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Slovensko predsedovanje Svetu Evropske unije
Slovenian Presidency of the Council of the European Union

EUPAN

Presidency Report

SLOVENIA

1 July – 31 December 2021



Summary

The Slovenian Presidency of the EUPAN network took place in the second half of 2021 (from 1 July to 31 December). The COVID-19 pandemic was still ongoing and it affected the initial plan that was set for the Presidency period, especially the format of meetings. The Slovenian Presidency carried out all meetings that were envisaged to take place during the term of the Presidency in online format.

The Rolling Programme was formulated with the topics that were addressed in the six-month period. The underlying topic of the Presidency was the ageing workforce and talent management in public administration. Under the first strategic domain *Digitalisation and Innovation*, the aforementioned topic was addressed by strengthening the digital competencies in public administration and the digitalisation of HR processes. Under the second strategic domain, *Ethics and Organisational Culture*, the topic was addressed by promoting employees' well-being and a positive work environment and development-driven leadership. And under the third strategic domain, *Future-oriented Strategic, Efficient and Effective HRM*, the challenges as regards the attractiveness of jobs in public administration, along with intergenerational cooperation and knowledge transfer, were addressed.

A study was carried out together with the OECD to tackle the challenges regarding the ageing public administration workforce and attracting and retaining talented employees. A report on ageing and talent management in European public administration was produced as a result.

The Slovenian Presidency continued with the EUPAN eNews initiative, which was launched under the Portuguese Presidency, and carried out the process of establishing eNews as a regular EUPAN activity of each country presiding over the EUPAN network.

As the fifth consecutive Presidency in the period of the EUPAN Strategy Paper (hereinafter: SP), valid from July 2019 to June 2022, Slovenia carried out the process of evaluating the current SP. A report on the evaluation was prepared.

A joint policy note on the improvement of human resource management and development between the EUPAN network and the CAF was formulated and was approved by the Directors General at the EUPAN Directors General meeting.



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Meetings

Under the Slovenian Presidency, all EUPAN meeting were carried out. The EUPAN 5 WL Secretariat meeting took place on 10 September (PT, SI, FR, CZ and the EC) in online format. The EUPAN Working Level meeting was carried out on 11 October (online), the EUPAN 5 DG Secretariat on 8 November and the EUPAN Directors General meeting took place on 13 December (this meeting was primarily envisaged to be carried out as a live two-day event but due to the resurgence of the spread of COVID-19 it was then carried out as a virtual one-day meeting).

Two EUPAN related events were also successfully carried out. The CAF National Correspondents meeting took place on 3 November in online format. The DISPA meeting was primarily envisaged to be a live two-day event but was then carried out on 29 November online.

Topics addressed during the Presidency

I Digitalization and Innovation	II Ethics and Organizational Culture	III Future-oriented Strategic, Efficient, and Effective HRM
<p>Ageing workforce and talent management by:</p> <ul style="list-style-type: none"> • Strengthening digital competencies in public administration • Digitalisation of HR processes <p><i>Expected results:</i> study summaries, the presentation and exchange of good practices</p>	<p>Ageing workforce and talent management by:</p> <ul style="list-style-type: none"> • Promoting employees' wellbeing and positive work environment • Development-driven leadership <p><i>Expected results:</i> presentations, study summaries</p>	<p>Ageing workforce and talent management by:</p> <ul style="list-style-type: none"> • Attractiveness of jobs in public administration • Intergenerational cooperation and knowledge transfer <p><i>Expected results:</i> study summaries, workshop conclusions, experience exchange</p>

Table 1: Slovenian Rolling Programme

The underlying topic of the Slovenian Presidency in the field of public employment management was ageing workforce and talent management. We wanted to address the effects that ageing will have on the European labour market, especially on the public sector workforce. The ageing of the workforce calls for the development and implementation of approaches to ensure a gradual transition to retirement, redefining the role of older employees in teams, making the workplace a pleasant environment for them, and ensuring that their valuable knowledge, skills and experiences are passed on to their successors. On the other hand, identifying, attracting and retaining talented employees is also a challenge that many public administrations face since they have a difficult time competing for these capable employees with the private sector. Therefore, creating an attractive workplace, branding public administrations as a desired employer, providing appropriate mechanism for acknowledging, motivating



and rewarding talented employees are challenges the majority of European public administrations have to tackle.

Under the first strategic domain, set in the EUPAN Strategy Paper July 2019 – June 2022, *Digitalisation and Innovation*, we addressed ageing workforce and talent management through the strengthening of digital competencies in public administration and the digitalisation of HR processes. Under the second strategic domain *Ethics and Organizational Culture*, we addressed promoting employees' well-being and positive work environment, and under the third strategic domain, *Future-oriented Strategic, Efficient and Effective HRM*, we tackled the underlying topic by promoting the attractiveness of jobs in public administration and intergenerational cooperation and knowledge transfer.

Ageing and Talent Management in European Public Administrations

The European labour market will be particularly affected by the ageing workforce: by 2050, it is expected that there will be a ratio of one older economically inactive person to every worker. This challenge is particularly acute for the public sector, where there are more older (over 55) than younger workers (under 34). In a rapidly changing environment, equipping public administration with the vision and flexibility to adapt to changing circumstances is key. Ageing workforces and the imperative of effective talent management affects not only Slovenia, but much of the broader EU membership. This implies a shift from passive management to proactive engagement with candidates and staff and potential new competency and work organisation models.

For the purpose of tackling the challenges brought about by the ageing of the workforce and the lack of new, talented employees in the public administration and labour force in general, together with the OECD, we have conducted a study on ageing and talent management in public administrations. The study presents trends in this area on the global and also European level, promising practices and recommendations for effective ageing and talent management.

A questionnaire named "Ageing and Talent Management Practices in European Public Administrations" was prepared and distributed among the EUPAN community. Its objective was to examine which tools in the field of managing older employees and talents are used by Member States at central, ministry or agency level, whether they have developed a vision and strategy in this area and how they implement and evaluate them. We also wanted to examine which goals the countries wish to achieve with the tools for dealing with older employees and talents and what their approaches to workforce planning are. Some good practice examples that were highlighted in the questionnaire responses were further examined and also presented as case studies



in the final study report. The full report on the results of the study is available at the following link: [Ageing and Talent Management in European Public Administrations](#)

One of the objectives of the study was also to develop a model for talent management for the Slovenian public administration. For this purpose, in January 2021 we conducted a series of focus groups of HR experts, senior civil service employees, leaders, young employees and members of the innovation community to discuss what is working well in the public administration HR field, what the main challenges are, and where they see opportunities to improve.

In March and May 2021, we carried out a number of workshops in the process of strategic foresight, the result of which were four future scenarios for the Slovenian public administration along with four innovations that emerged from each individual scenario. A comprehensive report on the process carried out can be found at the following link: [The Futures of Public Administration](#)

Activities at the EUPAN Working Level meeting

At the Working Level meeting, OECD representatives introduced the results of the study on ageing and talent management in public administration and on conceptualising the futures of public administration and the workforce. The presentations were followed by two workshops moderated by OECD representatives. The first workshop was dedicated to further exploring the practices and ways to implement the suggestions and recommendations on the management of the aging workforce and talents in public administrations. The second workshop was dedicated to future scenarios regarding public administrations.

Workshop discussion

The key issues that were highlighted in the workshops are that talent management needs to take into account the entire spectrum of career development and move towards results-based progression rather than seniority. The problem is not just that “baby boomers are retiring”, sometimes it is “we can’t replace them”, which is an entirely different problem. Different administrations face different challenges (e.g. productivity, motivation, career development), so talent management needs to be flexible in order to adapt to different needs. Top management needs to be involved as champions of more strategic talent management. The need to identify and scale good practices, especially in position-based systems, where there may be differences across administrations, was also pointed out.

Suggestions were discussed at the workshops regarding what administrations need to do in order to implement talent management more strategically.



There should be a greater focus on teams or project-based working, where a mix not just of ages but of different skill sets and perspectives can be assured. The following has the potential to result in multiple positive impacts regarding not only on the outcomes of work but also the team members.

Talent management can and should emphasise ways to retain and engage employees. What can the public sector offer that other employers cannot? Also, the focus on the attractiveness of the job itself could be tackled as a core component of talent management.

Many practices focus on old or young or senior level public servants, but have no coherent unified strategy. This highlights the need for more multigenerational programmes and human resource/management upskilling. There is also a need for better workforce data to assess the need for talent management and to develop a more strategic approach beyond specific practices.

Activities at the EUPAN Directors General meeting

At the Directors General meeting, a presentation of the results of the study on ageing and talent management in public administration was made by the OECD representatives, followed by a workshop to discuss public administrations' strengths and planned reforms in the following areas: intergenerational cooperation, attraction, recruitment and retention, inclusive ageing at the workplace and succession planning, employee mobility, and development-driven leadership in the context of talent management.

Workshop discussion

The participants were sorted into five breakout groups, each discussing a certain area covered in the study. The discussion revolved around three questions:

1. *Based on this presentation, what is your administration least prepared for?*
2. *What are the strengths of your administration in the area that your group will discuss?*
3. *What are your current or planned reform priorities in the area that your group will discuss?*

The moderators then presented the conclusions from the individual breakout groups.

Intergenerational cooperation: on the micro level, intergenerational cooperation should happen naturally, based on individual work needs, and ensuring that we have multigenerational teams on projects and that different generations share offices. That requires awareness from managers and for them to have the vision to put this into practice. On the macro level, ensuring that appropriate policies and programmes are in place is important. For the latter, the most obvious measure is mentorship



programmes. Important factors for successful mentorship programmes are motivation and a structure with set objectives. Creating the right conditions at the micro-level and designing the right policies at the macro level provides a comprehensive approach.

Attraction, recruitment and retention: the attraction of workplaces at the local/regional levels is a challenge as is how to match people and jobs in terms of skills, mobility and motivation. The outlined strengths of the administrations were flexibility in terms of remuneration to attract desired profiles and young scholarship programmes to attract young people to the administration. As for current and future reforms, it was expressed that civil servants do not have to go to work but the work comes to them (working from anywhere). Also, projects to consult more broadly with public servants as regards what they want in a job were discussed. The need for fewer humanities graduates and more employees coming from scientific backgrounds was expressed. Employer branding was also highlighted not only for young but also for older employees.

Inclusive ageing at the workplace and succession planning: the main challenges highlighted were how to develop a strategy to tackle the ageing of the workforce, how to diffuse the expertise that managers have and provide them with the broader expertise that they need to bring together different generations. The discussion also addressed how to attract younger generations that have different expectations regarding the workplace, and how to attract people to mid-level positions where certain expertise is required. The solutions were concentrated on establishing a lifelong learning culture especially in the older generation, focusing on upskilling and reskilling in line with the organisation's needs, broadening the skillset of managers and giving them new management skills. A way to systematise succession planning is job-pooling, meaning that two employees work on the same job to share knowledge. It is important to not only transfer knowledge but also to establish networks.

Employee mobility: mobility in terms of skills, departments, as well as mobility between hierarchies was discussed. Where the initiative for mobility comes from (solely from the employee or systematically arranged and supported with platforms) was pointed out. The level of ease with which public employees take to mobility in some countries was mentioned, especially when they move up the hierarchy as well as how it is important for those who occupy higher positions to have experience from different organisations in order to be eligible for promotion. In some countries, the retirement age is being raised and there are some options to work longer in life to preserve knowledge. Along with this come challenges for knowledge transfer and retaining institutional memory. There is also a difference in values in terms of mobility that affects the mobility of public employees.

Development-driven leadership in the context of talent management: the pandemic is an opportunity to rethink some modes and channels in which talent management is



used. The value of public service needs to be highlighted. A campaign that is ongoing in Spain promoting the civil service as an attractive employer was mentioned. A reform in Romania was also discussed where many digital transformations are being carried out in the HR area in order to respond to the emerging challenges.

The topic of ageing and talent management and multigenerational workforces is far-reaching. There is a plethora of tools and approaches available for talent management available. The core point to take from this is that with all the issues concerning diversity and inclusion, the measures and solutions have to be carried out deliberately. There have to be deliberate discussions on how we are going about ensuring the integration of different aspects of all members of the multigenerational and diverse workforce, as well as making sure that we can provide learning opportunities and mobility options and other tools for employees. The multigenerational perspective can serve as a lens for evaluating and transforming the existing HR processes.

The establishment of EUPAN eNews as a regular EUPAN activity

The Portuguese Presidency launched EUPAN eNews to encourage the sharing of experiences, information, and best practices among the EUPAN network. It presents a great way for the EUPAN members to stay informed of the activities/priorities of central/federal administrations within the EUPAN network. We decided to continue with the initiative and establish this tool for exchanging information as a regular feature in the EUPAN network, and also put this activity in the EUPAN Handbook.

The initiative to establish the eNews as a regular activity was presented at both EUPAN Secretariat meetings and at the EUPAN Working Level meeting. The idea was supported by the Member States. We formulated a proposal for its establishment and distributed it among the EUPAN network for revision and supplementation. The proposal was then presented at the EUPAN Directors General meeting, where a few propositions for supplementation were made.

We have supplemented the content accordingly and the confirmed proposal is presented in the figure below.

Each Presidency should prepare at least one EUPAN eNews issue. However, there is no fixed or required number of additional EUPAN eNews that each Presidency has to release.

The content of eNews can be:

- thematic (e.g. focusing on an individual topic or challenge in the public administration),
- general (e.g. a measure, initiative or reform that an individual country would like to highlight and share with the network).

It is advisable that the content is in some way aligned with the topics and strategic domains set in the EUPAN Strategy Paper.

A statistical issue of EUPAN eNews is launched biennially by the EUPAN member holding the Presidency in the first half of the year. The data collected refers to 31 December of the previous year. The issue contains data on the workforce composition of the central / federal governments.

The information proposed, for inclusion in the statistical issue is the following:

- the proportion of central / federal public administration employees in the total population, the working population and the employed population,
- the total number of central / federal public administration staff and by gender,
- the number of civil servants,
- the number of contractual staff,
- the average age of staff,
- the national administrations senior managers by gender,
- the four ministries with the highest number of staff,
- the four ministries with highest number of women,
- the number of staff with high, medium and low levels of education.

The Presidency, preparing the statistical eNews, can add other statistical information if see fit.

Figure 1: Framework for EUPAN eNews

We placed the confirmed wording in the EUPAN Handbook under the chapter *The role of the Presidency* (page 15). The updated EUPAN Handbook, which contains the information on EUPAN eNews, is available on the EUPAN webpage [here](#).

We also prepared two EUPAN eNews editions during our Presidency. The first one, which was issued in October, contains information on how countries tackle the challenges in the field of strengthening the digital competencies of civil servants. That issue is available [here](#).

The second issue was about the ways to build and ensure the attractiveness of jobs in the public administrations. This December issue is available [here](#).



Evaluation of the EUPAN Strategy Paper July 2019 – June 2022

The EUPAN SP is a short, focused statement and a vision document defining and highlighting major strategic domains (3-4) and topical areas of EUPAN to be dealt with at the working level during each Presidency. The objective of the SP is to focus on a limited number of strategic domains that value the EUPAN's capacities and uniqueness and encompass the most important challenges for the future of public administration in national, European and international contexts.

The SP is developed for a period of three years (six presidencies) and approved based on consensus. All EUPAN Members have to be involved and consulted in the process at the Directors General level. In case any new developments during the duration of the SP require changes, the current Presidency together with the EUPAN 5 WL Secretariat takes care of the process of updating the SP involving all Directors General.

Prior to the conclusion of the current SP, the process of creating an updated SP for the next three-year period starts. The preparation of the updated SP should take into consideration the evaluation of the previous SP, an updated trend analysis, an updated SWOT, a stakeholder' analysis and an updated playing field overview. In order to have an updated SP by the end of the three-year period, it is recommended to start the preparation process during the fifth Presidency of that period. In general, the EUPAN 5 WL Secretariat is responsible for the process.

Slovenia, as the fifth consecutive Presidency in the period of the SP valid from July 2019 to June 2022, started the preparation activities for the new SP for the next three-year period. In this regard, Slovenia carried out the evaluation process regarding the currently valid SP.

The three main activities were:

- an analysis of the reports from the presidencies carried out in the three-year period of the current SP, in particular a comparison between the strategic domains and deliverables;
- a comparison between workshop topics and strategic domains;
- a preparation of a questionnaire for the Member States on the current SP and an analysis of the answers received.

Based on an analysis of the reports from presidencies carried out in the period of the current SP, it is evident that the main topics of the EUPAN presidencies between January 2020 and December 2021 were heavily influenced by the COVID-19 pandemic. Since the pandemic started after the Finnish Presidency, it was not affected. All of the following presidencies – Croatia, Germany, Portugal and Slovenia



– were affected by the changes in the whole world resulting from the pandemic. Understandably, this not only affected the implementation of the meetings, workshops etc., but also the focus point of the topics of interest.

Despite these exceptional circumstances, the Presidencies followed the main topics that they set in the Rolling Programmes, but incorporated the effects of the pandemic. The strategic domains were *Digitalization and Innovation, Ethics and Organizational Culture* and *Future-oriented Strategic, Efficient and Effective Human Resources Management (HRM)*, while the main challenges were the COVID-19 pandemic, trust in public administration, digitalisation, the transfer of knowledge between generations and intergenerational cooperation, sustainable public finances, and result-oriented and outcome-oriented public administrations.

The results of the questionnaire analysis show that the SP is flexible and the topics are set broadly enough to allow the above topics to be addressed from different angles due to the changed situation.

Most of the topic examples stated in the SP were indicated as important or very important, therefore it would be reasonable to take them into account going forward. Under each strategic domain, comments were written by respondents regarding the experiences and challenges they faced during the COVID-19 crisis in their public administrations. They can provide valuable guidance in designing the new SP.

The meeting formats were also adjusted to the crisis (the vast majority were carried out in an online format instead of as a live event) and they were deemed to be appropriate. However, it was stated by many respondents that the online format is suitable for Secretariat meetings but for the Working Level and Directors General meetings, it would be far more valuable to have a live event due to the lack of informal interaction when conducting them online.

The comprehensive report on the evaluation of the EUPAN Strategy Paper July 2019 – June 2022 is available [here](#).

Joint policy note on improving human resource management and development in European public administrations

The Ministry of Public Administration in Slovenia carried out two important studies for the purpose of leading the Presidency of the Council of the European Union in 2021. The first study covers ageing and talent management in European public administrations. The purpose of the study was to better understand how European public administrations frame the challenges of talent management and an ageing



workforce, and how they perceive and use a variety of tools to achieve different objectives in this area.

The second study examined the impact that the CAF model has on human resource management and people. It was supported by the European CAF-Correspondents, who provided lists of Effective CAF Users (ECU), made contact with the ECUs and gave very valuable feedback for the development of the questionnaire. The target of this study was to gain insights into the effects of CAF implementation on the Human Resource Management practice of public sector organisations. The study confirms the link between the use of the CAF and significant changes in human resource management. The full report on the study is available at the following link: [Impact of CAF on HRM and People](#).

The results of the CAF study show that CAF works in the more traditional approaches while there is still scope for development when tackling the new future challenges of HRM in public administrations. This is where the findings and recommendations of the ageing and talent management study come into play and provide the future thread in this field.

Therefore, a joint policy note between the CAF network and the EUPAN network on improving human resource management and development was formulated and was sent to the EUPAN members, the EIPA and other relevant stakeholders for revision and supplementation. The joint policy note was adopted at the EUPAN Directors General meeting on 13 December. The policy note is available [here](#).

Appendices

Report on the EUPAN Working Level meeting, 11 October 2021

Report on the EUPAN Directors General meeting, 13 December 2021

Appendix 1: Report on the EUPAN Working Level meeting, 11 October 2021

AGENDA

10:00–10:10	Welcome and introduction <i>Peter Pogačar, Director General of the Public Sector Directorate, Ministry of Public Administration</i> <i>Anja Majer, moderator</i>
10:10–10:30	Findings and recommendations on the management of older employees and talents in public administrations Q&A <i>Daniel Gerson, Senior Policy Analyst, Public Management and Budgeting Division, Directorate for Public Governance, OECD</i> <i>Dónal Mulligan, Analyst, Public Management and Budgeting Division, Directorate for Public Governance, OECD</i>
10:30–12:15	Workshop: Ageing and Talent Management in Public Administrations
12:15–12:20	Coffee break
12:20–12:50	Presentation of workshop conclusions
12:50–13:05	The Inovativen.si project – how the Slovenian Public Administration is promoting innovation at the workplace Q&A <i>Matija Kodra, Project Manager of Inovativen.si</i>
13:05–14:05	Lunch
14:05–14:20	Strengthening the digital competencies of civil servants with the Administration Academy Q&A <i>Breda Gruden, Head of the Administration Academy</i>
14:20–14:35	Slovenian EUPAN Presidency activities, the preparation of a new Strategy Paper and eNews continuation initiative Q&A <i>Anja Majer, Public Sector Directorate, Ministry of Public Administration</i>
14:35–14:50	Study on CAF impact on Human Resource Management and People Q&A <i>Barbara Zupanc, Project manager for Implementation of the CAF model in the Slovenian Public Administration</i>



14:50–15:15	Presentation of French Presidency EUPAN Programme and Priorities Q&A <i>Faustine Bentaberry, Head of Human Resources Policies Benchmarking, European and International Expertise Unit, Directorate-General for Administration and Public Service, Ministry for Public Transformation and the Civil Service</i> <i>Pauline Martin, European Projects Manager, Human Resources Policies Benchmarking, European and International Expertise Unit, Directorate-General for Administration and Public Service, Ministry for Public Transformation and the Civil Service</i>
15:15–15:20	AOB
15:20–15:25	End of Meeting

❖ Meeting Abstract

The virtual meeting began with a presentation of the results of the study on ageing and talent management in public administration followed by the first workshop to further explore the practices and ways to implement the suggestions and recommendations set in the study report in public administrations.

After the first workshop, a presentation on conceptualising futures was made and a workshop on future scenarios followed. Later, the conclusions for greater talent management capability and ageing in European public service were delivered.

The first part of the meeting was carried out by OECD representatives.

The second part of the meeting was dedicated to the other topics set in the Slovenian EUPAN Presidency Programme. A presentation of the Inovativen.si project and the programme for strengthening digital competencies in the Slovenian public administration was carried out.

This was followed Slovenian Presidency EUPAN activities, which include activities on the preparation of a new Strategy Paper and EUPAN eNews initiative followed.

Later, the results of the study on the impact of CAF on human resource management practices in public sector organisations were shared.

At the end of the meeting, the French representatives shared the French Presidency programme.

❖ Findings and recommendations on the management of older employees and talent in public administrations

OECD representatives shared the results of the study on ageing and talent management in European public administrations. The full report on the study and the report on scenarios for talent management in Slovenia were released on 18 October and are available at the following links:

[Ageing and Talent Management in European Public Administrations](#)
[The Futures of Public Administration](#)

Presentation of workshop conclusions

Key issues that were highlighted in the workshops are that talent management needs to take into account the entire spectrum of career development and move towards results-based progression rather than seniority. The problem is not just that “baby boomers are retiring”, sometimes it is “we can’t replace them”, which is an entirely different problem. Different administrations face different challenges (e.g. productivity, motivation, career development), so talent management needs to be flexible to adapt to different needs. Top management needs to be involved as champions of more strategic talent management. The need to identify and scale good practices, especially in position-based systems (SWE, FIN) where there may be differences across administrations, was also pointed out.

Below are suggestions that were discussed at the workshops on what administrations need to do to implement talent management more strategically:

- Greater focus on team- or project-based working: a mix not just of ages but of different skill sets and perspectives.
- Focus on the attractiveness of the job itself as a core component of talent management (“If you build it, they will come!”).
- Talent management can and should emphasise ways to retain and engage employees; What can the public sector offer that other employers can’t?
- Many practices focus on old or young or senior level public servants, but no coherent unified strategy. This highlights a need for more multigenerational programmes and human resource/management upskilling.
- There is a need for better workforce data to assess needs for talent management and develop a more strategic approach beyond specific practices.
- Below are listed a few examples of talent management practices that were highlighted.
- Belgium: Talent Exchange – internal mobility programme, up to year-long exchanges focused on learning by doing.
- Italy: “Next Generation EU recruitment”: opportunity to recruit specific skills/talent and create a setting in which young talent cooperate with senior staff through mentoring.
- Latvia: Coaching and mentoring: help younger staff decide on career path(s?).



- Romania: Pilot for talent-based recruitment: start small and experiment.
- Poland: Fast-track in Poland with the school of public administration, offering jobs to younger cohorts for about 40 people. A mentoring programme with experienced senior public servants.

❖ **The Inovativen.si project: how the Slovenian Public Administration is promoting innovation at the workplace**

The vision of the project is that innovative approaches become the way of work, to strengthen the innovation culture, especially in the environment of public administration.

The two main goals are creatively resolving complex social challenges and providing knowledge and employees' competences for a different way of working. The mission of the project is to implement the Declaration on Public Sector Innovation, which was prepared by OPSI OECD in cooperation with the EU Member States, where 42 countries, including Slovenia, signed the declaration in May 2019.

There are five key pillars of promoting innovation at the workplace. The first pillar is an innovation training programme that is mainly aiming at changing the perspective of workflow, problem solving and achieving better designing solutions through effective communication.

The second pillar is the Innovation Community, that operates using the Innovation Community Platform, that allows remote work and transferring good practices and ideas. The third pillar are the Innovation Ambassadors, who hold an active role both in the innovation community and their own work environment. Currently, there are 70 ambassadors in the network.

The fourth key pillar is a programme called Partnership for Change, the national cooperation platform for innovative cooperation of employees in the Slovenian private and public sector.

The fifth key pillar is measuring innovation maturity in state administration bodies and monitoring progress. The innovation barometer analysis has been conducted three times in a row (for 2018, 2019 and 2020) since 2018. Progress is visible in all 3 key segments, which are process support, support for innovation by management and knowledge and competencies of employees for a different way of working.

❖ **Strengthening the digital competencies of civil servants with the Administration Academy**

The Administration Academy is responsible for the development and implementation of trainings and examinations for civil servants to increase their skills and efficiency



and to develop their personal growth. Its key priority areas of work are modernisation and new training programmes, introduction of modern methods of training, training the trainers and monitoring and evaluating.

New global trends and new circumstances (remote work, pandemic, emerging technologies) have exposed the need for a set of training events for developing digital competences to enable the efficient performance in changed working circumstances. At the Administration Academy, a programme called "Digital Literacy" is being carried out. It is based on the DigComp 2.1 Framework, which contains 21 competences in five different areas of digital skills. The content of the training events were tailored to the work area of the public administration. They provide civil servants with digital skills and the skills for creative, safe and critical use of technology.

Digital training events are structured horizontally and vertically. The horizontal training is a two-day training event for basic digital skills. Its objective is to elevate the level of basic digital literacy. Vertical training events for digital competences are shorter trainings meant for upgrading the basic skills and they are more application oriented. These are the following: how to prepare a good report, tricks for holding successful presentations, clear writing for digital media, creative work with spreadsheets and the use of open data.

Since the outbreak of the pandemic, new training events have been launched: emerging technologies – from the internet of things to virtual reality, training on information security and training events for communicating and working from home. So far, the training events have had more than 3000 attendees and the feedback is very good.

The next steps at the Administration Academy in this area is strengthen the digital skills of civil servants through the Recovery and Resilience Programme. This will take place in form of workshops, e-training events and providing various e-content. Also target groups will be expanded to IT specialists and leaders. The social and emotional skills are vital and the base for every training event therefore they should always be taken into account.

Our Austrian colleague asked for an elaboration on the open network of knowledge and obligatory training for leadership skills that were mentioned in the presentation. The Presidency responded that the open network of knowledge is the goal for the next project of the Administration Academy. The objective is to build up and expand the content in form of e-training event and e-materials that will be open for all civil servants, in order to further strengthen digital skills for civil servants. There is a leadership programme that is obligatory for top civil servants. Currently, there are ten training



models that are being carried out. The plan is to expand and also add training events to increase digital skills of top civil servants.

❖ **Slovenian EUPAN Presidency Activities**

The Presidency presented the activities that were either already carried out in the period from July 2021 to date or are planned to be carried out in the following months.

- Update of the EUPAN representatives at working and Directors General level throughout Member States and observer countries.
- Update of the Rolling Programme for the period of July 2021 to December 2022.

EUPAN eNews continuation initiative

One of the great initiatives of the Portuguese Presidency was the launch of EUPAN e-news. It represents a very good and efficient exchange of information between the EU Member States, especially in these times where there were no in-person meetings, and gives the opportunity for all countries to stay informed.

The Slovenian Presidency will continue with this initiative that was launched under the Portuguese Presidency and will continue to provide short periodic news to all Member States containing concise information.

The proposition of the framework for establishing the EUPAN eNews as a regular feature of the EUPAN network is the following:

- One statistical issue of eNews in the beginning of every year to present the data of the workforce composition of central administrations for the previous year.
- The number of eNews issues is left to each individual Presidency to decide.
- The issues of eNews can be thematic or of a more general nature.

The preparation of a new Strategy Paper

The currently valid EUPAN Strategy Paper is set for the period from July 2019 to June 2022. According to the rules of the EUPAN Handbook, a new paper for the next three-year period must be prepared prior to the conclusion of the current one. The preparation of the updated Strategy Paper should take into consideration the evaluation of the previous Strategy Paper, an updated trend analysis, an updated SWOT and stakeholder's analysis as well as an updated playing field overview.

During the three-year period, when six presidencies are carried out, it is advisable to start the preparation process of a new Strategy Paper during the fifth Presidency, and its presentation is made at the meeting of the Directors General during the sixth Presidency. This means that Slovenia, as the fifth Presidency, will start with the preparation activities to ensure a smooth transition to the next Strategy Paper, which will be presented under the French Presidency. Slovenia will carry out the evaluation process of the current Strategy Paper.

The Presidency has presented the planned activities for the evaluation process, which will include:

- Analysis of the reports from the presidencies that were carried out in the three-year period of the current Strategy Paper, in particular the comparison between the strategic domains and deliverables.
- Workshop analysis: a comparison between workshop topics and strategic domains.
- The preparation of a questionnaire for the Member States on the current Strategy Paper, analysis of answers from Member States and preparation and publication of the final report on the evaluation.
- The Presidency has prepared a questionnaire for the evaluation of the current Strategy Paper in close collaboration with the EUPAN WL Secretariat.

The main topics of the questionnaire are:

- Revision of the tools (Presidency reports, results, organisation of meetings, indicators for measuring the impact of the EUPAN network).
- Impact of crises (such as COVID-19) on the EUPAN network (impact on format of meetings and topics, the role of the Strategy Paper, its flexibility and adaptability to emerging topics).
- Strategic domains and topics of interest for the new Strategy Paper, where we ask respondents to indicate the importance of each individual strategic domain and topic of interest for the period of the next Strategy Paper.
- An additional space for providing any further comments or suggestions.

❖ **Study on CAF impact on Human Resource Management and People**

The study on impacts of CAF on HRM practices in public organisations was commissioned by the Ministry of public administration of Slovenia and implemented by the KDZ Centre for PA research from Vienna.

A questionnaire was prepared, where its objectives were:

- Finding information on evidence of HR measures in CAF improvement plans (if the measures in the respondent's improvement plans connected with improvement in the field of people, the employees in the organisation).
- To get a more subjective view on the topic. Therefore, respondents were asked about their perception of CAF implementation on fundamental elements of the HR cycle (attraction, recruitment, onboarding, enabling, retention and separation).

The target group for responding to the questionnaire were European Effective CAF Users. They received 59 complete responses.



The results show that 58% of CAF improvement measures of our responding organisations were HRM measures (over half were measures to improve HR to support the strategy of the organization, 40% were measures to empower the employees and support their well-being, and 36% were measures to develop and manage employee competences).

The most popular measure taken were measures to promote a culture of open communication and encourage teamwork, analysis of current and future HR needs, ensuring necessary competences and regular staff satisfaction surveys.

Regarding the subjective view on the perception on how CAF implementation actually influenced the HRM cycle in their organisation, the following effects were highlighted as most visible: improving internal communication, conducting employee surveys, improving employee competences, enhancing teamwork, increasing employee well-being.

There were also some less popular actions indicated (work with older employees, no visible effect on decreasing mobbing, talent management programmes and employer image improvement). These results show a sub-optimal correlation between CAF and current and upcoming challenges of the modern public organisations in the field of HRM.

The high impact on CAF has been proven in fields of organisational development, internal communication, employee focus and performance. Low impacts of CAF were indicated on new specific tools of HRM, employer branding, talent management, job benefits, digital literacy and such.

The potential impact of CAF was indicated in areas that are included in CAF Improvement plans but have not been implemented (they cover important aspects of HRM).

The hidden impact of CAF was also examined, and its focus is on the agendas of change, motivation, satisfaction, innovation and competence development.

The complete report on the study is available on the following link: [Impact of CAF on HRM and People](#)

❖ **Presentation of French Presidency EUPAN Programme and Priorities**

The focus of the French Presidency will be on mobility, public transformation, resilience and consolidating a European pillar of civil service (at the political and administrative level).



The latter will be reflected:

- in the first strategic domain 'Digitalisation and innovation through opportunities and tools for a digital administration'.
- In the second strategic domain 'Ethics and organisational culture through consolidation of the European pillar of civil service, opening, trust and transparency, resilience of public services and responsible administrations'.
- In the third pillar 'Future-oriented strategic, efficient and effective HRM through work collectives and flexibilities after the COVID-19 crisis, career path and mobility, with a dedicated focus on European mobility and recruitment, attractiveness, and employer branding in public service'.

The possible calendar for French EUPAN events and meetings:

- 17 January: EUPAN secretariat (WL) (videoconference)
- February: ministerial meeting
- 17 and 18 March: EUPAN WL
- 5 April: EUPAN secretariat (DG) (videoconference)
- 9 to 13 May : EUPAN "summer" school on European mobility of civil servants
- 15 and 16 June: EUPAN DG

Appendix 2: Report on the EUPAN Directors General meeting, 13 December 2021

AGENDA

10:00 - 10:15	Welcome and introduction <i>Boštjan Koritnik, Minister, Ministry of Public Administration</i> <i>Gertrud Ingestad, Director General of Human Resources and Security, European Commission</i> <i>Peter Pogačar, Director General of the Public Sector Directorate, Ministry of Public Administration</i>
10:15 - 10:20	Keynote speech <i>Elsa Pilichowski, Director of Public Governance, OECD</i>
10:20 - 10:45	Findings and recommendations on the management of older employees and talents in public administrations Q&A <i>Daniel Gerson, Senior Policy Analyst, Public Management and Budgeting Division, Public Governance Directorate, OECD</i> <i>Joshua Polchar, Strategic Foresight Lead, Open and Innovative Government Division, Public Governance Directorate, OECD Observatory for Public Sector Innovation</i>
10:45 - 11:30	Workshop - discussion on good practices on ageing and talent management
11:30 - 11:40	Coffee break
11:40 - 12:00	Presentation of workshop conclusions
12:00 - 12:20	European Commission's HR Strategy Q&A <i>Gertrud Ingestad, Director General for Human Resources and Security, European Commission</i>
12:20 - 12:50	Findings of the 2021 SIGMA PAR Monitoring across the Western Balkans region and upcoming changes of the Principles of Public Administration Q&A <i>Gregor Virant, Head of SIGMA, OECD/GOV</i> <i>Nick Thijs, Service Delivery Team leader, SIGMA, OECD/GOV</i> <i>Lech Marchinkowski, Public Service and HRM Team Leader, SIGMA, OECD/GOV</i>
12:50 - 13:50	Lunch
13:50 - 14:10	Results of the evaluation process of the EUPAN Strategy Paper Q&A



	<i>Peter Pogačar, Director General of the Public Sector Directorate, Ministry of Public Administration</i>
14:10 - 14:15	EUPAN eNews continuation initiative <i>Peter Pogačar, Director General of the Public Sector Directorate, Ministry of Public Administration</i>
14:15 - 14:35	Study on CAF impact on Human Resource Management and People and Joint EUPAN and CAF policy note confirmation Q&A <i>Barbara Zupanc, Project manager for Implementation of the CAF model in the Slovenian Public Administration</i>
14:35 - 14:45	Strengthening Public Administration Resilience with CAF <i>Daniel Gerson, Senior Policy Analyst, Public Management and Budgeting Division, Directorate for Public Governance, OECD</i>
14:45 – 15:00	Information point on the European Commission’s initiative to establish an experts’ group on public administration and governance <i>Daniele Dotto, Deputy Director, Head of Unit, DG REFORM</i>
15:00 - 15:20	Presentation of French Presidency EUPAN Programme and Priorities Q&A <i>Florian Blazy, Director General of Administration and Public Service, Ministry of Public Sector Transformation and the Civil Service</i>
15:20 – 15:30	AOB
15:30	Closing of the meeting

❖ Meeting Abstract

The virtual meeting began with welcoming speeches from the Slovenian Minister for Public Administration, Boštjan Koritnik, and Director-General for Human Resources and Security at the European Commission, Ms Gertrud Ingestad.

The keynote speech was given by Ms Elsa Pilichowski, Director of Public Governance at the OECD.

This was followed by a presentation of the results of the study on ageing and talent management in public administration, and then a workshop to discuss on public administration strengths and planned reforms in the following areas: intergenerational cooperation, attraction, and recruitment and retention, inclusive ageing at the workplace and succession planning, employee mobility, and development-driven leadership in the context of talent management.



A presentation of the European Commission's HR Strategy was given by DG Gertrud Ingestad.

The participants listened to the findings of the 2021 SIGMA PAR monitoring across the Western Balkans region, and the upcoming changes of the principles of public administration.

The results of the evaluation of the currently valid EUPAN strategy paper were presented, along with the final proposition of the EUPAN eNews initiative as a regular activity of the EUPAN network.

Later, the results of the study on the impact of CAF on human resource management practices in public sector organisations were shared and a joint policy note between EUPAN and CAF was adopted.

An update was shared on the project for strengthening the public administration resilience with CAF.

Information on the European Commission's initiative to establish an experts' group on public administration and governance was also presented.

At the end of the meeting, the French representatives shared the French Presidency programme.

❖ **Findings and recommendations on the management of older employees and talent in public administrations**

OECD representatives, Daniel Gerson, Senior Policy Analyst at OECD and Joshua Polchar, Strategic Foresight Lead at OECD Observatory for Public Sector Innovation, shared the results of the study on ageing and talent management in European public administrations. The full report on the study and the report on scenarios for talent management in Slovenia were released on 18 October and are available at the following links:

[Ageing and Talent Management in European Public Administrations](#)
[The Futures of Public Administration](#)

❖ **Presentation of workshop conclusions**

The participants were sorted into five breakout groups, each discussing a certain area, that was covered in the study. The discussion revolved around three questions:

1. Based on this presentation, what is your administration least prepared for?
2. What are the strengths of your administration in the area that your group will discuss?



3. What are your current or planned reform priorities in the area that your group will discuss?

The moderators then presented the conclusions from the individual breakout group.

Intergenerational cooperation: on the micro-level, intergenerational cooperation should happen naturally, based on individual work needs, and ensuring that we have multigenerational teams on projects and that different generations share offices. That requires awareness from managers and for them to have the vision to put this into practice. On the macro level, ensuring that appropriate policies and programmes are in place is important. For the latter, the most obvious measure is mentorship programmes. Important factors for successful mentorship programmes are motivation and a structure with set objectives. Creating the right conditions at the micro-level and designing the right policies at the macro level gives a comprehensive approach.

Attraction, recruitment and retention: attraction of workplaces at the local/regional levels is a challenge. As is how to match people and jobs in terms of skills, mobility and motivation. The outlined strengths of the administrations were flexibility in terms of remuneration to attract desired profiles and young scholarships programmes to attract young people to the administration. As for current and future reforms, it was expressed that civil servants do not have to go to work but the work comes to them (working from anywhere). Also, projects to consult more broadly with public servants on what they want in a job were discussed. A need for fewer humanities graduates and more employees from scientific backgrounds was expressed. Employer branding was also highlighted not only for young but also for older employees.

Inclusive ageing at the workplace and succession planning: main challenges highlighted were how to develop the strategy to tackle the ageing of the workforce, how to diffuse the expertise that managers have and provide them with the broader expertise that they need to bring together different generations. The discussion was also on how to attract younger generations that have different expectations of the workplace, and how to attract people to middle positions where certain expertise is required. The solutions were concentrated on establishing a lifelong learning culture especially in the older generation, focusing on the upskilling and reskilling in line with the organisation's needs, broadening the skillset of managers and giving them new skills for managing. A way to systematise succession planning is job-pooling, meaning that two employees work on the same job to share knowledge. It is not only important to transfer knowledge but also established networks.

Employee mobility: mobility in terms of skills, departments, also mobility between hierarchies was discussed. Where the initiative for mobility comes from (solely from the employee or is it systematically arranged and supported with platforms) was pointed out. The level of ease with which public employees take to mobility in some



countries was mentioned, especially when they move up the hierarchy as well as how it is important for those who occupy higher positions to have experience from different organisations in order to be eligible for promotion. In some countries, the retirement age is being raised and there are some options to work longer in life to preserve knowledge. Along with this come challenges for knowledge transfer and retaining institutional memory. There is also a difference in values in terms of mobility that affects the mobility of public employees.

Development-driven leadership in the context of talent management: the pandemic is an opportunity to rethink some modes and channels in which talent management is used. The value of the public service needs to be highlighted. A campaign that is ongoing in Spain promoting the civil service as an attractive employer was mentioned. A reform in Romania was also discussed where a lot of digital transformations are being carried out in the HR area to respond to emerging challenges.

The topic of ageing and talent management and multigenerational workforces is far-reaching. There are a plethora of tools and approaches for talent management available. The core point to take from this is that with all issues around diversity and inclusion, the measures and solutions have to be done deliberately. There have to be deliberate discussions on how we are going about ensuring the integration of different aspects of all members of the multigenerational and diverse workforce, as well as making sure that we can provide learning opportunities and mobility options and other tools for employees. The multigenerational perspective can serve as a lens for evaluating and transforming the existing HR processes.

❖ **European Commission's HR strategy**

The goal is to create an HR strategy that is not a crisis strategy, but a strategy for the future. The document is now approaching formal consultation inside the Commission. Its adoption is expected by February by oral procedure, it will be discussed among the commissioners.

The key principles of the HR strategy are:

- People: putting people in the centre, people are key to the Commission's success.
- Trust: focus on results and rely on the common mission as a compass to guide the Commission in the way it works.
- Fluidity: changes are happening faster than in the past and they need to be able to respond to these changes.
- Digital: embracing digital solutions as an opportunity to improve their work and provide more flexibility in their everyday lives.



- Green: making sustainability part of our organisations fundamental values and leading by example. It is a very important topic especially for the new generations.

The new HR Strategy has four pillars:

Attractiveness

The Commission needs to become more attractive to younger employees. Offering comprehensive onboarding and also offboarding programmes. Flexible and family friendly working conditions to fit the needs for their individual lives. The option to work from the home country for 10 days has been proposed.

Strengthening the anti-harassment framework and tools for anti-harassment at the workplace. Green workplace includes lowering the number of office spaces (dynamic office space), increase the use of green public procurement and use sustainable food chains in the Commissions canteens.

Recruitment and selection

Renewal of the current recruitment processes to be faster, simpler and more modern. The Commission will introduce a five-year workforce plan to anticipate long-term needs. Also, the need to strengthen the geographical balance will be strongly addressed (they are preparing an action plan for the underrepresented Member States).

Fulfilling and flexible careers

All employees need to have the opportunity to evolve and advance their careers paths. This can be provided through task forces and projects groups. The measures will include promoting internal and external mobility, career guidance and mentoring, fostering exchange programmes with Member States and international organisations, fostering more intergenerational cooperation and on the job training. Strengthening the management culture with the identification of talent. Simplified appraisal and assessment. Strengthening the tools for HRM that are available for middle managers and provide sufficient support for them.

HR processes

Optimising the HR processes to become more responsive and agile along with providing sufficient ICT support. There is an ongoing pilot for robotisation of processes to simplify them. Refining the delivery model for HR to provide people the right response to their needs and questions.

The countries (Germany, Denmark, Netherlands, Hungary, Czech Republic, Poland, Portugal, Finland, Sweden) welcome the Commissions approach to implement harder measures and more concrete steps to ensure geographical balance.

Some countries (Hungary, Portugal) would also like to know if there is an estimated timeline for the consultations with the underrepresented Member States and when it will be known.

The Commission explained that there will be a presentation of the HR strategy at the Working party on Staff Regulations meeting under the French Presidency. As soon as the HR strategy is adopted, the Commission will move to tangible and active discussions with each Member State on the topic of geographical balance. The Commission is committed to cooperation with the Member States on this topic and will provide the input and the tools but the shaping of further steps will be in collaboration with the Member States. One of the focuses for the Commission is the Blue Book Traineeship and Junior Professional Programme, which was mentioned by the Czech Republic. They are important measures that can also be used in ensuring the geographical balance.

❖ **Findings of the 2021 SIGMA PAR Monitoring across the Western Balkans region and upcoming changes of the Principles of Public Administration**

The representatives of OECD SIGMA (Gregor Virant, Nick Thijs and Lech Marchinkowski) presented the findings of the 2021 SIGMA PAR Monitoring across the Western Balkans region and the upcoming changes of the principles of public administration.

The relevant documentation is available at the links below:

Principles of Public Administration: <http://sigmaweb.org/publications/Principles-of-Public-Administration-2017-edition-ENG.pdf>

The Methodological Framework: <http://sigmaweb.org/publications/Methodological-Framework-for-the-Principles-of-Public-Administration-May-2019.pdf>

All Monitoring Reports: <http://sigmaweb.org/publications/monitoring-reports.htm>

❖ **Results of the evaluation process of the EUPAN Strategy Paper**

Slovenia carried out the process of evaluation of the current Strategy Paper. The activities included:

- An analysis of the reports from the Presidencies that were carried out in the three-year period of the current Strategy Paper, in particular the comparison between the strategic domains and deliverables.
- Workshop analysis: comparison between workshop themes and strategic domains.
- The preparation of a questionnaire for the Member States on the current Strategy Paper and the analysis of answers from Member States.
- Preparation of the final report.

The questionnaire for evaluation of the currently valid Strategy Paper comprised three main columns:

- the revision of tools (such as Presidency reports, results, organization of meetings, indicators for measuring the impact of the EUPAN network).
- The impact of crises (such as COVID-19) on the EUPAN network.
- the indication of importance of each strategic domain and topics of interest for the period of the next Strategy Paper.

The Presidency is finalising the preparation of the report on the evaluation.

❖ **EUPAN eNews continuation initiative**

The Presidency presented the proposal of the EUPAN eNews as a regular EUPAN activity, and the wording that would be put in the EUPAN Handbook.

Portugal pointed out that the information on national administration senior managers by gender was not included in the proposal. Finland highlighted the need for one single classification for the information on staff education.

The Presidency will take the comments into account and supplement the proposal accordingly.

❖ **Study on CAF impact on Human Resource Management and People and Joint EUPAN and CAF policy note confirmation**

The study on impacts of CAF on HRM practices in public organisations was commissioned by the Slovenian Ministry of public administration and implemented by the KDZ Centre for PA research from Vienna.

A questionnaire was prepared, where its objectives were:

- Finding information on evidence of HR measures in CAF improvement plans (if the measures in the respondent's improvement plans connected with improvement in the field of people, the employees in the organisation).
- To get a more subjective view on the topic. Therefore, respondents were asked about their perception of CAF implementation on fundamental elements of the HR cycle (attraction, recruitment, onboarding, enabling, retention, and separation).

The results show that 58% of CAF improvement measures of our responding organisations were HRM measures (over half were measures to improve HR to support the strategy of the organization, 40% were measures to empower the employees and support their well-being, and 36% were measures to develop and manage employee competences).



The most popular measure taken was to promote a culture of open communication and encourage teamwork, analysis of current and future HR needs, ensuring necessary competences and regular staff satisfaction surveys.

Regarding subjective views on how perceptions of CAF implementation actually influenced the HRM cycle in their organisation, the following effects were highlighted as most visible: improving internal communication, conducting employee surveys, improving employee competences, enhancing teamwork, increasing employee well-being.

Some actions were described as less popular (work with older employees, no visible effect on decreasing mobbing/bullying, talent management programmes and employer image improvement). These results show a sub-optimal correlation between CAF and current and upcoming challenges of the modern public organisations in the field of HRM.

The high impact of CAF has been proven in fields of organisational development, internal communication, employee focus and performance. Low impacts of CAF were indicated for new specific tools of HRM, employer branding, talent management, job benefits, digital literacy and such.

The potential impact of CAF was indicated in areas that are included in CAF Improvement plans but have not been implemented (they cover important aspects of HRM).

The hidden impact of CAF was also examined, and its focus on the agendas of change, motivation, satisfaction, innovation and competence development.

The complete report on the study is available on the following link: [Impact of CAF on HRM and People](#)

Policy note adoption

A joint policy note between CAF network and EUPAN network on the improvement on human resource management and development was adopted.

❖ Strengthening Public Administration Resilience with CAF

Daniel Gerson from the OECD presented the EU-OECD CAF project that aims to strengthen the resilience of public sector organisations in European Member States. The key objectives of the project are supporting more resilient public sector administrations and organisations in the European Member States by taking stock of the public sector organisations responses in managing the COVID-19 crisis and sharing case studies and practices, promoting innovative and key public governance themes to make public administrations more resilient to future shocks and challenges



and helping the CAF network strengthen the use of the CAF model in the post COVID-19 period.

❖ **Information point on the European Commission's initiative to establish an experts' group on public administration and governance**

Daniele Dotto, Deputy Director at DG REFORM shared the information on the new expert group on public administration and governance.

This will be a formal Commission expert group; the official adoption of the group will be in the coming days. The rationale behind the establishment of the expert group was triggered by a series of public administration discussions, notably in the context of economic policy committees, that functions within the context of the European semester. The topic of public administration is discussed at different forums in a slightly scattered manner. With the establishment of the expert group the topic of public administrations will be subject to their exclusive attention.

The main objective would be primarily to discuss and guide the Commission in relation to reforms and public administration challenges. The aim of the group is to improve the link between public administration reforms that the Commission is aware of and those that are supported by the technical support instrument. The group would also serve as a knowledge centre for the Commission.

The expert group will provide a forum for the Member States to learn from concrete examples and reforms and approaches that are supported by the technical support instrument.

The members would include representative from the national ministries, responsible for public administration and experts from the Commission. The option of inviting other relevant experts would also be available.

The first meeting of the experts group would ideally be in the second half of January 2022. The idea would be to organise 3 to 4 meetings per year. The agendas for the experts group will be formed in collaboration with Member States.

The Member States (Germany, Finland, Austria, France) expressed the interest for better clarification of the advisory role of the expert group and the envisaged time frame for next steps. The Member States would also like to know what its links to EUPAN would be and expressed concern that this group would overlap with the mandate of the EUPAN network. A need for written information on this topic was highlighted. France proposed that each member state could have a contact point for this expert group.



Mr Dotto explained that the expert group would not give recommendation to Member States, and that the group does not have the mandate to give instructions to the Member States. The spirit is cooperation between the expert group and Member States, and the scope is to exchange experience and for the Commission to hear from the Member States on the reforms and needs in public administrations.

The experts would be appointed by the Member States upon the invitation of the Commission and it is advisable that they have a broader general overview.

On the issue of relations between the EUPAN network and the expert group, there is a lot of complementarity between EUPAN and Member States. EUPAN would be regularly invited to the expert groups meetings. Any duplication or overlapping must be avoided and is not the goal.

Regarding the next steps, after the adoption of the experts group, the Member States will receive the invitation to appoint the experts. The first meeting would be in the second half of January.

DG REFORM would not reach down to the local/regional level, which is left to the central level in the individual Member States.

❖ **Presentation of French Presidency EUPAN Programme and Priorities**

The focus of the French Presidency will be on mobility, public transformation, resilience and consolidating a European pillar of civil service (at the political and administrative level).

The latter will be reflected:

- in the first strategic domain 'Digitalisation and innovation through opportunities and tools for a digital administration'.
- in the second strategic domain 'Ethics and organisational culture through consolidation of the European pillar of civil service, opening, trust and transparency, resilience of public services and responsible administrations'.
- in the third pillar 'Future-oriented strategic, efficient and effective HRM through work collectives and flexibilities after the COVID-19 crisis, career path and mobility, with a dedicated focus on European mobility and recruitment, attractiveness, and employer branding in public service'.

The French EUPAN Presidency Team

EUPAN DG Level

- Nathalie Colin, Director-General for administration and the civil service



- Florian Blazy, Director, Deputy to the Director-General for administration and the civil service
- Nathalie Green, assistant director for statutory synthesis, governance and partnerships

EUPAN Working level

- Faustine Bentaberry, head of HR Policies Benchmarking, European and International Expertise Unit
- Pauline Martin, European projects manager
- Zoé Mallétroit, Policy officer

The provisional calendar for French EUPAN events and meetings:

- 10 January: Pitch govtech (contest on digital solutions for governments) (Paris)
- 17 January: EUPAN Secretariat (working level) (videoconference)
- 9-10 February: informal dinner and conference of the ministers in charge of transformation and the civil service (Strasbourg, national institute of the civil service)
- 17-18 March: EUPAN working level (Paris)
- 5 April: EUPAN Secretariat (DG level) (videoconference)
- From 9 to 13 May: EUPAN summer school on European mobility of civil servants (Strasbourg)
- 15-16 June: EUPAN DG (Paris)
- 17 June: Social Dialogue Committee for Central Government Administrations (Paris)

Contact: pfue.dgafp@finances.gouv.fr

❖ **AOB**

Under the item Any Other Business, Germany thanked the Member States for providing numerous participants at the first EUPAN Summer School. They have received many positive responses. They plan to publish a brief summary and a video on the EUPAN website.