employed at the office and implements the staffing policy. In particular s/he prepares a human resources management plan for the office and performs activities resulting from his/her position as a government employer.

## **6. HR reforms: – since 2009:**

Following the adoption of a resolution by the Council of Ministers in 2008 on the finalization of public administration reform, a new Civil Service Act has been adopted by the Parliament. The act, which entered into force on 23 March 2009 significantly changed the civil service system in Poland. After the implementation phase, the effort is made to ensure that the provisions of the act are applied in a full and coherent manner.

The HRM Standards in the Civil Service adopted in 2012 serve as an example. This document in a form of the ordinance of the Head of Civil Service has been prepared in order to enhance a coherent approach towards HRM in different government offices. The Standards contain recommendations in five areas: organization of HRM, recruitment and introduction to work /induction/, motivating, training and development, termination of employment relationship. The actions which are supplementary to the adoption of the HRM Standards include training, e-learning courses, dissemination of publications and good practices, monitoring.

### *a. General Terms and Conditions of Service*

*Not applicable.*

### *b. Rates of Pay / Pension*

Starting from 2013, the retirement age of men and women will be gradually equalized and increased to the age of 67 (before it was 60 for women and 65 for men). As the civil service in Poland has no separate pension scheme, this change applies also to the civil service corps members.

In 2009 the salary scales which serve to determine civil servants salary were amended and clarified. Moreover there was a simplification of remuneration system – one of components, special bonus, was eliminated.

Since 2009 remunerations in the civil service have been frozen. In addition, it has been decided to extend this freeze until 2015.

### *c. Pension Entitlements or Conditions of Qualification*

*Not applicable.*

### *d. Holiday / Annual Leave Entitlements*

*Not applicable.*

### *e. Sick Leave Entitlements*

*Not applicable.*

*f. Maternity / Paternity Leave*

Since 2007 the maternity leave is being gradually prolonged. Starting from 2013, the parents will have the choice when deciding on its duration. They will be offered two options: 6 months (100% of salary) or 12 months (80% of salary).

As regards the paternity leave, it has been introduced in 2010 – at present it lasts two weeks.

Similarly to the pension scheme, the abovementioned changes in one general scheme affect the employees of the both sectors: public and private.

*g. Family Friendly Policies*

More and more offices adopt policies concerning flexible working hours and teleworking. Implementing flexible solutions regarding time and ways of working as well as other solutions that help to combine private and professional life is recommended in the HRM Standards.

*h. Methods of Recruitment and Selection to the Civil Service*

*HRM Standards in the field of recruitment*

Generally, the rules of recruitment have not been changed. However, the HRM Standards cover this issue broadly. The aim is to guarantee that the rule of openness and competitiveness in the recruitment to the civil service is fully respected. Hence, the Directors General are obliged to define or modify the existing recruitment procedures of their offices that will, inter alia, provide for:

1. Definition - before announcing the recruitment - of its methods and techniques as well as the manner in which the assessment will be conducted in order to eliminate any discretion and subjectivism,
2. Indication of a threshold for the competencies being examined, which corresponds to the level of competences that are necessary to work at a given position,
3. Giving all the candidates questions or tasks to assess the same competencies on the basis of the same technique (method) of selection in order to guarantee the comparability of results achieved,
4. Setting out unambiguous rules for being qualified to the next phase,
5. Assessing all obligatory and optional requirements specified in the announcement of recruitment, and selecting candidates by using this kind of requirements only.

***Activities promoting disabled persons in the civil service***

Since 2011, Poland has been undertaking activities to promote recruitment of the disabled people into the civil service. As a result, the Civil Service Act has been amended in order to increase the employment level of the disabled people in government administration. According to the act, in case when at a particular office the employment rate of persons with disabilities is below 6%, the priority in employment is given to a disabled person. This rule applies, provided that s/he submits her/his application in response to the announcement and finds her/himself in a group of best candidates that meet the obligatory requirements and to the fullest extent satisfy optional ones.

***Ethical dimension of recruitment***

The rule of open and competitive recruitment set out in the Civil Service Act has also been specified and developed (together with other rules) in Ordinance no 70 of the Prime Minister on the guidelines for compliance with the rules of the civil service and on the principles of the civil service code of ethics.

The Ordinance describes how this rule should be understood and applied in practice, by giving some guidance in this area. The act specifies that a member of the civil service corps, while organizing and carrying out recruitment procedure in the civil service shall in particular:

1. keep due diligence in ensuring:
  - equal access to public service,
  - non-discrimination for any reason,

- professional and reliable execution of tasks of the State by the government administration,
  - political neutrality of the civil service;
2. by his/her actions:
    - strengthen public confidence in the competences of people carrying out tasks of the State,
    - ensure that the recruitment procedure guarantees the selection of people best prepared for carrying out tasks of the State,
    - guarantee a transparent and effective control over the recruitment procedures;
  3. do not exert any kind of non-statutory influence or pressure on the recruitment process, not yield to such influence or pressure, and report on the occurrence thereof to authorized superiors.

*i. Structure of the Senior Public Service*  
*Not applicable.*

*j. Recruitment and Selection for the Senior Public Service*

In June 2009 the Head of Civil Service issued “Recommendations for conducting recruitment for senior positions in the civil service”, a set of guidelines that cover this issue comprehensively. The HRM Standards and the Ordinance are applied as well.

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*More information is available at the official websites of:*

Chancellery of the Prime Minister  
 Civil Service Department

<http://www.premier.gov.pl/en.html>  
<http://dsc.kprm.gov.pl/en>

# Portugal

## 1. Structure of public service

Public Administration in Portugal is regarded in an organic and material sense. In the organic sense, public administration is the system of bodies, services and contractual staff of the State and of other public bodies that regularly and constantly meet public needs. In the material sense, public administration is the work carried out by these bodies, services and contractual staff.

Taking into consideration the organic sense, Public Administration bodies are included in the following three administration levels:

- Direct State Administration
- Indirect State Administration
- Autonomous Administration

The relationship that these major groups establish with the Government, as the supreme organ of Public Administration in accordance with the Portuguese Constitution, differs and is increasingly feeble. The entities involved in Direct State Administration are subordinate to the Government (hierarchical power), the entities involved in Indirect State Administration are subject to State supervision and control (powers of guidance, auditing and control) and the entities involved in Autonomous Administration are subject only to control (powers of auditing and control).

## 2. Number of public servants

The total number of Public Administration workers, according to the latest available data<sup>5</sup> is 581,444 distributed as follows:

- Central Administration (direct and indirect Administration): 436,174
- Autonomous Regional Administration of the Azores: 14,836
- Autonomous Regional Administration of Madeira: 17,095
- Local Government: 115,562

## 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 XIX Constitutional Government is composed of 10 Ministries:

- Ministry of Finance
- Ministry for National Defence
- Ministry of Foreign Affairs
- Ministry of Internal Administration
- Ministry of Justice
- Ministry of Agriculture, Sea, Environment and Territorial Planning
- Ministry of Education and Science
- Ministry of Health
- Ministry of Economy and Labour
- Ministry of Solidarity and Social Security
- 

## 4. Structure within each Ministry

Each Ministry has a specific organic law, where the respective attributions/responsibilities are set and where services integrating the direct and indirect state administration are identified. Heading the Ministry there is a Minister, who is supported by one or more State Secretaries (political posts).

The senior management structure of the public service in each Ministry consists of the following levels: Secretary General; Director General; Deputy Director General; Director of Services and Head of Division.

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<sup>5</sup>31<sup>st</sup> December 2012 (provisional data)

The internal organisation of public services obeys to the following models: hierarchical structure; matrix structure; mixed structure (combines the former two).

The hierarchical structure is composed of nuclear organic units (departments) and flexible organic units (divisions) and sections in the administrative area (if needed). The matrix structure is made up of multidisciplinary teams based upon functional mobility, run by a head of team.

## **5. Department with responsibility for HR policy**

Public Administration is under the jurisdiction of the Minister of Finance through the Secretary of State for Public Administration. The personnel policy guidelines are decided at central level (statute, recruitment and selection rules, personal development, careers, performance assessment, training, top managers, disciplinary procedures). Implementation policies are decentralized. Effective HRM is realized at departmental level. However in the shared services framework to be implemented since 2013 in same ministries the HRM will be managed by respective secretariats general.

The Directorate General for Administration and Public Employment (DGAEP) provides specialised support to Government in defining policies namely in the Human Resources field.

## **6. HR reforms: - since 2009:**

### *a. General Terms and Conditions of Service*

Every citizen shall possess the equal and free right to apply to join the Public Administration, under conditions of equality and freedom, as a general rule by means of an open competition procedure.

Requirements relating to the worker and necessary to the formation of the public employment legal relationship are as follows: Portuguese nationality, when it is not waived by the Constitution, international convention or special law; 18 years of full age; non inhibition of the fulfillment of public functions or non-ban for the performance of those who are proposed to perform them; physical robustness and psychical profile indispensable to the carrying out of duties; compliance with compulsory vaccination laws; qualifications requirements – as a rule only may apply for the procedure those who are holders of the qualifications level and of training area corresponding to the degree of functional complexity of the career and category characterized of the work post for the filling of which the procedure is publicized

### *b. Rates of pay / pensions*

The remuneration of workers is composed of: basic remuneration; remuneration supplements and performance bonuses.

Since 2009, a single pay scheme was implemented (115 pay-scales) with the total number of pay-levels to be used in setting workers' basic remuneration. Remuneration supplements are granted for the fulfillment of functions in very demanding conditions. Performance awards may also be granted, to stimulate merit by rewarding workers who achieve the highest levels of assessment.

The pension's rate is calculated differently in function of the entering in the public service until 30 August 1993 or after this date. For public workers in the first case the calculation formula of pension is based on two parcels (P1 and P2). The first parcel (P1) has as reference the salary received in 2005. This value was so far upgraded based on a coefficient applicable to the private sector pensions. Since 2013, the revaluation will be made by indexation to an index that reflects the wage increases registered since then, that are lower. As far as the second parcel (P2) is concerned, the retirement pension for public employees entered after 1 September 1993, adopted the calculation methods applied to private sector, i.e. the average of all contributory career.

*c. Pension Entitlements or conditions of qualification*

In order to be entitled to the normal pension, the retirement age is 65 years old and 40 years of length of service just like in the private sector. The age limit to work in public service is 70 years old.

*d. Holiday / Annual Leave Entitlements*

In the fiscal consolidation framework, the number of holidays was reduced. Currently there are 9 public holidays (January; Good Friday, Easter Sunday, 25 April, 1 May; 10 June; 15 August; 8 and 25 December).

In Portugal the number of holidays increases according to the worker age and length of service.

The annual holiday period has, according to the age of the worker, the following duration:

- 25 working days until the worker complete 39 years of age;
- 26 working days until the worker complete 49 years of age;
- 27 working days until the worker complete 59 years of age;
- 28 working days as from 59 years of age.

For every 10 years of service workers are entitled to 1 more day of vacation.

*e. Sick Leave Entitlements*

Regarding this issue mention should be made that the State Budget for 2013 has reduced workers' wages during the period of illness, the loss of the entire remuneration daily basis in the first three days of temporary disability in situations of successive or interrupted absences (except in some situations like for instance, hospitalization, absences due to ambulatory surgery, illness from tuberculosis) and the loss of 10% of basic pay daily from 4th day and up to 30th day of temporary disability. There is no entitlement to meal allowance in all absences due to disease.

*f. Maternity / Paternity Leave:*

The current parenthood framework was settled in 2009 and is extensible to public employees (either tenured or under a public employment contract) as well as to the private sector workers.

The main objective was to promote parity conditions regarding the care of early childhood and contribute to a better and more equal balance between professional and family life. Furthermore, these conditions should impact on the increase of the national birth rate and, globally, fall under the mainstreaming policies aimed to the promotion of gender equality.

The rights of the father were reinforced concerning either compulsory or optional leave and the participation of men in child care promoted as the period of parental leave increases in case of shared leave; Furthermore, the status of adoption was matched to the child birth one, and new protection was settled for assistance to a child with disability or chronic illness.

Summarizing, parenthood leaves are: a) allowance for clinical risk during pregnancy and b) for interruption of pregnancy; c) parental allowance; d) extended parental allowance; e) allowance for adoption; f) allowance for specific risks; g) allowance for assistance to a son/daughter; h) allowance for assistance to a son/daughter with disability or chronic illness; i) allowance for assistance to grandson/granddaughter (when at charge and responsibility of the employee).

The length of maternity leave is of 6 mandatory weeks, plus 26 to 28 weeks if shared parental leave; as for the paternity leave it lengths 2 mandatory weeks, plus 2 weeks if shared parental leave. The rate of allowance paid during leaves varies from 80% to 100% of the monthly gross earnings, depending on the length of parental leave taken.

The additional parental leave may length 12 weeks, with a rate 25 % rate of allowance. As for home care leave, it may last up to 2 years on full-time basis to be taken after additional parental leave but no



allowance is granted. The length and conditions in case of adoption are similar to the ones due to child birth.

The allowance for assistance to a child, in case of illness or accident, is of 30 followed or interpolated days per year, or during all period of hospitalization, regarding a child with disability or under 12 years of age; for a child over 12 years the length leave drops to 15 days per year.

The allowance for assistance to a child with disability or chronic illness is granted for a period up to 6 months, extendible up to the limit of 4 years, and accounts for 65 % of the of the employee monthly gross earnings.

Regarding Public Administration, benefits are incumbent upon the employer for workers hired before 2006, or supported by social insurance for those hired after; employees have the right to return to the same position after leave.

There is the possibility of up to 2 years of leave on full-time basis, to be taken after additional parental leave; in this case no allowance is granted, but the employee has the right to return to the same position.

*g. Family friendly policies:*

Besides the aforementioned parental framework legislation, no family friendly policies have been implemented since 2009. There are also types of work schedules that allow for the reconciliation of work with family life (flexitime; continuous work day; part-time work), but these ones have already been implemented for a long time.

*h. Methods of Recruitment and Selection to Civil Service*

Recruitment in civil service is undertaken through an open competition procedure, for all public workers, whatever the respective employment legal relationship. The recruitment aims an immediate need to fill in staff vacancies or to establish recruitment reserves targeting predictable vacancies.

The regular recruitment procedure can be at charge of each public employer (the most common situation) or of a specialized public entity (General Directorate for the Qualification of Workers in Public Functions).

According to the employment legal relationship there are different mandatory selection methods defined in 2009: knowledge tests, curriculum evaluation, psychological evaluation (of the responsibility of specialized bodies, public or private) and competencies evaluation interview.

The main exception to open competition is the entrance in public service through the approval in the Advanced Course on Public Administration (CEAGP). However, the holding of any work post in PA is dependent upon the successful approval of the experimental period concerned.

*i. Structure of the Senior Public Service*

The structure of the Portuguese Senior Public Service is as follows:

1st level top management positions include:

- Director-General;
- Secretary-General;
- Inspector-General;
- President.

2nd level top management positions include:

- Deputy Director-General;
- Deputy Secretary-General;
- Deputy Inspector-General;
- Vice-President.

Middle management positions

- 1st level: Head of Department (director).
- 2nd level: Head of Division.

*j. Recruitment and Selection for the Senior Public Service*

Top managers are recruited by among holders of a university degree for at least 12 or 8 years , according it deals with 1 or 2 grade top management positions (deputy director general), either with job attachment or not to Public Administration, and suitable technical skills, ability, professional experience and training for holding the job.

In December 2011, an independent commission (CRESAP – Commission for Recruitment and Selection for Public Administration) was set up for the management of the open competition procedures aiming the recruitment and selection of top managers.

Middle managers are also recruited by means of open competition among workers performing public functions holders of a university degree with technical skills and capabilities with 6 or 4 years of professional experience in functions, positions, careers or categories for the performance or appointment of which a university degree is required, respectively to middle management positions of grade 1 or grade 2.

Top managers are appointed on a limited executive tenure basis for a 5 year period renewable for equal periods without the need to have recourse to an open competition procedure. The duration of the limited executive tenure and the respective renewals shall not exceed, as a whole, 10 consecutive years, and the manager shall not be appointed in the same position of the respective service before 5 years have been elapsed. Middle managers are appointed on a limited executive basis for a 3 year period renewable for the same time span.

## Romania

### 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 specialized 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 exercising the general management of the public administration.

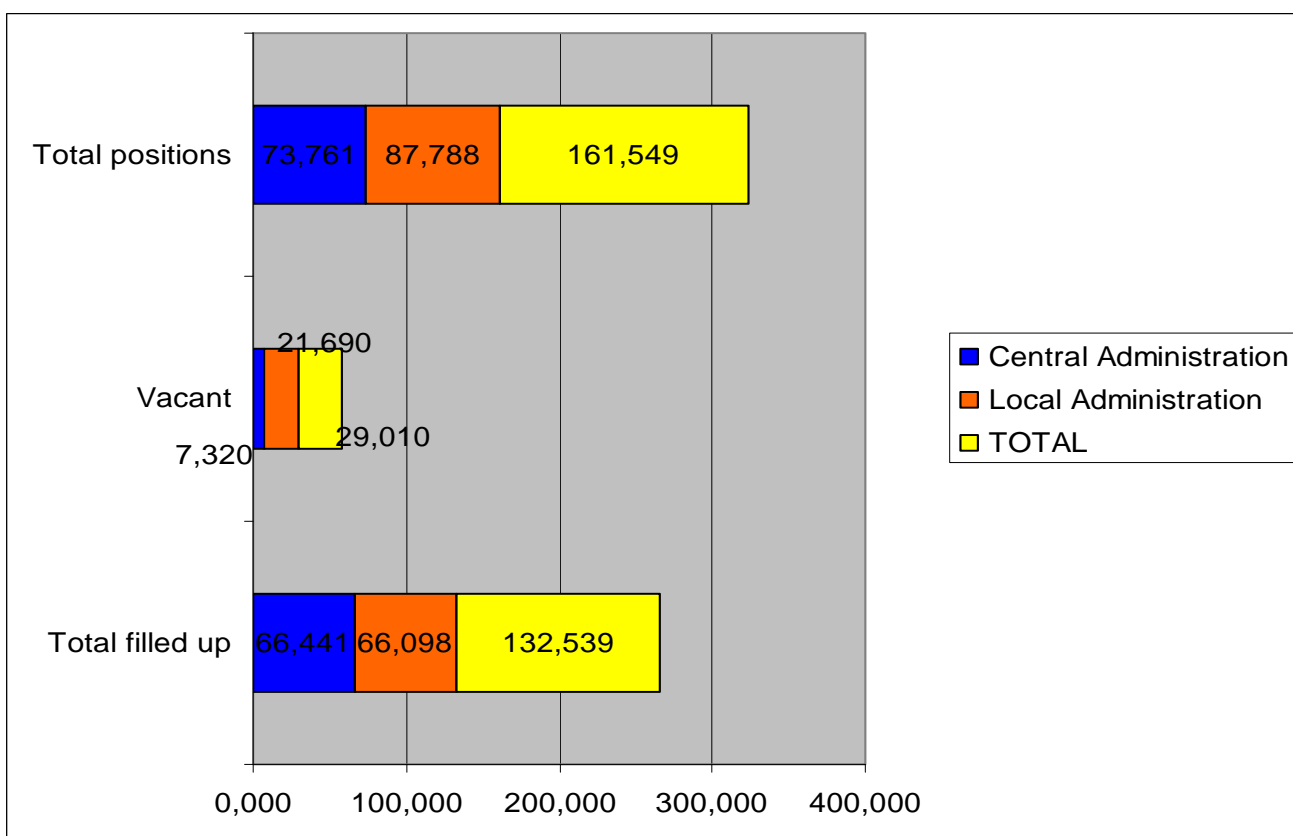
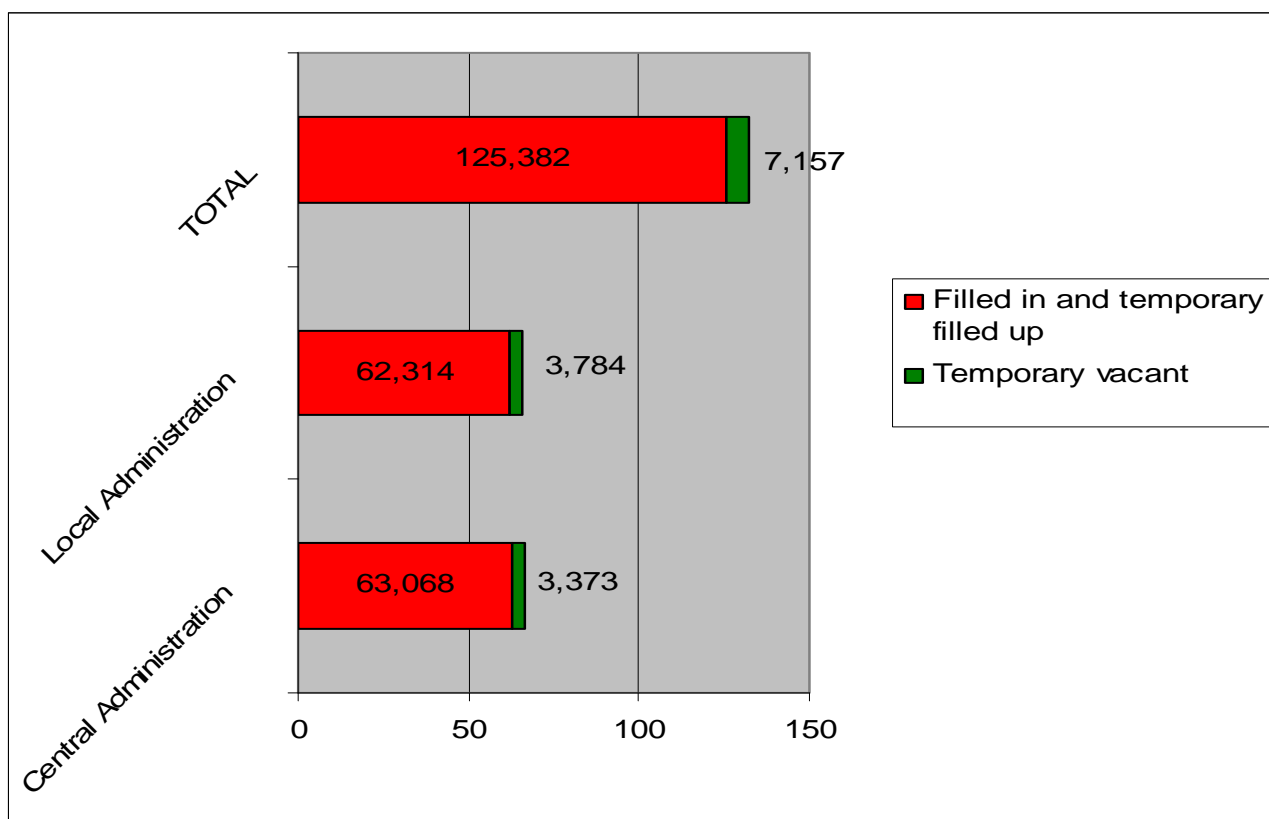
The *Local Public Administration* is organized and functions according to the local autonomy principles, decentralisation of the public services, eligibility of the local public administrative authority, legitimacy and the consultation process of the citizens in solving the very important issues. It consists of **3.453** 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

The latest figures shown by the Informational Integrated System for Civil Service and Civil Servants Management developed by the National Agency of Civil Servants (NACS) for the number of civil servants is about **125,382** civil servants on temporary or indefinite positions. 7,157 temporary vacant positions are added to this number, the holders of those positions being suspended for various reasons, as required by law. Out of these civil service positions 14,788 are filled in or temporarily filled and consist of management positions or senior civil servants positions, and 439 are temporary vacant positions belonging these categories.

From the point of view of the public administration level, civil service positions are distributed as follows:



### **3. Number of Ministries**

In Romania there are 17 ministries:

- Ministry of Foreign Affairs
- Ministry of Internal Affairs
- Ministry of Regional Development and Public Administration
- Ministry of Agriculture and Rural Development
- Ministry of National Defence
- Ministry of Culture
- Ministry of Economy
- Ministry of National Education
- Ministry of Public Finances
- Ministry of European Funds
- Ministry of Justice
- Ministry of Environment and Climate Change
- Ministry of Labour, Family, Social Protection and Elderly
- Ministry of Informational Society
- Ministry of Health
- Ministry of Youth and Sports
- Ministry of Transport

Also, the Government has 9 delegated ministers for budget, for waters, woods and pisciculture, for infrastructure projects of national interest and foreign investments, for SMEs, business and tourism, for energy, for higher education, research and development, for the relation with the Parliament, for Romanian abroad, for social dialogue.

### **4. Structure within each Ministry**

The structure within each Ministry is as follows:

- Minister
- Secretary of State
- General Secretary
- Deputy General Secretary
- General Director
- Deputy General Director
- Director
- Deputy Director
- Head of Unit
- Head of Office

### **5. Department with responsibility for HR policy**

In Romania the legal framework for the human resources policy belongs to the Ministry of Labour, Family, Social Protection and Elderly. The current management of human resources and of civil service positions is organised and undertaken, within each public authority or institutions, by a specialised department which cooperates directly with NACS on matters concerning civil servants and civil service positions.

NACS was established through Law no. 188/1999 regarding the Statute of Civil Servants in order to ensure the management of the civil service and civil servants.

Therefore, NACS offers support to the civil servants by effectively monitoring the implementation of the legislation so that the principle of transparency in organizational functioning and career development in civil service is applied, by career planning in civil service, by developing the Manpower Plan, by creating mechanisms of rewarding individual performance, by providing an unitary, motivating, predictable remuneration system for civil servants and by professional training of civil servants.

NACS offers support to public authorities and institutions from local and central public administration by methodological coordination of human resources departments in the Romanian public central and local

administration system. In order to enhance coordination between the NACS and the local administrations' HR departments and to ensure an efficient knowledge transfer at local level and also to improve the skills of NACS's staff to manage human resources within the civil service, in the light of its responsibilities by law, NACS developed a network of HR representatives from the central and local public authorities and institutions.

The development of the network lasted 12 months from November 2007 till November 2008, but the network is currently functional and the cost-benefit ratio is nearly ideal.

A simple database was posted on the NACS website, to facilitate the exchange of information between the HR representatives and NACS or the HR representatives among themselves, using NACS as a facilitator. This nation-wide network includes regular contact details on the people delegated by the heads of their public authorities/institutions to be the representatives for this network regarding the HR problems. There are around 1,500 entries already in this database (compared to 600 when the network was launched) that is currently accessible on the webpage designated to the HR network members.

Starting from the experience of the HR network and the current IT trends, NACS experts developed the Informational Integrated System for Civil Service and Civil Servants Management which completes the HR network and is a comprehensive management tool, whose main benefits are the real-time monitoring of compliance with the provisions of legislative changes in the structure of civil service positions and of civil servants, supporting the process of civil service management through the possibility of developing studies on the structure of civil service, civil service employment, staff mobility and fluctuation and so on, the proper grounding of normative acts on civil service, increasing management transparency etc.

## **6. HR reforms: – since 2009:**

### *a. General Terms and Conditions of Service*

Since 2009, there were no changes in what concerns the General Terms and Conditions of Service.

Civil service, as defined by law, represents all duties and responsibilities with public power performed by central public administration, local public administration and autonomous administrative authorities.

Civil servant is the person appointed according to law on a civil service position.

The activities of public power undertaken by civil servants are:

- a. implementation of laws and the other regulation;
- b. drafting laws and other regulations specific to public authorities or institutions, as well as ensuring their endorsement;
- c. drafting policies and strategies, programs, surveys, analyses and statistics necessary for the implementation of public policies, as well as the documentation relating to law enforcement, necessary for the public authority or institution to exercise its competence.
- d. advising, control and internal public auditing;
- e. management of human resources and financial resources;
- f. collecting budgetary claims;
- g. representing the public authority or institution's interests in its relations with natural persons or legal entities of public or private law, inside the country and abroad, within the limits of competencies established by the head of the public authority or institution, as well as the representation in court of law of the public authority or institution;
- h. carrying out activities consistent with the public administration computerization strategy.

All civil servants in autonomous administrative authorities and in public authorities and institutions of central and local public administration represent the civil servants body.

The principles underlying civil service are:

- legality, impartiality and objectiveness;
- transparency;
- efficiency and effectiveness;
- responsibility, in consistency with legal provisions;
- citizen-orientation;
- stability in performing duties;

- hierarchic subordination.

Civil service positions are classified as follows:

- a. general civil service positions and specific civil service positions;
- b. civil service positions of 1<sup>st</sup> class, 2<sup>nd</sup> class, 3<sup>rd</sup> class;
- c. state civil service positions, territorial civil service positions and local civil service positions

Therefore:

- a. The general civil service positions comprise the whole range of duties and responsibilities of a general character and common to all public authorities and institutions, for the purpose of performing their general competences.

The specific civil service positions comprise the whole range of duties and responsibilities of a nature specific to certain public authorities and institutions, for the purpose of carrying out their specific competencies.

- b. Civil service positions are divided into three classes defined in relation to the level of education required for holding the public position, as follows:

- 1<sup>st</sup> class includes the public positions which require Bachelor's degree or long-term higher education with a degree certificate or the equivalent;

- 2<sup>nd</sup> class includes the public positions which require short-term higher education with a degree certificate;

- 3<sup>rd</sup> class includes the public positions which require a high-school diploma.

- c. State civil service positions are the positions established and approved by law in ministries, specialized bodies of the central public administration and autonomous administrative authorities.

Territorial civil service positions civil service positions are public positions established and approved by law in the prefect's institutions, decentralized public services of ministries and of other central bodies of central public administration in administrative units.

Local civil service positions are the positions established and approved by law in local public administration authorities and public institutions subordinated to them.

According to the level of duties of the civil service position, the public positions shall be divided into three categories, as follows:

- a. civil service positions corresponding to the category of senior civil servants;
- b. civil service positions corresponding to the category of civil servants with management positions;
- c. civil service positions corresponding to the category of civil servants with execution positions.

Civil servants can be debutants or permanently appointed.

The execution civil service positions have professional degrees, as follows:

- senior, as the highest level;
- leading;
- assistant;
- debutant.

#### *b. Rates of Pay / Pension*

In what concerns Rates of Pay, the following laws were adopted since 2009:

- *Framework Law no. 330/2009 on the Unitary Payment of Staff Paid from Public Funds* – through which a unitary payment system for staff in the public sector paid from the state budget was regulated. The aim was to harmonize the payment system according to the importance, the accountability, the complexity of activity and the level of education needed for that activity. According to this law, the public system of remuneration and ranking was to be reformed and simplified starting with January, 1, 2011, through a new law. Law no. 330/2009 was abrogated by Law no. 284/2010.
- *Framework Law no. 284/2010 on the Unitary Payment of Staff Paid from Public Funds* aimed at gradually introducing a coherent system of rating of positions and of payment in public sector,

harmonizing the payment system of staff paid from state budget according to the importance, the accountability, the complexity of activity and the level of education needed for that activity, establishing the gross salaries as key elements of the remuneration and differentiating them according to the level of activity: central, territorial and local, rendering the mechanism of establishing the gross salary more transparent. Also, for staff in central public administration, in structures subordinated to central public authorities and local public institutions nominated in teams for implementing projects financed through non-refundable European funds, post-accession funds, external refundable or non-refundable loans contracted or guaranteed by state, it was decided to increase the monthly gross salary by up to 25 ranks of remuneration, proportional according to allocated time.

- As consequence of the economic and financial crisis, the *Law no. 118/2010 on some measures to re-establish the budgetary equilibrium* was adopted, through which the gross salaries/monthly allowances specific for each position/other allowances, including bonuses and other pay rights of staff paid from public funds was decreased by 25%.
- Taking into account the slight improvement of the economical state, in 2011 there was possible to recover the diminished salaries. Thus, according to *Law no. 285/2012 on the Unitary Payment in 2011 of Staff Paid from Public Funds*, these rights were increased by 15%.
- In 2012 was adopted the *Emergency Government Ordinance no. 19/2012 on approving some measures to recover the diminished payment rights*, which proposed the recovery of the salaries and other payments reduced through increasing those rights in two steps – by 8% in June 2012 and 7,4% in December 2012.

#### c. Pension Entitlements or Conditions of Qualification

In what concerns Pension Entitlements or Conditions of Qualification, *Law no. 263/2010 on the Unitary System of Public Pensions* was adopted, according to which the standard retirement age is of 63 years old for women and 65 years old for men. These standards will be accomplished through a gradual increase, according to the rescheduling provided by law i.e. in January 2011 – January 2015, the retirement age for women will increase from 59 to 60 years old and for men from 64 to 65 years old. After 2015, only the retirement age for women will increase from 60 to 63 years old until 2030.

The minimum retirement contribution period will also gradually increase to 15 years, both for women and men i.e. in January 2011 – January 2015, the minimum contribution period will increase from 13 to 15 years. Moreover, the complete retirement contribution period will also gradually increase to 35 years, both for women and men i.e. in January 2011 – January 2015, the complete contribution period will increase from 28 to 30 years for women and from 33 to 35 years for men. After 2015, only the complete retirement contribution period for women will increase from 30 to 35 years until 2030.

#### d. Holiday / Annual Leave Entitlements

There were no reforms in this field since 2009.

According to *Law no. 188/1999 regarding the Statute of Civil Servants*, civil servants are entitled to leave, to sick leave and other specific leaves.

The provisions of Law no. 188/1999 are supplemented by the ones provided in *GD no. 250/1992 on leave and other leaves of employees in public administration, in autonomous companies with distinct status and budgetary units*, according to which the employees in public administration have the right to a paid leave of 21-25 working days annually, according to their seniority in work: up to 10 years of seniority – 21 days of leave, more than 10 years of seniority – 25 days of leave.

#### e. Sick Leave Entitlements

There were no reforms in this field since 2009.

According to *Emergency Government Ordinance no. 158/2005 on leave and health insurance benefits*, the sick leave cannot exceed 183 days within one year counted from the first day of illness. There is the possibility to extend the period.



*Law no. 188/1999 regarding the Statute of Civil Servants* provides that civil servants are entitled to specific leaves, and that during sick leave and maternity leave, the service can not be stopped and can not be altered unless the civil servant concerned requested otherwise.

*f. Maternity / Paternity Leave*

The legislation regulating maternity leave is represented by *Emergency Government Ordinance no. 111/2010 on leave and monthly allowance for maternity* according to which persons who in the last year previous to child birth have revenues from salaries, independent activities, agricultural activities subject to income taxes, can benefit from the following rights: maternity leave for 1 year and a monthly allowance or maternity leave for 2 years and a monthly allowance. The monthly allowance is calculated according to the reference social indicator. The monthly allowance for maternity leave of 1 year (or for 3 years if the child is born with disabilities) is 85% from the net income average for the last 12 months, not less than 1.2 of the reference social indicator, but no more than 6.8 and monthly allowance for maternity leave of 2 years is also of 85%, but with a maximum of 2.4 reference social indicator.

Moreover, through *Emergency Government Ordinance no. 124/2011 for amending and supplementing legislative measures that regulate grating benefits for social security*, the period of maternity leave is considered as seniority in work and service, but also period of working in a specialty and it is considered for other consequent rights.

*Law no. 188/1999 regarding the Statute of Civil Servants* provides that civil servants are entitled to specific leaves, and that during sick leave and maternity leave, the service can not be stopped and can not be altered unless the civil servant concerned requested otherwise.

*g. Family Friendly Policies*

*The Statute of Civil Servants* provides that in case of death of civil servants, family members, who, according to the law, are entitled to survivor's pension, receive the gross salary of the deceased for a period of three months.

If the survivor's pension decision was not issued by the fault of the public authority or institution within 3 months from the date of death, the institution will pay the rights until the decision for survivor's pension is issued.

*h. Methods of Recruitment and Selection to the Civil Service*

There were no reforms in this field since 2009.

The civil servants recruitment process is made by means of competition and consists of three successive stages, as follows: selection of files, the written test and the interview.

The only novelty introduced since 2009 is in regard to the written test: changing the procedure for determining items proposed by NACS's representatives for the written test within the contests for vacant civil service positions employment. The items for the written test proposed by members of NACS in the commissions for contests held within NACS, are drawn randomly through a software from a database of 250 subjects proposals made by aforementioned persons. We emphasize that the items in the database are constantly updated in order to be aligned with legislative changes and that they are available on NACS's website in order for those interested to consult them.

During the interview the abilities, skills and motivation of candidates are tested. The interview is conducted according to the interview plan set up by the competition commission on the very day of the testing, based on the assessment criteria.

The assessment criteria for setting up the interview plan are:

- a. communication skills;
- b. capacity for analysis and synthesis;
- c. competences required by the civil service position;
- d. the motivation of the candidate;
- e. crisis management.

For the management services, the interview plan also includes elements related to:

- a. the ability to make decisions and evaluate their impact;

- b. ensuring decision-making;
- c. the management capacity.

The document establishing the employment requirements for the selection and recruitment is the job description which stipulates the duties, competences, and the responsibilities required for that particular position, there from resulting the main requirements. In addition, the following are also taken into consideration:

- the legislation specific to the public institution or authority, namely the field of public service;
- The *Rules of Organization and Functioning* of the authority or institution, mainly regarding the place and role of the civil service position within a certain department, the duties of the department on the whole and the links a certain position has inside and outside the organization;
- the strategy and policy on the development of the civil service as a whole, as well as that of the public authority or institution, related to the field of activity in particular.

According to *Law no. 188/1999* persons employed by public authorities are appointed, under the law, in a civil service position corresponding to the category of senior civil servants, management civil servants or execution civil servants and benefit of the general rights and obligations regulated by the above mentioned law.

The steps in establishing the requirements for entering on a civil service position:

When drawing up the job description the following information related to the position is established first:

1. general information about the job;
2. specific conditions for the job;
3. job competences;
4. identification of the civil service;
5. the relational field.

On this basis, the general and specific competency requirements can be identified so as to be included in the job description under "Specific conditions for entering on a civil service position" chapter. In case of a vacant civil service position when setting up competences for recruitment there must be taken into account the organizational context and the current and future needs of the public authority or institution where the vacant position is.

For both the executive and the management civil service positions there are requirements regarding the education, specialized training and their level, noting that for the management service, there are also requirements regarding management education.

The level of education and the seniority are being established by *Law 188/1999*, and *GD no. 611/2008*.

Other elements taken into account in establishing the requirements for entering on a civil service position are: foreign language competences, computer skills, seniority, as well as other specific requirements related to the nature of the activity (e.g. frequent trips, working outside regular working hours, moving to another location). These special conditions require the candidate's availability to meet them.

#### *i. Structure of the Senior Public Service*

There were no reforms in this field since 2009.

Senior civil servants have as responsibility the senior management in central public administration and autonomous administrative authorities.

The category of senior civil servants includes the persons who are appointed to any of the following public positions:

- a. secretary-general of the Government and deputy secretary-general of the Government;
- b. secretary-general in ministries and other specialty bodies of the central public administration;
- c. prefect;
- d. deputy secretary-general in ministries and other specialty bodies of the central public administration;
- e. deputy prefect;
- f. government inspector.

In order to enter the category of the senior civil servants any person has to meet the the following conditions simultaneously:

- a. the following conditions: is a Romanian citizen residing in Romania; knows spoken and written Romanian; is at least 18 years old; has full service capacity; is in a health state that fits the public position for which they compete; health fitness shall be attested to by special medical check; meets the legal requirements related to the education background needed for the public position; meets the specific requirements entitling them to the public position; was not sentenced for crimes against humanity, offences against the State or the authorities, job offences, obstruction of justice, forgery, corruption or any other knowingly committed offence that would make them incompatible with holding a public position, with the exception of cases when rehabilitation occurs; was not dismissed from a public position in the past seven years for disciplinary reasons; did not conduct political police actions as defined by the law)
- b. has a Bachelor's degree or long-term higher education with a degree certificate or the equivalent;
- c. has a length of service of at least 5 years in the specialty of the public position;
- d. has graduated the Specialized Training Programme for the Category of Senior Civil Servants or had one full term as member of the Parliament;
- e. has passed the national competition held for holding a senior civil servant position.

The appointment of senior civil servants is made by the Government for some positions or by the Prime Minister, for others.

*j. Recruitment and Selection for the Senior Public Service*

The methodology of organizing and undertaking the national competition for senior civil servants is provided by *Government Decision no. 341/2007 on accessing to senior civil servants category, career management and mobility of senior civil servants*.

In 2009, entering the senior civil servants category was made through a national competition on vacant position of government inspector.

In 2010, accessing to senior civil servants category was made on every civil service position specific to senior civil servants, through a competition for entering the senior civil servants category

In 2012, in order to simplify and render flexible the procedures of obtaining a determinate senior civil servant position, *GD no. 260/2012* amended and supplemented the previous GD and entering the senior civil servants category is made through a national competition, organized annually.

*Law no. 188/1999* provides the general rules for recruitment of senior civil servants; therefore recruitment is done by a standing committee, independent, consisting of 7 members appointed by the Prime Minister. Committee members have fixed terms of 10 years and a half and they are appointed by rotation. Persons who have passed the national competition can be appointed in public positions for senior civil servants.

The structure, criteria for appointment of members, duties and organization and functioning of the committee is established by Government decision on the proposal of the National Agency of Civil Servants.

## Slovakia

### 1. Structure of public service

Public administration (public employees) is divided into Public Service (public servants) and Civil Service (civil servants).

#### Public employment structure

In 2009 came into force new Civil Service Act, which contains a specific regulation for civil servants. It affects around 36170 civil servants (0,67 % of the total population) of the State Administration (including both central and local level). The Police Force, Customs Officers, Armed Forces, freely appointed positions, politicians and members of the Parliament and Government fall under the scope of different legal regulations.

The second basic group of the public employees carrying out the duties of the public services (public servants) covers Act on work performed in public interest (2003).

Labour Code applies on the two abovementioned categories of public employees (civil servants, public servants) differently. Due to more specific regulation in the Civil Service Act, its scope is narrower in the case of civil servants.

The work of public servants is regulated in the aforementioned Labour Code and, more specifically in the Act on work performed in public interest (2003), which stipulates that public employees shall be those working in institutions linked to the state budget, municipalities, state foundations, state educational and health institutions and other public institutions.

### 2. Number of civil servants:

In 2012 there were 36,170 civil servants (civil sevcie) and 35,818 public servants (public sector) employed

### 3. Number of Ministries :

13

### 4. Structure within each Ministry –

Generally the Ministry is led by a Minister. Under the Minister there is a State Secretary who can deputies 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.

*Remark: Except of Ministries there are other 10 Central Administration Bodies. Organisational structure of the Central Administration Bodies has only 2 levels. At the top of the Central State Administration Body is a Chairman. She/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

After cancelling of special institution for the HR policy in civil service – *Civil Service Office* in June 2006, each Ministry has been responsible for HR policy. Currently, department which deals with HR issues in each Service Office is usually named as *Personell Office* and falls under Head of Service Office.

### 6. HR reforms: – since 2009:

#### *a. General Terms and Conditions of Service –*

The new Civil Service Act was put in force in November 2009 and the main changes are:

- abolishment of the employment based on an administrative decision – instead, there is a service contract between a civil servant and a civil service office
- stronger protection of the civil servant status (employment stability)
- established only permanent (indefinitely period) and temporary (fixed term) civil service
- broader and more flexible legal framework for the professional education of the civil servants
- broader independency for the civil service offices regarding the personal policies
- yearly increasing of salary by 1 % of the salary tariff
- abolishment of the system based on the yearly performance assessment connected to the financial evaluation of the civil servants.
- tele-work and home office work
- broader scope for the social dialogue

In 2010 number of civil servants was decreased by 10 %.

*b. Rates of Pay / Pension*

Higher retirement bonus – Civil Service Act stipulates that two monthly salary can be provided upon collective agreement of service office (*collective agreement of lower degree*) when civil servant retire.

*c. Pension Entitlements or Conditions of Qualification*

*No changes*

*d. Holiday / Annual Leave Entitlements –*

Civil servant is entitled to 5 weeks holiday per year, *after reaching 33 years of age holiday is 6 weeks* (four/five weeks provides Civil Service Act and another one week provides collective agreement of higher degree).

*e. Sick Leave Entitlements*

*No changes*

*f. Maternity / Paternity Leave – is the same in private sector and public sector.*

In connection with the childbirth and care for a new born child, the woman shall be entitled to maternity leave for duration of 34 weeks. A lone woman shall be entitled to maternity leave for the duration of 37 weeks, and a woman who gave birth to two or more children simultaneously shall be entitled to maternity leave for the duration of 43 weeks. In connection with the care for a new born child, the man shall also be entitled to paternity leave from the birth of the child, in the same scope, provided he cares for the new born child.

To deepen the care for the child the employer shall be obliged to provide a woman or a man upon their request with parental leave until the day the child turns three years old. Where a child with long –term unfavourable health state is involved requiring special care, the employer shall be obliged to provide the woman and the man, upon their request, with parental leave until the day the child turn six years old. This leave shall be provided for the length requested by the parent, as a rule for not less than one month.

A woman and a man shall give their employer at least one month's notice in advance of the expected date of proceeding on maternity leave and parental leave, the expected date of suspension, termination and any changes regarding proceeding on, suspension, and termination of maternity/paternity leave and parental leave.

An employer may agree with an employee that parental leave pursuant to paragraph 2 can be provided at most until the child's fifth birthday and, in the case of a child with a long term unfavourable health condition requiring individual care, until the child's eighth birthday, and in an extent not exceeding the undrawn part of leave of the period specified in paragraph 2.

*g. Family Friendly Policies*

No changes

*h. Methods of Recruitment and Selection to the Civil Service*

The civil service employment is based on a service contract which means that the system of an assignment based on an administrative decision was abolished in 2009. Generally, to enter the civil service, a candidate must have a clean criminal record, full legal capacity and fulfil the necessary qualification. Positions are published with all required conditions at least three weeks before selection. Selection result has to be announced to candidate ten days after the selection. Managers can be selected either from candidates of service office or other (external) candidates. Other details about recruitment and selection provides an internal regulation of service office.

*i. Structure of the Senior Public Service –*

Slovakia does not differ between senior and junior positions.

*j. Recruitment and Selection for the Senior Public Service –*

Slovakia does not differ between senior and junior positions.

# Slovenia

## 1. Structure of public service

In Slovenia, public sector comprises:

- state bodies: ministries (11), bodies within ministries (34), government offices (8), administrative units (58);
- administrations of self-governing local communities: municipalities (211);
- public agencies, public funds, public institutions and public commercial institutions, as well as other entities of public law that indirectly use state or local government budget funds.

## 2. Number of public servants

Public sector: 159.317 (November 2012 - last available data)

- Central public administration (January 2013): 31.996 (including police (8.439) and armed service personnel (7.477):
  - ministries including bodies within ministries: 28.624
  - government offices: 940
  - administrative units: 2.432

## 3. Number of Ministries

As of February 2012, the Government of the Republic of Slovenia consists of the Prime Minister, 11 ministers and one minister without portfolio\*.

The ministries are as follows:

- Ministry of Labour, Family and Social Affairs
- Ministry of Economic Development and Technology
- Ministry of Finance
- Ministry of Education, Science, Culture and Sport
- Ministry of Agriculture and the Environment
- Ministry of Infrastructure and Spatial Planning
- Ministry of the Interior
- Ministry of Defence
- Ministry of Justice and Public Administration
- Ministry of Health
- Ministry of Foreign Affairs

\*Minister without portfolio is at the head of the Government Office for Slovenians Abroad.

## 4. Structure within each Ministry

- Minister
- State Secretary as Minister's deputy (up to 2 per ministry)
- Director-General
- Secretary-General
- Director of Body within Ministry
- Head of Service
- Head of Division
- Other Civil Servants

## 5. Department with responsibility for HR policy

There is no a central agency or department responsible for human resources at the central level of government. However, the Public Sector Directorate within the Ministry of Justice and Public Administration aims to co-ordinate the management of human resource policies in the central public administration and administrations of self-governing local communities by:

- a. providing leadership and guidance on human resources at national level of government;
- b. preparing regulations on civil services systems;

- c. keeping the central personnel records;
- d. conducting analysis on personnel;
- e. providing training to civil servants; and,
- f. preparing the joint personnel plan for the different public administration bodies.

The Public Sector Directorate is also responsible for the public sector salary system, *i.e.*, for setting the salary system regulations, interpretation of legislation, and supervision of the implementation of the regulations. Responsibility for the proper implementation of the salary system and paying salaries is devolved to individual budget users.

## **6. HR reforms: – since 2009:**

### *a. General Terms and Conditions of Service*

In 2012, the Public Finance Balance Act was adopted setting up the austerity package as the necessary precondition for Slovenia's exit from crisis towards sustainable growth and increased well-being. The austerity measures affected numerous areas, including salaries and other income of public sector workers.

#### Reorganization of central public administration

The first and second phases of reorganization in 2012 included reduction of the number of ministries by 4, government offices by 6, bodies within ministries by 3 and directorates in the ministries by 3.

The third phase comprises the functional analysis of structure and number of bodies within ministries, public agencies and public institutions that perform administrative tasks, and their mergers or inclusion in other administrative structures.

#### Workforce reduction

In an attempt to reduce costs of the public sector wage bill, the government in the year 2009 introduced a measure to reduce the number of public sector staff by 1% per year. This was applied as an across-the-board staff cut by freezing recruitment and relying on natural attrition. At the same time the functioning of the internal labour market was strengthened aimed at optimizing work processes by increasing the flow of personnel in central public administration and between state bodies and other institutions.

The Public Sector Finance Act in 2012 introduced several measures for reducing the number of employees: termination of the contract of civil servants who meet the conditions for retirement, restrictions of employment and limitations in concluding a copyrighted work. The enactment of the Act resulted in decline of number of employees in the public sector from 161.826 (May 2012) to 159.317 (November 2012).

#### Workforce planning

Workforce planning is utilised within the central public administration. Personnel plans are drawn up annually by budget users as part of the budgeting process (*i.e.* jobs systemisation). The plans have an outlook of two fiscal years and are used to calculate the expected costs of staff based on staff numbers.

Recently, new issues have been explicitly considered in forward planning. The personnel plans for 2013 and 2014 are based on a parallel processing of draft personnel plans and budget proposals which means that budget users must adopt personnel plans according to available financial resources in the budget proposal (Before, staffing numbers were based on budget allocations after the budget has been handed down).

### *b. Rates of Pay / Pension*

#### Reduction of salaries

- Salaries of functionaries and directors have been reduced by 4 % since 2009.
- Performance - related bonuses:
  - Since 2009 no regular performance-related bonuses have been paid to civil servants.



- From 2009 until the end of 2012 the amount of performance-related bonus associated with an increased amount of work was reduced. Budget users could spend maximum 60% of their savings, determined in the Public Sector Wage System Act, for the performance-related bonus associated with an increased amount of work.
- Promotion: some measures were adopted regarding promotion of public servants (no promotion to a higher salary grade in 2011; in 2012 civil servants were promoted to a higher position but not to a higher salary grade; in 2013 promotion of civil servants to a higher salary grade has been frozen again).
- Postponement of the elimination of disparities in basic pay to 2012.
- Enforcement of the Public Finance Balance Act in 2012:
  - reduction of the value of salary grades for 8% (at the individual level the actual reduction of salaries varies from 0 to 8%). Simultaneously, the third and the fourth quarter of wage disparities were eliminated;
  - reduction of certain reimbursements of expenses relating to work (travel reimbursements, travel allowances, meal allowances, long-service awards, solidarity assistance, severance benefits paid upon retirement);
  - holiday allowance for 2012 and 2013 has been reduced and paid according to the salary grade of the civil servant.

#### *c. Pension Entitlements or Conditions of Qualification*

The reformed Pension and Disability Act, applicable from 1 January 2013, aims to provide adequate pension benefits in line with the country's fiscal capacity, through three key novelties: elimination from the pension budget of all expenses that are not based on paid contributions, provision of greater transparency for the insured person and length of the contribution period which is a decisive element for calculation of benefits. The main objective of the reform is to return to the pension its primary role which is equitable remuneration for past work and to prevent any further reduction of pension benefits.

Another important novelty is the establishment of "informative personal pension accounts". Each insured person will have a personal account where they will be able to monitor the amount of contributions paid by the employer.

The pension legislation stipulates that 40 years of service and 60 years of age is a sufficient criterion for a full pension. The current reform also equalizes the status of men and women with, however, different transition periods.

#### *d. Holiday / Annual Leave Entitlements*

Civil servants in Slovenia are entitled to a minimum of 4 weeks of paid annual leave. The recently passed Public Finance Balance Act stipulates that civil servants can have a maximum of 35 days annual leave and additional 15 days for special working conditions.

#### *e. Sick Leave Entitlements*

The Public Finance Balance Act, adopted in 2012, modified the Health Care and Health Insurance Act in setting percentage for the calculation of compensation for temporary absence from work for the following reasons: absence from work because of the transplantation of living tissue and organs for the benefit of another person, the consequences of donating blood and quarantine which is ordered by a physician (before 100%, now 90%), absence from work because of injury outside work (before 80%, now 70%).

Also, compensation for the first 90 days of absence from work for war invalids and civilian invalids decreased from 100% to 90% of the basis, except in cases of absence from work because of professional diseases, injuries at work and nursing of a family member where the compensation remains at 100% of the basis.

#### *f. Maternity / Paternity Leave*

Parental Protection and Family Benefit Act stipulates maternity and paternity leave. Since 2009 there have been no legislative changes in this field.

##### **Maternity leave**

The mother has the right to 105 days of maternity leave which must be used in a single block of time in the form of complete absence from work. The mother must start maternity leave 28 days before the anticipated date of birth.

The father has the right to maternity leave of the same extent as the mother, reduced by the number of days that the mother has already used this right, and by at least 28 days. The father only has the right to maternity leave if he actually cares for and protects the child.

##### **Paternity leave**

Paternity leave is intended for fathers to be able share with the mother the child's care and protection during the child's most sensitive period. This right is not transferable. Paternal leave lasts 90 days.

The father must use the paternal leave:

- lasting at least 15 days in the form of full absence from work up until the age of the child of six months. The father receives wage compensation for these 15 days
- lasting 75 days in the form of complete absence from work up until the child is 3 years of age.

The father may use paternal leave in a single time block or by individual days.

#### *g. Family Friendly Policies*

Since 2006, the project called Family-Friendly Enterprise has been carried out and the certificate has been awarded by the Ministry of Labour, Family and Social Affairs to companies that introduced the measures to improve the working environment for their employees. Family Friendly Enterprise Certificate represents a consulting-audit process and has been developed as one of the tools for effective and more quality human resources management within enterprises and organizations in the context of balancing professional and private lives of employees.

Enterprises and organizations are increasingly aware of their social responsibility and their influence on their employees and the general public. They are aware that behind their success not only managers, but also employees are crucial in work processes. The list of measures for balancing professional and private lives comprises 76 measures from 8 different areas: working time, work organization, workplace, politics of communication and information, management skills, human resource development, structure of payment and remuneration and services for families.

#### *h. Methods of Recruitment and Selection to the Civil Service*

In the Republic of Slovenia, entering into employment or an employment contract is regulated by two acts, i.e. the act regulating employment relationships (Employment Relationship Act) that is used in the private sector and partly also in the public sector, and the act regulating civil servants (Civil Servants Act) which is used in the public sector, more particularly for state bodies and self-governing local communities.

For civil servants open competition must be carried out and for senior civil servants a special open competition is foreseen (see chapter b. Recruitment and Selection for the Senior Public Service). The officials who are appointed by minister and whose tenure is tied to that of the minister are recruited without open competition. For professional-technical workers and for short term contracts direct application to a specific post and interview are required.

Prior to taking a decision on new employment, the principal should verify whether it is possible to fill the vacant work post by transferring civil servants from within the same body or from another body. An internal competition may be held for this purpose.

Open competitions for civil servants and special open competitions for senior civil servants are regulated by the Civil Servants Act and the whole procedure is prescribed by the Decree on the Procedure of Filling a Vacancy in State Administration and Judicial Bodies. The proceedings for professional-technical work posts and for short term contracts are conducted in conformity with the regulations governing employment and in conformity with the collective labour agreement. The procedure follows the law for the private sector (Employment Relationship Act). Open competitions are published in the Official Gazette of the Republic of Slovenia or in daily newspapers, and with the Employment Service of Slovenia. The deadline for the submission of applications to open competitions must be no shorter than 8 days after the date of the publication of open competition.

The appointment of civil servants is for an indefinite term. Senior civil servants are appointed for a mandate of 5 years. The officials whose tenure is tied to that of the minister are employed for the duration of the term of office.

*i. Structure of the Senior Public Service*

Senior public service is represented by directors-general, secretaries-general, directors of government offices, directors of bodies affiliated to the ministries and heads of administrative units.

*j. Recruitment and Selection for the Senior Public Service*

Senior civil servants are selected through a special open competition. The main role in this procedure has an independent body – the Council of Officials composed of 12 members who are elected or appointed for a term of six years. The Council of Officials determines the requirements to be fulfilled by candidates to a senior civil servant position. Special competition commissions, after being appointed by the Council of Officials for each case and on the basis of standards of professional qualification, select the candidates suitable for a specific post, and then the final selection by the officer proposing the competitions is made. In this case, the standards represent the criteria serving as the basis for conducting the selection procedure and determining which candidates are suitable for a specific official post. The new standards of professional qualifications according to the categories of officials in the positions entered into force in 2011.

For standards see:

[http://www.mpju.gov.si/fileadmin/mpju.gov.si/pageuploads/Uradniski\\_svet/Standards.pdf](http://www.mpju.gov.si/fileadmin/mpju.gov.si/pageuploads/Uradniski_svet/Standards.pdf)

# Spain

## 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 (17)– 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 (8,116) 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

To address the needs of 46.1 million inhabitants, in 2012 Spain has 2,559,698 public civil servants. Their distribution (in thousands) is as follows:

- The State General Administration: 582 (22%)
- The Autonomous Communities: 1,348 (53%)
- The Local Government: 630 (25%)
- Total: 2,560 (100%)

*(For comparison reasons among Administrations, staff belonging to State Corporations, Public Institutions with specific rules, Universities and National Heritage, have not been considered in 2012. If they were included, staff would be a total of 2,659 employees).*

## 3. Number of Ministries

The current Ministries are:

- Ministry of Foreign Affairs and Cooperation
- Ministry of Justice
- Ministry of Defence
- Ministry of Interior
- Ministry of Finance and Public Administrations
- Ministry of the Presidency
- Ministry of Economy and Competitiveness
- Ministry of agriculture, Food and Environment
- Ministry of Industry, Energy and Tourism
- Ministry of Infrastructure and Transport
- Ministry of Employment and Social Protection
- Ministry of Education, Culture and Sport
- Ministry of Health, Social Services and Equality

## 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 a 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 of Finance and 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.

This Ministry is responsible also 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 and Ministry of Finance and Public Administrations) 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**

After more than two years of spending cuts within the public administration budget, in 2012 the Spanish Government is to implement a reform which commits to modernising the public administrations whilst respecting the public employees' interests. The ultimate aim is to facilitate a culture and organisational structure to:

- Eliminate duplications and unnecessary expenses.
- Prevent that working conditions and public services are accountable to different governments.
- Drive a new human resources planning. This planning work is essential to achieve an effective and efficient administration operating in a context of fiscal austerity and personal income restriction.

The main challenge lies in maintaining the quality of public services delivery and in implementing the Basic Statute of the Public Employee, which affects the whole Spanish public sector, emphasizing professional career development and performance appraisal. In addition, there is a strong commitment to

strengthening social dialogue, especially regarding HRM issues like salaries, working time and strategic planning. Finally, the Spanish Government pledges its commitment to a major boost for a new organizational culture based on expertise and better communication between the public employee and the citizen.

## Sweden

### 1. Structure of public service

The Swedish public sector embraces 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 consists of 245 agencies with in all 226,000 employees with monthly pay plus 16,800 with hourly pay<sup>6</sup>.
- At local political level there are 289 municipalities with 645,000 employees with monthly pay plus 124,000 with hourly pay.
- At regional level there are 20 county councils with 248,000 employees with monthly pay plus 15,500 with hourly pay.

### 3. Number of Ministries

The current Ministries are:

- Prime Minister's Office
- Ministry of Culture
- Ministry of Defence
- Ministry of Education and Research
- Ministry of Employment
- Ministry of Enterprise, Energy and Communications
- Ministry of the Environment
- Ministry of Finance
- Ministry of Foreign Affairs
- Ministry of Health and Social Affairs
- Ministry of Justice
- Ministry for Rural Affairs
- Office for Administrative Affairs

### 4. Structure within the Government Offices

The Government Offices (4760 employees with monthly pay, including 1440 in the foreign office) form a single, integrated public authority including the Prime Minister's Office, the eleven ministries and the Office for Administrative Affairs. It is a politically controlled body. The Government as whole determines its policies and sets its priorities. All the ministries are led by a minister. Additionally there are ministers responsible for different subject fields.

#### The Prime Minister's Office

From the Prime Minister's Office the work of the government's offices is directed and coordinated. The Prime Minister's Office is divided into the Office of the Prime Minister, the Office of the Minister for EU Affairs, the EU Coordination Secretariat, the Coordination Secretariats, the Office of the Permanent Secretary and the Office of the Director-General for Legal Affairs.

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<sup>6</sup> Hourly pay can be paid for hours of work to people without an ongoing employment. Since the amount of hours varies strongly for different individuals the figures are not directly comparable between the sectors.

#### Office for Administrative Affairs

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

#### The Ministries

Each ministry exercise overall responsibility for affairs and prepare Government operations within its respective policy areas. Matters of a more common interest are circulated between involved ministries before a proposal to the Government is forwarded. Normally a ministry has four levels for handling matters of work:

- Minister
- State Secretaries
- Director
- Officials

#### **5. Department with responsibility for HR policy**

The Ministry of Health and Social Affairs also carries responsibility for overall policy for the central government administration including HR.

Executive HR responsibility is delegated to each of the 245 central government agencies, which, in turn, are obliged to cooperate within the frameworks of the Swedish Agency for Government Employers (SAGE) to form their collective employer policies.

#### **6. Current HR reforms**

Since 1994 the Swedish government sector is decentralised in respects of HRM. The social partners form regulations by binding agreements on pay, working conditions, work environment, job security benefits, supplementary pensions etc.

In fulfilling their delegated responsibility the different Swedish agencies are constantly working on improvements of their respective HR policies. SAGE is currently helping the agencies in implementing their common strategy for central government's employer policies.

In June 2012 the new National Service Centre was established with the mission to provide standardised administrative support to government agencies. Its fields of work include staff administration, ICT-support etc. It is voluntary for agencies to engage the Service Centre and already it administers for example pay for more than 30 000 employees. The Service Centre as such employs 220 people.



## United Kingdom

### Structure of the Public Service

#### The Public Sector

The public service in the UK comprises central government, local government and public corporations.

The size and structure of the public services has varied considerably over the years. Public Sector organisations provide services in health, education, public administration, armed forces and police.

#### The Central Government

The central government comprises 17 main departments (Ministries) and 2 devolved administrations. Structure of each department is published and can be found at: [www.data.gov.uk](http://www.data.gov.uk)

The 17 Main departments include:

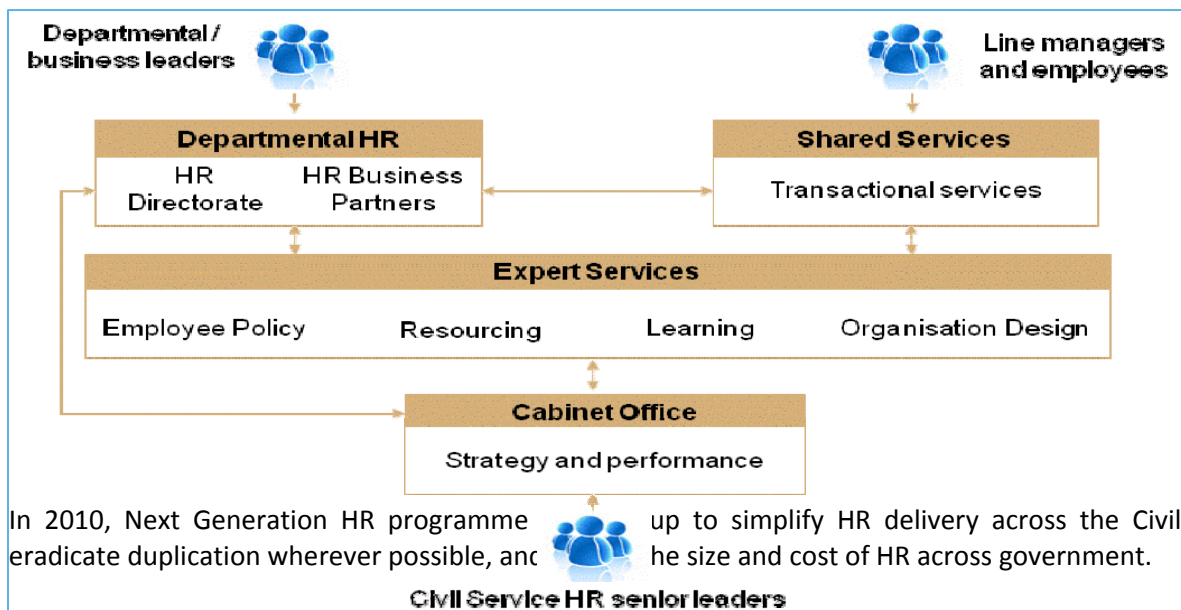
- Business, Innovation and Skills
- Cabinet Office
- Communities and Local Government
- Culture, Media and Sport
- Defence
- Education
- Energy and Climate Change
- Environment, Food and Rural Affairs
- Foreign and Commonwealth Office
- Health
- HM Revenue and Customs
- HM Treasury
- Home Office
- International Development
- Justice
- Transport
- Work and Pensions

### Key Information on Public Sector

- Total UK public sector employment decreased for the twelfth consecutive quarter in Q3 2012, by 24,000 to 5.745 million.
- Employment in UK local government decreased by 32,000 and UK central government increased by 13,000.
- In Q3 2012, Civil Service employment in Great Britain decreased for the sixth consecutive quarter, by 3,000 to 455,000. Employment in UK public corporations decreased for the ninth consecutive quarter, by 5,000 to 478,000.
- On both a full-time equivalent (FTE) and headcount basis, Civil Service employment is at a post-WWII low. Employment at the end of September 2012 was 420,000 FTE, down 72,000 since March 2010 (-15%); the largest reduction in over 60 years
- More information can be found on the ONS website - [http://www.ons.gov.uk/ons/dcp171778\\_288679.pdf](http://www.ons.gov.uk/ons/dcp171778_288679.pdf)
- Website: [www.ons.gov.uk](http://www.ons.gov.uk)

## HR Policy

The central HRM body, mainly the HR Board, plays a strategic coordination role and has a fairly broad range of responsibilities. In the Civil Service, management of most HRM issues is delegated to ministries, particularly regarding pay, recruitment and dismissal, working conditions and performance appraisal



The Next Generation HR model, is mandated to deliver improved rationalisation of the HR function across government and to build professional capability and talent for the Profession

There are three centres of excellence that currently provide expert services to the whole of the civil service: Civil Service Learning, Civil Service Employee Policy and Civil Service Resourcing

## Civil Service Reform

Civil servants play a crucial role in modern British life. They are responsible for delivering the best possible services at the best possible value to the British public. Attempts to reduce UK's budget deficit, alongside rising consumer expectations and huge demographic change due to an aging and growing population are placing significant additional demands on public spending. To address these challenges the Government is reforming public services – such as health, education and welfare – with radicalism and urgency. The Civil Service Reform plan, launched in July 2012, identifies specific changes needed across the civil service.

As part of this plan, efforts are under way to:

- build capability by strengthening skills, deploying talent and improving organisational performance across the Civil Service
- Create a modern employment offer for staff that encourages and rewards a productive, professional and engaged workforce

There have been no changes since 2009 to general terms and conditions, annual leave, maternity/ paternity leave and family friendly policies, besides changes in legislation, which the civil service has complied with.

## Pensions

The Government accepted the recommendations for pension reform following Lord Hutton's independent review of public service pension schemes in 2010. These recommendations have been used as a basis for consultation with trade unions and public sector workers since then.

The changes to Civil Service pensions are in two stages:

- April 2012 – Scheme member contribution increases – In April 2012 monthly pension scheme member contributions increased for the majority of Civil Servants. Following consultation with the Civil Service trade unions further increases have been decided for 2013-12, The Cabinet Office will hold separate discussions with the trade unions about further changes to contribution rates for 2014-15.
- April 2015 – A move to a new pension scheme – the current Civil Service pension schemes will be reformed more broadly, with a move to a new career average scheme for the majority of Civil Servants from April 2015.

## **Pay**

### **Pay in delegated grades**

- In May 2010 the Chancellor announced that there would be a 2-year pay freeze for public sector workers, with protection for the lowest paid.
- In the 2012 Budget the Chancellor announced that public sector pay awards will average 1% for the two years following the pay freeze and was implemented for some departments in the 2012 pay round.
- The delegated arrangements for staff outside the Senior Civil Service mean that the pay arrangements in the civil service vary from department to department reflecting their own individual business and workforce needs.
- The Cabinet Office does not hold details of the individual pay systems operated by departments.

### **Pay in Senior Civil Service**

- SCS is emerging from a three-year pay freeze.
- Proposals have been submitted to the Senior Salaries Review Body introducing a new SCS reward package – for roll out in April 2013. Within the 1% average award available for the next two years, the proposals will enable departments to address pay anomalies, recruitment and retention issues (e.g. for Senior Responsibility Officers) and will continue to provide robust links between pay and performance

## **Recruitment and Selection**

### **National Vacancy Filling Scheme**

The Civil Service English Regions (CSER) Vacancy Filling Scheme went live on 1 July 2010. The scheme permits all Civil Servants to be able to apply for any advertised vacancy, in the region in which they live or work, regardless of their current grade or department, provided they have the necessary competences to undertake the work. The scheme was part of the wider CSER programme.

The scheme operates by filling vacancies in 4 stages:

- Stage 1: Internal, level moves
- Stage 2: Exclusive 10 day period for surplus staff in all departments at their current grade
- Stage 3: Vacancies advertised to all staff, regardless of grade or department within a region
- Stage 4: External recruitment

The scheme was re-named the National Vacancy Filling Scheme and is still in operation today although these days the vacancies are usually advertised on a national basis.

### **Civil Service Jobs – E-recruitment system – Went live September 2010**

This system was initially a joint project between MOD and DWP to introduce an end to end e-recruitment system for DWP and replace an existing one for MOD. Following go live the original Cabinet Office Civil Service Jobs (advertising page) was incorporated into the system enabling all civil service jobs to be advertised in one place. Work to re-tender for a replacement system is currently underway to replace the existing contract.

### Civil Service Resourcing (CSR)

CSR is one of the expert services formed as part of the Next Generation HR programme and went live in April 2011. They provide a service and/or use of a standard e-recruitment system to their customer departments (currently 65% of the Civil Service, 70% target by April 2013) including management of recruitment and vacancy filling campaigns. They are responsible for all fast stream recruitment and they 'own' and maintain the e-recruitment system. In addition they provide advice on and develop assessment tools and methods. The career transition service (surplus redeployment support) is part of CSR and they also act on behalf of the Cabinet Office in period of reflection meetings.

### Senior Civil Service

There has been no change to the structure of the Civil Service, with the exception of having decreased in size. The number of centrally managed SCS have reduced sharply from 4305 to 3616 (-16%) between March 2010 and March 2012. The percentage of Civil Servants that are SCS (FTE) currently stands at 0.8%, compared to 0.9% in March 2010.

There have been no changes in the methods for recruitment and selection for the SCS.

***Interesting fact – For the first time, the objective of Permanent Secretaries who head Whitehall's main Departments, as well as those of the Cabinet Secretary and Head of Civil Service, will be published on line as part of reforms to increase.***

## EU Commission

The Commission has been undertaking some modifications of HR practices since 2009 in the framework of the current Staff Regulations which is under discussion to be modified in depth.

### *a. Family Friendly Policies*

#### Telework

Adoption of the Decision on Telework which encourages the use of structural telework, and fixes as a target 3.000 teleworkers by 2014 and offers the possibility to occasionally telework up to 30 days a year.

#### Part-time work

Staff who desire to work part-time had the choice between 5 formulas: 50%, 60%, 75%, 80% or 90%.

Two new working formulas were added to better conciliate private and professional life:

- 66,67 % (25h/week working 5 hours during 5 days – fixed formula)
- 70 % (weekly working schedule of 26h15 – 3,5 days)

### *b. Methods of Recruitment and Selection to the Civil Service*

Selection methods have been revised. They are based on the key principle of an assessment based on competencies rather than knowledge:

- Specific competencies in the field
- General competencies
  - Analysis and problem-solving,
  - Communicating,
  - Delivering quality and results,
  - Learning and development,
  - Prioritising and organising,
  - Resilience,
  - Working with others.

In 2008-2010, EPSO – with the different European Institutions – and DG HR – as far as the Commission only is concerned – implemented different modernisation measures concerning the analysis and planning of needs as well as the organisation of generalist competitions. This led namely to the development of a modernised selection procedure. The first open competitions under this new process were launched in March 2010.

In 2009, following the decision to introduce a multi-annual planning of competitions in the framework of the *EPSO Development Programme*, the Commission revised the methodology employed to analyse its needs. It is now based on an analysis of recruitment needs and no longer on requests of laureates. The first overarching exercise, which concerned the recruitment needs of the DGs in the period 2009-2011 was thus put into place in 2009 followed by a new exercise at the beginning of this year.

This exercise rested on an **inventory sheet of recruitment needs to be filled in by each DG, broken down by job profile**. This was supported, for each DG, by a list of posts which were more likely to be the object of a recruitment need (population reaching retirement age, vacant posts and posts of temporary agents Art. 2b and 2d which would have to be replaced by officials).

Additionally, putting into place an **annual cycle** of generalist competitions within the framework of the *EPSO Development Plan* will permit smoothing out possible gaps between real and estimated needs and to reduce lead times for the recruitment of successful candidates in competitions.

The EPSO Development Programme (EDP), which was launched in 2008, foresees a number of measures designed to improve the speed of the competitions as well as the quality of reserve lists and the speed they are drawn up at:

1. Introduction of a **3-year rolling plan** supported by estimations of the institutions' needs according to function group and job profile.
2. Organisation, **every year** of generalist competitions organised in 3 cycles (general AD profiles, general AST profiles and linguists), complemented by specific competitions for specialist profiles.
3. Development of a **competency framework** based on a job analysis.

## Croatia

### **1. Structure of public service**

Public administration in Croatia comprises:

- State administration,
- Local and regional self-government,
- Public services

In Croatia there are 52 state administration bodies (20 ministries, 4 state offices, 8 state administrative organizations and 20 offices of state administration in counties) and there are also other state bodies (such as judicial bodies, penal institutions, administrative and professional service of the Croatian Parliament, Office of the President of the Republic of Croatia, administrative and professional services and offices of the Croatian Government, administrative and professional service of the Constitutional Court of the Republic of Croatia, administrative and professional service of the Ombudsman, administrative and professional service of the Ombudsman for Children, administrative and professional service of the Ombudsman for Gender Equality, administrative and professional service of the Ombudsman for Persons with Disabilities, administrative and professional service of the State Election Commission, State Audit Office) established to perform civil service duties.

Local self-government units are municipalities and cities/towns, and regional self-government units are counties.

In Croatia there are 555 local self-government units (126 cities and towns, 429 municipalities), 20 regional self-government units, i.e. counties and the City of Zagreb, the capital of the Republic of Croatia, which is a unit of local and regional administration at the same time, and reserves powers and duties as both city and county.

Public services defined in accordance with Public Services Salaries Act are public institutions and other legal persons whose salary funds are allocated from the State Budget, the Croatian Pension Insurance Institute, the Croatian Employment Service, the Croatian Health Insurance Institute, and public institutions whose salary funds are allocated from the resources of the Croatian Health Insurance Institute.

### **2. Number of public servants**

- State administration – 63.105 employees
- Local and regional self-government – 12.915 employees
- Public service – 163.682 employees

### **3. Number of Ministries**

In Croatia there are 20 ministries:

- Ministry of Economy
- Ministry of Regional Development and EU Funds
- Ministry of Finance
- Ministry of Defense
- Ministry of Foreign and European Affairs
- Ministry of the Interior
- Ministry of Justice
- Ministry of Public Administration
- Ministry of Entrepreneurship and Crafts
- Ministry of Labor and Pension System
- Ministry of Maritime Affairs, Transport and Infrastructure
- Ministry of Agriculture
- Ministry of Tourism

- Ministry for Environment and Nature Protection
- Ministry of Construction and Physical Planning
- Ministry of War Veterans
- Ministry of Social Policy and Youth
- Ministry of Health
- Ministry of Science, Education and Sport
- Ministry of Culture

#### **4. Structure within each Ministry**

- Minister as a head of ministry
- Deputy Minister
- Assistant Minister as a head of directorate
- Secretary of Minister's office
- General Secretary as a head of General Secretariat
- Sectors/ head of sector
- Services/ head of service
- Departments/ head of department

A directorate consists of at least two sectors. A sector consists of at least two services. A service consists of at least two departments.

By adopting a new Act on Organization and Scope of Ministries and Other Central State Administration Bodies and a new State Administration System Act in December 2011, the positions of managing civil servants appointed by the Government through a special procedure (Heads of Directorates/ Directors in ministries and Assistant Directors of state administrative organizations) were abolished, and the position of Assistant Minister as a state official was introduced in ministries. Moreover, the official position of State Secretary was abolished and the official position of Deputy Minister was introduced instead. The number of political appointments in the state administration system was thus significantly reduced. In addition, in December 2011, the Croatian Government adopted a new Decree on Principles for Internal Organization of State Administration Bodies, rationalizing the internal organization and management structure in state administration bodies. Lower internal organizational units (sections, sub-sections and units) were abolished, and a three-level management structure was established at the level of civil servants, instead of the previous six management levels.

#### **5. Department with responsibility for HR policy**

Sector for Civil Service System within the Ministry of Public Administration has a responsibility for HR policy in civil service.

#### **6. HR reforms - since 2009**

##### **a) Civil Service Act**

The Act on Amendments to the Civil Service Act which entered into force on 7 May 2011, and implementing regulations adopted pursuant to the Act:

- enhances the performance appraisal system,
- increases the mobility of civil servants,
- strengthens the responsibility of civil servants,
- introduces the possibility of occupational training in state bodies without establishing the employment relationship.

In March 2011, the Act on Public Sector Staff Register was adopted. The Public Sector Staff Register is a set of data on employees in the public sector, kept for the purpose of establishing a quality and efficient HRM



and centralised payroll system. The data are entered and updated in the Register in line with the provisions of the Decree on Data Content, Collection Process and Processing, and Data Protection Measures for the Public Sector Staff Register, adopted in May 2011.

An Act on Amendments to the Civil Service Act was adopted in March 2012. Under the provisions of said Act, civil servants shall be assigned to work posts upon the adoption of ordinances on internal order according to the needs of the civil service and civil servants' professional knowhow. In order to increase mobility, a provision was introduced allowing for the transfer of civil servants from the bodies of local and regional self-government units or public service employees to the state administration and vice versa.

#### b) Civil Service Salaries Act

A draft proposal of the act on civil service salaries was prepared in September 2012. It is proposed in the Draft Proposal of the Act that the salary system and other material rights of civil servants should be regulated in a unified way (based on job classification), as should the promotion system based on the performance appraisals of civil servants and other issues of importance for the civil service salary system. The Draft Proposal was delivered to the competent bodies and trade unions to obtain their opinions. The analysis of received suggestions and comments is underway, to be followed by the process of reaching agreement with social partners (trade unions).

A Working Group for consideration of the Draft Proposal of the Act was established, comprising the representatives of the Croatian Government and civil service trade unions.

#### h) Civil service recruitment procedure

Civil servants are recruited into the civil service on the basis of a public competition procedure, unless otherwise stipulated by law. According to the Civil Service Act, admission to the civil service without a public competition is only possible for persons who are obliged under a scholarship or educational contract to work for a specific period of time in a state body, for temporary admission to the civil service and in transfers required by the civil service from public services or a local or regional self-government unit to a state body.

A new Decree on Announcement and Implementation of Civil Service Public Competition and Internal Notice was adopted in 2010, resolving perceived problems in the application of the previously valid Decree, and shortening the civil service public competition and internal notice procedures.

In 2011 and 2012, the Decree was amended for the purpose of alignment with the amendments of the Civil Service Act.

The selection of candidates in a public competition is made on the basis of the scores from the test of knowledge, competences and skills, as well as results achieved in previous work, to be determined through testing and interview. If there is a psychological test, the psychological evaluation of candidates is also taken into consideration during selection.

#### i) Civil service management structure

The State Administration System Act (Official Gazette 150/11) stipulates that ministers, deputy ministers, heads of state administration offices, Chief of the Prime Minister's Office Staff, Secretary General of the Government of the Republic of Croatia, assistant ministers, Deputy Chief of the Prime Minister's Office Staff, Deputy Secretary General of the Government of the Republic of Croatia, heads of state administrative organisations and Speaker of the Government of the Republic of Croatia are state officials.

Other staff employed in state administration bodies, including administrative and professional services and government offices, are civil servants and state employees.

The posts of General Secretary of a ministry or state office, deputy heads of state offices, deputy heads of state administrative organisations, heads of government offices, Chief of Staff of a Deputy Prime Minister's Office, heads of offices, agencies, **directorates and other administrative and professional services established by a government decree, and heads of state administration offices in regional self-government units fall into the category of managing civil service posts.**

i) Selection of civil service management

The Government appoints (and dismisses) managing civil servants upon proposal of the head of the body concerned, on the basis of a public competition, for a four-year term, for the posts of General Secretary of a ministry or state office, deputy heads of state offices, deputy heads of state administrative organisations, heads of government offices, Chief of Staff of a Deputy Prime Minister's Office, heads of offices, agencies, directorates and other administrative and professional services established by a government decree, and heads of state administration offices in regional self-government units.

A public competition procedure is implemented by the selection board, which always includes a representative of the Ministry of Public Administration. The selection board establishes a list of candidates who meet formal requirements stated in the competition notice, and invites them for an interview to determine their professional knowledge, competences and skills, as well as previous professional achievements. The interview with the candidates is conducted by the head of the relevant body or a person authorised by him/her for this task. Based on the results of interviews, the head of the body proposes a candidate for nomination to the Government. A security check is conducted for the proposed candidate in accordance with special regulations.

# Montenegro

## **1. Structure of public service**

Article 3 of the Law on Public Administration defines public administration affairs as affairs that are performed by the ministries and other administrative bodies, provided that some affairs are performed by local self- government or other legal entity, when these affairs have been delegated or assigned to them.

Decree on the Organization and manner of functioning of Public Administration determines that affairs are performed by 16 ministries, 6 Administration, 2 Secretariats, 6 Institutes, 1 Agency and 1 Directorate.

Article 28 of the Law on Public Administration, introduces a system of government bodies within the ministries who perform the enforcement of laws and regulations, administrative and professional work in administrative areas.

Administrative body within the Ministry of Interior is the Police Directorate.

Administrative bodies within the Ministry of Finance are Tax Administration, Customs Administration, Games of Chance Administration, Property Administration and Real Estate Administration.

Administrative body within the Ministry of Culture is Protection of Cultural Property Administration.

Administrative body within the Ministry of Economy is [Directorate for Development of Small and Medium Sized Enterprise](#).

Administrative Bodies within the Ministry of Transport and Maritime Affairs are Port Administration, Maritime Safety Department, Transport Directorate and Railway Directorate.

Administrative Bodies within the Ministry of Agriculture and Rural Development are Phytosanitary Administration, Veterinary Directorate, Forest Administration, Water Directorate and Tobacco Agency.

Administrative body within the Ministry of Sustainable Development and Tourism is Directorate of Public Works.

Administrative body within the Ministry of Labor and Social Welfare is [Bureau for Care of Refugees](#) .

## **2. Number of public servants**

Total number of Civil Servants and State Employees is 10.511 (on central level).

## **3. Number of Ministries**

There are 16 Ministries as follows:

- Ministry of Justice
- Ministry of the Interior
- Ministry of Defence
- Ministry of Finance
- Ministry of Foreign Affairs and European Integration
- Ministry of Education
- Ministry of Culture
- Ministry of Economy
- Ministry of Transport and Maritime Affairs
- Ministry of Agriculture and Rural Development
- Ministry of Sustainable Development and Tourism
- Ministry of Health
- Ministry for Human and Minority Rights
- Ministry for Information Society and Telecommunications
- Ministry of Labour and Social Welfare
- Ministry of Science

## **4. Structure within each Ministry**

On 1<sup>st</sup> January 2013, the new Law on Civil Servants and State Employees entered into force. The Law has largely changed the former civil service system. By Artc. 160 of this Law, the state authorities have been given 60 days from the day that Law entered into force to harmonize their Acts on internal organization

and systematization, so these acts are drafting and we are not currently able to provide you with the answer to this question.

#### **5. Department with responsibility for HR policy**

In accordance with the provisions of Artc. 151 of the Law on Civil Servants and State Employees, the Human Resources Management Authority performs tasks related to:

- Monitoring the implementation of this law and other regulations on civil servants and state employees and inform the competent inspection authority on potential illegalities and irregularities;
- Provide opinion on the act on internal organization and state authority and legal entity;
- Conduct announcements for the needs of the state authority;
- Monitor and evaluate the realization of professional training and development programmes and other human resources development programmes;
- Participate in development of professional grounds for drafting of regulations and strategic documents in the area of clerical relations as well as initiate amendments to regulations regarding clerical relations;
- keep the Central Human Resources Records and labor market records;
- Prepare the proposals for appropriate professional training and development programmes and other human resources development programmes;
- Assist state authorities in implementing their human resources policies, training and development
- Monitor the implementation of measures aimed at achieving proportional representation of members of minority nations and other minority ethnic communities in state authorities, balance gender representation and employment of disabled persons;
- Determine rights and obligations of civil servants and state employees made available and examine the possibility of their reassignment to vacant job positions in state authority
- Perform other activities related to human resources development and management, in accordance with the law.

#### **6. HR Reforms: - since 2009,**

##### **a. General Terms and Conditions of Service**

Yes. On 01.01.2013 the new Law on Civil Servants and State Employees entered into force and the merit-based system is introduced. Novelties are, in particular, relate to the recruitment process of civil servants and managerial personnel, job position categorization for civil servants and jobs of state employees, probation work, disciplinary procedure.

##### **b. Rates of pay/ pension**

From 01 01.2013 the provisions of Article 11 of the Law on salaries of civil servants and state employees applies. This Law determines the deployment of pay grades, depending on qualification and experience.

##### **c. Pension Entitlements or Conditions of Qualification**

During the given period the conditions for entitlement to a pension have changed.

Conditions for retirement:

- Age 67 and at least 15 years of service in insurance or
- Having turned 40 years of service in insurance or
- Having turned 30 years of service in insurance, out of which at least 20 years effectively spent on posts, where in mines the years of service in insurance are of extended duration.

The insured shall become entitled to an early retirement pension upon reaching 62 years of age and at least 15 years of service in insurance.

#### d. Holiday/Annual Leave Entitlements

There were some changes in this area also. According to the current law a civil servant, or state employee is entitled to annual leave, which is determined by length of service, as follows:

- From 1 to 3 years- 20 days;
- From 3 to 7 years -21 days;
- From 7 to 10 years- 22 days;
- From 10 to 15 years- 23 days;
- From 15 to 20 years - 24 days;
- From 20 to 30 years - 26 days;
- Over 30 years - 28 days.

Civil Servant or State Employee is entitled to absence from work in accordance with the general labour legislation which means that the provisions of Art. 63, 66, 71, 72, 73, 74, 75 of the Labour Law are applying. These provisions relate to the entitlement to annual leave, days that do not count as annual leave, compensation for unused annual leave, paid leave for personal needs, unpaid leave of absence from work for health reasons.

#### e. Maternity/Paternity Leave

Amendments to the Labour Law the distinction was made between parental and maternity leave. The parental leave is a right of a parent to take leave from work due to care for the child and can be used for a period of 365 days from birth. Maternity leave may begin 45 days and 28 days before delivery.

#### g. Family Friendly Policies

HRMA is not responsible for adopting such strategies, so we have no information on that.

#### h. Methods of Recruitment and Selection to the Civil Service

As already mentioned the recruitment process has largely changed. In relation to the previous law the types of vacancies are changed, so that now there are 4 types of ads or competition as follows:

- Internal announcement within state authority;
- Internal announcements among state authorities;
- A public announcement;
- Public competition.

Filling a vacancy within the senior managerial staff is based on public competition.

Filling a vacant initial position within the category of expert staff and operational staff is based on public announcements. Filling a vacant job position of a civil servant that is not included in the foregoing shall be conducted by an internal announcement within a state institution.

If the post is not filled after the internal announcement within a state authority, the vacancy will be filled by internal announcement among state authorities. If the vacancy is not filled in the referred manner, then it will be done through public announcement.

There are novelties in the procedures and deadlines also.

After the Decision on Initiating the Procedure for Filling a Vacancy, Internal announcement within a state authority, internal announcement among state authorities, public announcement and public competition are published by HRMA within 3 days.

The deadline for submitting of applications to the internal announcement within state authority, to internal announcement among state authority and to public announcement cannot be shorter than 15 days from the day of publishing the announcement.

Deadline for submission of applications to public competition is 20 days from the day of publishing the competition.

Right to apply to the internal announcement among state authorities has provided only to civil servants who are open-ended employed .

In relation to drafting a lists of candidates there are some novelties as follows:

- The Human Resources Management Authority will obtain opinion on professional and performance qualities of the candidate on the list from a business organization, another legal entity or entrepreneur where he works or used to work, if the candidate is not a civil servant or state employee. If a candidate is a civil servant or state employee, the data on his professional and performance qualities shall be determined by inspecting the records on civil servants and state employees kept by the Human Resources Management Authority

In relation to the testing procedure there are some novelties as follows:

- Persons from the list of candidates who meet the announcement requirements are subject to mandatory testing procedure for performing the tasks envisaged by the given job position . The testing procedure is administered by a commission formed by the Human Resources Management Authority, and it consists of a representative of the Human Resources Management Authority, representative of the employing state authority, and experts for testing specific skills required by the announcement.
- On the basis of the data from the attached documentation, testing procedure, and data on professional and performance qualities of a candidate, the Commission assesses candidates from the list of candidates who meet requirements of the announcement, by applying the following criteria:
  - Professional and performance qualities;
  - Testing results;
  - Average grade and years spent at university or other educational
  - institution.
- The Commission makes a report on assessment.
- When filling vacancies in the Service of the Parliament of Montenegro, testing is carried out by a commission formed by a head of that authority.
- The testing procedure is done in writing and by interview, but it also may be done in another appropriate manner.

In relation to making a short list of candidates, the following has been changed:

- On the basis of the report submitted by the Commission, the Human Resources Management Authority develops a shortlist of candidates within three days from the day of making the Report, and it is submitted to a head of state authority.
  - The shortlist of candidates contains the three best ranked candidates, and it may contain more candidates if they have the same ranking. The shortlist of candidates and the report on assessment is submitted to a head of state authority.
  - Head of state authority makes a decision on selecting a civil servant and/or state employee. As a rule, the head of state authority selects the first-ranked candidate from the shortlist of candidates. The head of state authority may select another candidate from the shortlist of candidates, based on the interview done with all short-listed candidates, and he shall be obliged to state the reasons for making such a decision in the explanatory note to the decision on selection.

In making the decision on selection of candidate, the head of state authority will take into consideration the right to proportionate representation of members of minority nations or other minority ethnic communities, balanced gender representation, as well as employment of persons with disability. The head of state authority is obliged to make a decision on selection of candidate and submit it to the Human Resources Management Authority within 30 days from the day of receiving the shortlist of candidates.

#### i. Structure of the Senior Public Service

The structure of the so-called high-ranking civil servants in our system is composed of high managerial staff and expert-managerial staff.

Tasks of senior management staff include: work coordination, management and organization of work in one or more organizational units or areas of work; establishing relations and cooperation with other state authorities, bodies of local self-government, economy, nongovernmental organizations and citizens, and decision-making on most complex professional matters.

In the category of senior managerial staff in the Civil Service the following titles are determined:

Secretary and Managing Director of Ministry, Deputy Head of Administration Authority and Deputy Head of Service.

Senior management staff in other state authorities and services shall be established by regulation on establishing authorities and/or organization of service.

Senior management staff must have VII1 level of qualifications, and at least three years of work experience in management jobs or other appropriate jobs requiring autonomy in work.

Within the expert-management staff category, the levels, titles and requirements are as follows:

1) Level one:

- Chief Officer, Manager, or other appropriate title – VII1 qualification level and at least three years of work experience in management jobs;

2) Level two:

- Supervisor, coordinator or other appropriate title – VII1 qualification level and at least two years of work experience in jobs of the first level of expert staff.

#### j. Recruitment and Selection for the Senior Public Service

Upon the implemented competition procedure, the Human Resources Management Authority will, on the basis of timely, complete and proper documentation, make a list of candidates for job positions belonging to senior management staff meeting the public competition requirements.

Notwithstanding of this, when filling vacancies belonging to senior management staff category in the Service of the Parliament of Montenegro, an authorized civil servant in the Service of the Parliament shall make a list of candidates meeting the requirements of the public competition, on the basis of timely, complete and proper documentation.

The testing procedure of the persons from the list is carried out by the Commission formed by the Human Resources Management Authority consisting of a representative of the Human Resources Management Authority, representative of the employing state authority, and reputable expert in the area of competency of the employing state authority.

Notwithstanding of this, when filling vacancies belonging to senior management staff category in the Service of the Parliament of Montenegro, a commission formed by a head of that authority shall carry out testing of candidates from the list of candidates meeting the requirements of the public competition.

Testing is done through a specially structured interview.

Head of state authority in state administration authority and service formed by the Government, within 15 days from the day of receiving the shortlist of candidates and report on assessment, as a rule, will propose to the Government the appointment of the best-ranked candidate from the shortlist of candidates.

Head of another state authority, within 15 days from the day of receiving the shortlist of candidates and the report on assessment, will propose, as a rule, to the competent authority the appointment of the best-ranked candidate from the shortlist of candidates.

Notwithstanding of this Article, a head of state authority, on the basis of the interview with all candidates from the shortlist of candidates, may propose to the Government or competent authority another candidate from the list, and in such a case he shall be obliged to state the reasons for such a decision in the proposal for appointment.

Decision on appointment, termination of office and revocation of a person belonging to senior management staff in state administration authority and service established by the Government, is adopted by the Government.

The person referred to above is appointed for the period of five years and may be reappointed upon the expiration of that period of time.



## Norway.

### 1. Structure of public service

Norway is a constitutional kingdom with

- A government sector (Civil Service)
- State owned hospital enterprises
- Regional authorities
- Local authorities

### 2. Number of public servants

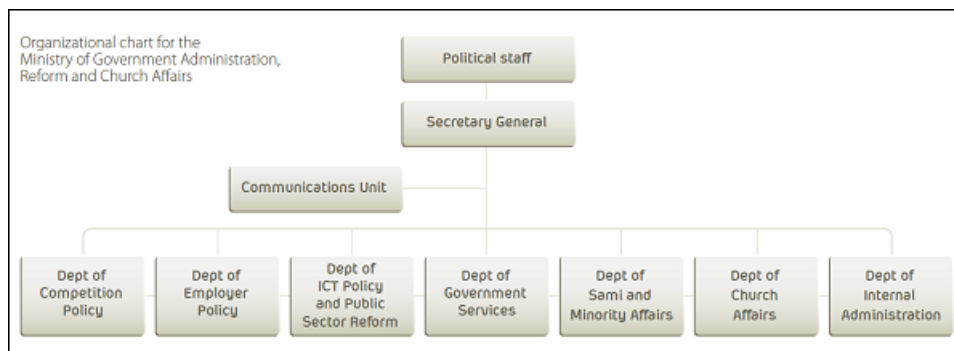
- Civil Service - 138 712 number of man-years 2012
- State owned hospital enterprises – 4 regions with 124 072 full time and part time employees 2012\*
- Regional authorities – 18 counties with 41,664 number of man-years 2011
- Local authorities – 429 municipalities with 354 205 number of man-years 2011

*\*)Note: The number of employees includes nearly 50 % part-time employees.*

### 3. Number of Ministries

- Office of the Prime Minister
- Ministry of Labour
- Ministry of Children, Equality and Social Inclusion
- Ministry of Finance
- Ministry of Fisheries and Coastal Affairs
- Ministry of Government Administration, Reform and Church Affairs
- Ministry of Defence
- Ministry of Health and Care Services
- Ministry of Justice and Public Security
- Ministry of Local Government and Regional Development
- Ministry of Culture
- Ministry of Education and Research
- Ministry of Agriculture and Food
- Ministry of the Environment
- Ministry of Trade and Industry
- Ministry of Petroleum and Energy
- Ministry of Transport and Communications
- Ministry of Foreign Affairs

### 4. Structure within each Ministry\*



*\*) Note: The structure mainly corresponds with the other Ministries.*

**5. Department with responsibility for HR policy**

The Department of Employer Policy is the Government's central Civil Service HR body. It is one of the departments of the Ministry of Government Administration, Reform and Church Affairs. It is responsible for negotiating Civil Service pay accords with the Civil Service central trade unions, initiating Civil Service legislation, giving legal and HR-policy advice to ministries and agencies. It makes policies for staff and management training and development. It is responsible for stimulating Civil Service diversity and advancing inclusion of disadvantaged groups.

**6. HR reforms: – since 2009, have there been changes in:**

Rates of pay have been upgraded corresponding to accords with the central trade unions per 1 May 2009, 2010, 2011 and 2012. A pension reform was implemented in 2011. The tripartite Agreement on a more Inclusive Working Life was renewed in 2010.

## Switzerland

### 1. Structure of public service

See the brochure "The Swiss confederation – a brief guide", page 44 ff.:

<http://www.admin.ch/index.html?lang=en>

### 2. Number of public servants

35,982 plus 1,438 apprentices and trainees (Judiciary and Parliament services not included)

### 3. Number of Ministries

7 Ministries

### 4. Structure within each Ministry

See the brochure "The Swiss confederation – a brief guide", page 44 ff.

### 5. Department with responsibility for HR policy

Ministry of Finance: Federal Office of Personnel (see brochure, page 66)

The seven Ministries have a high degree of autonomy.

### 6. HR reforms: – since 2009, have there been changes in:

HR reform is an on-going process. You can find all the details in the following documents (available in German, French and Italian – unfortunately not in English):

Personnel strategy:

<http://www.epa.admin.ch/themen/personalpolitik/00262/index.html?lang=de> (German)

<http://www.epa.admin.ch/themen/personalpolitik/00262/index.html?lang=fr> (French)

### Conditions of employment:

- working time models
- holiday regulations
- compensation system
- salary parity men/women
- reference system for salaries
- change and termination of employment contract
- Note: Swiss administrations (on all three levels) do not know the 'civil servant status' any more. The employment law is quite close to the one of private industry.
- Reporting Personnel management for 2012 (March 2013):
- 

- [www.epa.admin.ch/index.html?lang=de&download](http://www.epa.admin.ch/index.html?lang=de&download)

### Employment law:

- <http://www.epa.admin.ch/dokumentation/gesetz/00270/index.html?lang=de>

- <http://www.epa.admin.ch/dokumentation/gesetz/00270/index.html?lang=de>

## Government Home Page Web Addresses:






Below please find list of government home page web addresses of EU Member States, Accession and Observer Countries who contributed to this survey. This information is available from the EUROPA web site - [http://europa.eu/about-eu/countries/index\\_en.htm](http://europa.eu/about-eu/countries/index_en.htm).

### European Union Member States

Country		Government Home Page Web Address
	Austria	<a href="http://www.bundeskanzleramt.at/en">http://www.bundeskanzleramt.at/en</a>
	Belgium	<a href="http://www.belgium.be/eportal/application?languageRedirected=yes&amp;pageid=aboutBelgium">http://www.belgium.be/eportal/application?languageRedirected=yes&amp;pageid=aboutBelgium</a>
	Bulgaria	<a href="http://www.government.bg/">http://www.government.bg/</a>
	Cyprus	<a href="http://www.cyprus.gov.cy">http://www.cyprus.gov.cy</a>
	Czech Republic	<a href="http://www.vlada.cz/en/">http://www.vlada.cz/en/</a>
	Denmark	<a href="http://www.stm.dk/Index/mainstart.asp?o=2&amp;n=3&amp;s=2">http://www.stm.dk/Index/mainstart.asp?o=2&amp;n=3&amp;s=2</a>
	Estonia	<a href="http://www.riik.ee/en/">http://www.riik.ee/en/</a>
	Finland	<a href="http://valtioneuvosto.fi/etusivu/en.jsp">http://valtioneuvosto.fi/etusivu/en.jsp</a>
	France	<a href="http://www.premier-ministre.gouv.fr/en/">http://www.premier-ministre.gouv.fr/en/</a>
	Germany	<a href="http://www.bundesregierung.de/Webs/Breg/DE/Startseite/startseite_node.html">http://www.bundesregierung.de/Webs/Breg/DE/Startseite/startseite_node.html</a>
	Greece	<a href="http://www.government.gr/">http://www.government.gr/</a>
	Hungary	<a href="http://www.kormany.hu/">http://www.kormany.hu/</a>
	Ireland	<a href="http://www.irlgov.ie/">http://www.irlgov.ie/</a>
	Italy	<a href="http://palazzochigi.it/">http://palazzochigi.it/</a>
	Latvia	<a href="http://www.mk.gov.lv/index.php/en/?id=1">http://www.mk.gov.lv/index.php/en/?id=1</a>

	<b>Lithuania</b>	<a href="http://www3.lrs.lt/pls/inter/w4_home.int_ang">http://www3.lrs.lt/pls/inter/w4_home.int_ang</a>
	<b>Luxemburg</b>	<a href="http://www.gouvernement.lu/">http://www.gouvernement.lu/</a>
	<b>Malta</b>	<a href="http://www.gov.mt/index.asp?l=2">http://www.gov.mt/index.asp?l=2</a>
	<b>Poland</b>	<a href="https://www.premier.gov.pl/index.html">https://www.premier.gov.pl/index.html</a>
	<b>Portugal</b>	<a href="http://www.portugal.gov.pt/en/">http://www.portugal.gov.pt/en/</a>
	<b>Romania</b>	<a href="http://www.gov.ro/main/index/1/2/">http://www.gov.ro/main/index/1/2/</a>
	<b>Slovakia</b>	<a href="http://www.government.gov.sk/">http://www.government.gov.sk/</a>
	<b>Slovenia</b>	<a href="http://www.vlada.si/en/">http://www.vlada.si/en/</a>
	<b>Spain</b>	<a href="http://www.administracion.es">http://www.administracion.es</a>
	<b>Sweden</b>	<a href="http://www.sweden.gov.se/">http://www.sweden.gov.se/</a>
	<b>The Netherlands</b>	<a href="http://www.government.nl/">http://www.government.nl/</a>
	<b>United Kingdom</b>	<a href="http://www.direct.gov.uk/">http://www.direct.gov.uk/</a>

#### Accession and Observer States

<b>Country</b>		<b>Government Home Page Web Address</b>
	<b>EU Commission</b>	<a href="http://ec.europa.eu/">http://ec.europa.eu/</a>
	<b>Croatia</b>	<a href="http://www.vlada.hr/en">http://www.vlada.hr/en</a>
	<b>Norway</b>	<a href="http://www.regjeringen.no/en.html?id=4">http://www.regjeringen.no/en.html?id=4</a>
	<b>Montenegro</b>	<a href="http://www.gov.me/en/homepage">http://www.gov.me/en/homepage</a>
	<b>Switzerland</b>	<a href="http://www.admin.ch/index.html?lang=en">http://www.admin.ch/index.html?lang=en</a>