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VIDAUS REIKALŲ MINISTERIJA

Thematic Paper Series

Lithuanian Presidency of EUPAN

June 2013 - January 2014

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EUPAN Medium Term Priorities (MTP)
Lithuanian Presidency June 2013 – January 2014

Thematic Paper Series

The main purpose of Thematic Paper Series was to analyze the key aspects of the horizontal themes that underpins the current medium term priorities (MTP) of *"Delivering a more resilient, professional and responsive Public Administration to the citizen"*. We performed three surveys and analyzed the following topics:

- **Public Administration Supervision / Monitoring**
- **Reforms in selection/ recruitment of human resources**
- **Staff engagement in times of change – motivation**

The Thematic Paper Series is based on a combination of the survey responses from EUPAN members on each of the three key topics stemming from the pillar themes. Also it combines the insights and reflections from the presentations and follow-up discussions at the HRWG / IPSG meeting in Vilnius on 28th and 29th of October 2013.

This information may be of the interest to network members for: the methods how to monitor public administration changes; issues on staff engagement and motivation of civil service; cross country comparison of the selection / recruitment of human resources in public administration.

1 Thematic paper

Public Administration Supervision / Monitoring

1. Introduction

This thematic paper focuses on the sub-theme of the Medium Term Priorities (MTP) - “Implementation, monitoring and evaluation of reforms in public administration“. The thematic paper is based on the work carried out during the Lithuanian Presidency. It incorporates survey responses from EUPAN members and insights from the presentations and follow-on discussions during the IPSG / HRWG meeting in Vilnius on 28th October 2013. The data of this survey will be useful for continuing the discussions on the issues of public administration reforms that was started by Irish Presidency. The paper seeks to answer questions posed in the Medium Term Priorities (MTP):

- What mechanisms are in place to monitor and evaluate the effectiveness of public administration reforms?
- How do the results from the public administration monitoring inform the further development and modernization of the public administration?

2. Theme presentation

Reforms are one of the means by which governments ensure the effectiveness of public administration. In order to achieve better results, reforms can be based on statistical evidence of critical changes in the public administration field. Usually governments and individual institutions are introducing automatic (IT) systems to monitor / supervise public administration changes.

Public administration supervision / monitoring – is a quality management method, which allows governments to identify and evaluate relevant changes in the field of public administration, and to make timely decisions to prevent negative effects and/or improve current indicators of public administration effectiveness.

Centralized public administration supervision / monitoring system – can be a tool (usually automated), which allows governments to collect and analyse statistical information on public administration at a national level. A centralized system often has the ability to collate a range of public administration data from very specific and separate monitoring systems introduced at an institutional level.

In order to provide general findings on how Member States supervise / monitor public administration changes, we asked them to provide information mentioned above:

- What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, and etc.)?
- What mechanisms / IT systems are used to monitor public administration changes?
- What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes)?
- How do the results from the public administration monitoring inform the development and modernization of the public administration?

3. Data analysis

The EUPAN Lithuanian Presidency team prepared the questionnaire (Response Template) and the Discussion Note and circulated these documents by e-mail to Member States (EUPAN members). 24 responses have been received and analysed by the Presidency. This thematic paper provides an overview of the key issues outlined in the responses. Data analysis not includes the following countries: United Kingdom, Finland and Germany.

3.1. Public administration objects that are monitored and controlled

When we talk about public administration monitoring, the first information that we have to get is concerned to the main fields and areas that are monitored in public administrations. Almost all countries, which participated in questioning, indicated these objects of public administration monitoring:

- human resources
- budget expenditures
- institutional structure functions
- strategic goals.

Spanish Administrations (central, regional and local) coordinate tools to monitor some common fields, as Civil Service management, budget expenditures, e-Administration and the fulfilment of strategic goals according to National and European strategies. Several Departments of Central Government Administration (as Ministry for the Presidency and Ministry of Finance and Public Administration) are in charge of this kind of centralized control.

In **France** and in **Italy** all public policies are monitored by the Executive (Government) and / or the Legislature (Parliament) powers. Public expenditure is the most important area that is controlled in these countries. In the **Netherlands** public policies are also monitored by the Executive

(Government), e.g. budget expenditures, strategic goals, big IT-projects and human resources. **Denmark** has the national monitoring which primarily focuses on budget expenditures and legality e.g. the Budget Law, The Danish National Audit Office and the Parliamentary Ombudsman.

Austria and The Netherlands indicated the main public administration fields (at the federal level) that are monitored using IT-Systems: human resources, organisational structure, strategic goals and budget expenditures. They also have central portals for information and communication with citizens, including introduction of procedures and a central data portal.

Expenditure, public service numbers and performance information are the main areas monitored in **Ireland**. It was noted that the purpose of monitoring public service numbers is to keep employment levels in the public service under control, given the size of the public service pay and pensions bill as a component of overall Government expenditures. In the area of human resources **Poland** monitors the employment level in the civil service, supervises the use of financial resources for remuneration and training of civil service corps' members, monitors the observance of the civil service rules, supervises central trainings, supervises (appoints the recruiting team) the recruitment process for the directors general of the office (top managers). Also the recruitment process for the senior positions in the civil service as well as fulfilment of duties set out in the Civil Service Act could be monitored.

Some countries as **Greece** started the evaluation and the monitoring of the structures in order to redefine the missions and the competence of the institutions reduce the organizational units, save the time and sources required for the implementation of public policies.

Alongside with the monitoring of budget expenditures, individual and organizational performance - **Italy** is evaluating service quality, transparency and open data publication, corruption prevention, public procurement procedures. Also **Slovenia** has national data base for the monitoring of administrative burdens in regulations.

3.2. The mechanisms / IT systems used to monitor public administration changes

Member States are using information technologies (IT systems) and other different mechanisms for the monitoring and control of the changes in public administration.

Monitoring human resources. **Austria** is using IT-System for the Federal Administration providing integrated applications on human resources management: organisational management, data-administration on the contracts of employment and personnel records management, including process management, payroll, accountancy on human resources, etc. **Croatia** has Public Sector Staff Register - an ICT system which integrates computer networks and databases of government institutions. **Cyprus** has a database system for keeping records and data related to human

resources / staff issues such us qualifications, appraisals, career paths, structures of the various posts, salary scales etc. **Poland** is using a computer system - SWEZ_HR - supporting the effective management of human resources in the civil service, allowing for data collection and monitoring the numbers of fields e.g.: employment and remuneration, staff turnover, structure of employment, HR tools, disciplinary responsibility, overtime work, trainings, Selected aspects of recruitment on senior posts etc. Integrated Information System is developed in **Romania** for civil servants monitoring.

Monitoring institutional structure. **Portugal** has a unique Information System for State Organization - SIOE. It consists of a single and cross-sectional information system of organizational characterization of public entities and respective human resources. At the same time, it enables both citizens and Administration to have access to comprehensive and up-to-date information. The SIOE provides a system in which the public entity data are recorded in a single base to which the different systems may have recourse, in a logic of sharing and authentication information. In this regard, it also enables the automatic integration of information from other systems. The scope of SIOE is extended to regional administration in a way to cover all administration levels (central, local and regional), as well as stepped up the number of statistical categories for the characterization of public entities and its human resources. Also **Sweden** has an IT-system called Hermes. Hermes is a joint information system for the Government offices and the approximately 400 Swedish agencies. Through this system it is possible to break down and analyse usage of resources in a variety of ways.

Monitoring budget expenditure. **Slovenia** has a system - MFERAC used to control of budget implementation and management of single accounting. The system consists of the following applications: implementation of the state budget, general ledger and subsidiary accounts, management of fixed assets, domestic and exchange cash register, housing loans and leases, labor costs and personnel records and etc. In **Cyprus** the Treasury of the Republic is responsible of supervising the functioning of the Integrated Financial Information and Management Accounting System (FIMAS), which is used by the Ministries/ Departments/ Services for the accounting of the Government transactions and the monitoring of the Budget implementation. The **Icelandic** state has been using Oracle e-business suite. The Oracle information system is mainly used for financial and human resource management purpose. In **Denmark** the Ministry of Finance has a database used for the monitoring of public budgets. Statistics Denmark produces statistics including data used for monitoring the public sector.

Monitoring strategic goals and performance. **Portugal** has the system for performance assessment in Public Administration (SIADAP). It applies to the performance of public services, their respective managers and all other staff. It is an integrated approach to management and assessment systems allowing for consistently aligning the performances of services and of those who work therein. Performance management system in public administration has been crated in **Latvia**. It’s based on

management by objectives approach (work planning and setting deliverables), appraisal of competencies (competency modules for different groups are offered) and development planning (several development activities to support competencies, career planning). Also, the system favors in strategic planning (alignment of individual deliverables with strategic objectives) and in the future it will be used to introduce talent management system. **Ireland** is creating a single platform for presenting public service performance - Ireland Stat. It will collect information from a wide range of sources including the Estimates, Annual Reports of Departments and their Agencies, the Central Statistics Office, Eurostat and so on. This single platform will enhance the efficiency of expenditure evaluation by allowing officials and other interested parties to access key information about resources and performance.

Other mechanisms for monitoring. In **Denmark** are numerous mechanisms used for monitoring public administration changes, such as: budget analysis, performance contracts, goal and result based contract management and different types of benchmarking tools. In **Slovak Republic** the relevant ministry monitors / reviews policy implementation using the following mechanisms / sources of data: statistic data and their evaluation, information from the application practice, data obtained from surveys, social and economic data, sectorial databases (databases of the individual research institutes), administrative sources of data, values of monitored indicators from monitoring reports of projects and annual reports on the implementation of programs. **Belgium** indicated that there are different methods used in order to monitor public administration changes: Balance Score Cards, Business process reengineering, Standard method for personnel planning (SEPP) and etc.

3.3. The frameworks of public administration monitoring

The data analysis showed that monitoring framework is based on: public institutions, legal acts / strategic documents and management structures.

Individual ministries are responsible for a given area that is subject to reform. Usually Ministry of Finance monitors public expenditure, fiscal policy (**Poland)** and strategic management (**Cyprus**, **Estonia, Slovenia, The Netherlands**), Ministry of the Interior coordinates human resources, structural changes, reduction of administrative burden (**Lithuania, Slovenia, The Netherlands**). Such institutions as Administration of the Council of Ministers, State Chancellery (**Latvia**) and Chancellery of Prime Minister in **Poland** coordinates and controls general processes and changes in public administration. Also some committees and commissions are introduced for the monitoring of the specific and more common public administration areas: Cross-Sectorial Coordination Centre (**Latvia**), Commission for the reforms of public administration (**Spain**), Commission for the improvement of public governance (**Lithuania**), Commissionaire for the Reform of civil service (**Cyprus**), the Administrative reform council (**Bulgaria**) and etc. In **Austria** and **The Netherlands** every new government sets out their reform projects in the Government Programme. The

implementation of the projects is monitored by a steering group and by the use of project management techniques.

Member States indicated that commitments to monitor and supervise public administration changes are defined in the separate legal acts: Civil Service Act (**Poland, Bulgaria**), Administrative Act (**Bulgaria, Lithuania**), Law on Budgetary Stability and Financial Sustainability (**Spain**).

Also more general legal acts and strategic documents are adopted in order to ensure the supervision of the whole system of public administration: Law on Development Planning System and Guidelines for the Development of the Public Administration Policy for 2008-2013 (**Latvia**), Act on State Statistic (**Slovak Republic**). In **Slovenia** the Decision of the Government establishes strategic coordination of informatics in public administration and appoints members of the project co-ordination. Also the Decision on Entities Subject to the Provisions of Wage System in Public Sector Act regulates which institutions should provide information on salaries in order to ensure transparency of salaries and analysis and simulation work of the ministry responsible for the salary system in the public sector.

3.4. Monitoring contributions to better public sector results

Members States informed how the monitoring results influence and are used for the development of public administration and modernization. **Austria, The Netherlands and Portugal** agree that the results from public administration monitoring are very appropriate database for decision / policy making. **Slovak Republic** sees the same importance of the monitoring findings. It is noted that public administration monitoring results provide information on policy performance and at the same time formulate recommendations that should contribute to the fluent implementation of programmes and fulfillment of strategic objectives. Based on their results, it is possible to identify problematic areas and set objectives or measures for policy adjusting. They are also used for assessing success of a selected policy and evaluating the level of achieved objectives. The results have impact on determining priority areas in the following period and for formulating the future policies. The outcomes of the monitoring/review are also used for motivating involved actors and the creating of future measures and conceptual and legislative changes in the individual policy areas.

In **Denmark** the results from the public administration monitoring are used to document the development in the public sector and are a key foundation for the modernization of the public administration. The public administration monitoring ensures increased transparency, accountability and performance by making benchmarking and other types of assessment possible.

Moreover, monitoring of public administration activities based on IT tools helps the government to improve activities of institutions and enhances an effective use of human, financial and material

resources. IT tools can significantly affect the modern functioning of public administration as a service for citizens and businesses, and significantly contribute to cost reduction (**Slovenia**).

3.5. Centralized public administration monitoring system

France, **Greece**, **Spain**, **Iceland**, **Croatia**, **Romania**, **Ireland**, **Slovenia, Lithuania** and **Sweden** noted that they have a centralized monitoring system of public administration.

In **Belgium** centralized systems are used for monitoring staff, budgets and deliverables. **The Netherlands** have a centralized system for salary pay and personnel administration. It also has centralised computer grogram to monitor big IT-projects of the central government. **Portugal and Austria** monitor the budget expenditures, human resources and institutional structure in a centralised way. **Slovenia's** centralized public administration monitoring system is implemented for certain areas at the level of the whole public administration (IT projects, ISPAP system for salaries in public sector, public procurement portal, EU funds, etc). **Denmark** has several systems combined to ensure the monitoring of the public administration. In **Italy** the Ministry of Economy has implemented since 2002 a database system- SICO which allows to control the cost and size of the public sector. The system collects data referred to: staff (recruitments, retirements and attendance at 31/12.....); expenditure (salaries comprehensive of all contributions) as well as data on the *institutional structure,* the activities performed, the services and products released by public administrations.

The rest of the interviewed countries (**Estonia, Luxembourg, Poland, Slovak Republic, Cyprus, Malta, Bulgaria, Czech Republic**) said that at they don't have a centralized monitoring system of public administration.

4. Conclusions

- Supervision / monitoring systems are used to improve the activity of institutions, increase the effectiveness of public resource utilization, follow the course of goal implementation, strengthen accountability and evaluate the quality of outcomes.
- Human resources, strategic goals and performance, budget expenditures, institutional structures – are the main public administration fields that are monitored by the Member States. The service quality, transparency and open data publication, corruption prevention, public procurement procedures and administrative burden are monitored as well.
- Most of the Member States use information technologies (separate IT systems and tools) to monitor specific objects of public administration. Informational systems are used because it is one of the simplest, easiest and effective ways to collect data and make analysis. IT-

Systems provide the basis and support budget analysis, performance contracts, goal and result based contract management and different types of benchmarking

- The data analysis showed that monitoring framework is based on: public institutions, legal acts / strategic documents and management structures. Usually individual ministries are responsible for a given area that has to be monitored (for budget, institutional structure, human resources, etc.). Also some committees and commissions are introduced for the reason mentioned below.
- Member States see significant importance of the monitoring results. They agree that the results of these supervision / monitoring systems could help governments to make the timely decisions needed for more effective public administration and/or define new directions for public administration development and modernization.
- Most of the Member States confirmed that public administration changes are monitored in their administrations: 11 of them said that they have a centralized monitoring system and 4 countries indicated that they have separate systems for the monitoring of the specific and individual objects of public administration. 9 countries of the interview argued that they do not monitor public administration in a centralized way.
- The analysis showed that in order to develop successful public administration supervision / monitoring system it is crucial to have an appropriate methodology and appropriate processes and evaluation indexes. Moreover, it is necessary to ensure that there is interconnectivity between the different IT systems that are introduced and used in different institutions to monitor very specific fields of the public sector.

2 Thematic Paper

Reforms in selection / recruitment of human resources

1. Introduction

This thematic paper focuses on the second pillar theme of the Medium Term Plan *"The Role of the HR function in shaping public administration (professional)"*, and its sub theme *"Actions to drive efficiency through professional human resources"*. In this regard, there is a particular focus on the changes in the selection/recruitment systems of the Member States and new techniques to assess competencies and ensure that the right people will be in the right place at the right time.

The thematic paper is based on the work carried out during the Lithuanian Presidency. The Lithuanian Presidency launched the survey with the purpose to:

- Review best practices of the EUPAN Member States in reforming HR selection/recruitment system since 2008;
- Identify competencies which are assessed in the selection of civil servants and the assessment methods.

2. Theme presentation

The reform of HR selection/recruitment is a mean by which governments can ensure the effectiveness of public administration. The aim is to have a professional public service which is able to secure the effectiveness of the public administration institutions. The key target and challenge for all HR managers is to have the right people in the right place at the right time.

The selection/recruitment process are organised differently across the Member States. A common feature, however, is that all processes are based on openness, impartiality, fairness and transparency.

The Member States were asked to share their experience of how to deal with the main challenge – appropriate assessment of the competencies of applicants by using new assessment methods in the selection/recruitment process, including assessment methods applied to senior civil service posts. In the questionnaire (Response Template) the competencies were defined as "skills, knowledge, behaviour or abilities" needed in order to carry out the job successfully. The Member States were also asked to indicate the valuable lessons they have learned while improving the efficiency and effectiveness of their selection/recruitment system.

3. Data analysis

The EUPAN Lithuanian Presidency team prepared the questionnaire (Response Template) and the Discussion Note and circulated these documents by e-mail to the Member States (EUPAN members). 28 responses have been received and analyzed by the Presidency. This thematic paper provides an overview of the key issues outlined in the responses and thematic presentations given during the EUPAN HRWG meeting. In the data analysis the United Kingdom and the Czech Republic are not included.

In order to provide deeper and more standardized information on the public sector selection/recruitment processes across the Member States, especially on the competencies assessment's methods, we took into account recent findings of the Benchmarking Survey of the European Personnel Selection Office (EPSO), that were presented during the IPSG / HRWG meeting in Vilnius on 29th October 2013.

3.1. Models of HR selection / recruitment system

Public administration HR selection/recruitment models vary across the Member States. The choice of a model depends on the political, cultural and legal context as well as the type of the public administration system in the Member States. It also depends on what is expected from the public administration, in terms of how much it should contribute to the development of the country, and of the public servants who are responsible for this function; it also depends on the corresponding professional requirements which the public servants must have.

The data analysis shows that mostly the mixed and decentralized human resources selection/recruitment models are used. More than 46 percent of the interrogated Member States - ***Austria, Croatia, EU Institutions, France, Hungary, Ireland, Lithuania, Luxembourg, Malta, Portugal, Romania, Slovenia and Spain*** apply a mixed organisational model. More than 46 percent of the interrogated Member States - ***Bulgaria, Denmark, Estonia, Finland, Germany, Greece, Iceland, Italy, Latvia, Netherlands, Poland, Slovakia and Sweden*** apply a decentralized organisational model. More than 7 percent of the Member States, i.e. ***Belgium and Cyprus*** use a centralized organisational model of HR selection/recruitment.

Italy, in particular, uses a mixed model of selection/recruitment for central administrations and a decentralized model for local authorities.

It is important to note that the assessment methods used in the selection/recruitment process do not depend on the model which is chosen in the Member State.

3. 2. Main changes to improve the selection/recruitment systems since 2008

According to the Member States responses there were implemented these main changes in the selection/recruitment system since 2008:

- Changes to screening and /or testing (***Austria, France, Portugal, Ireland, Belgium***);
- Introduction of the laws regulating selection/recruitment (***Estonia, Hungary, Romania, Bulgaria, Croatia, Greece, Poland, Finland, Latvia, Malta)***;
- IT improvements (***Iceland, Denmark, Luxembourg, the Netherlands***);
- Introduction of the new selection/recruitment system (***Italy, Lithuania, EU Institutions***);
- No changes have been implemented (***Cyprus, Germany, Spain, Sweden and Slovenia***).

3.3. Competences assessed and the selection methods

The data analysis shows that all Member States assess skills, knowledge, behaviours and reasoning ability of the applicants. According to the EPSO Benchmarking Survey 28 percent of the Member States use competency - based human resources selection/recruitment system, 11 percent of the Member States practice knowledge - based selection/recruitment and 61 percent of the Member States apply the combination of both. The main assessed competencies which are listed in the Member States responses - verbal and numerical reasoning, teamwork and social skills, leadership, planning and analytical skills, job-specific competences, language skills, technical skills, communication, creativity and pro-activity.

According to the EPSO Benchmarking Survey the Member States use these main selection methods:

- 67 percent of Member States use the case study/written exercise, knowledge tests, competency based interviews, online application form as the selection methods;
- 61 percent of Member States use an oral presentation as the selection method;
- 56 percent of Member States apply the language proficiency tests as the selection method;
- 50 percent of Member States apply the personality tests and knowledge based interviews as the selection methods;
- 44 percent of Member States used CV screening and paper application as the selection methods;
- 33 percent of Member States use group exercise, job-specific tests and the online tests as the selection methods.

3.4. Selection/recruitment of senior civil servants

The data analysis shows that 68 percent of the Members States (***Austria, Belgium, Bulgaria, Cyprus, Denmark, Estonia, EU Institutions, Germany, Greece, Hungary, Ireland, Italy, Lithuania, Malta, Netherlands, Poland, Portugal, Romania and Slovenia****)* apply special (different) assessment methods in the selection/recruitment of the senior civil servants. 32 percent of the Member States, i.e. ***Croatia, Finland, France, Iceland, Latvia, Luxembourg, Slovakia, Spain and Sweden*** do not apply different assessment methods in the selection/recruitment of the senior civil servants.

The Members States note that, among others, the following skills are assessed in the selection/recruitment of the senior civil servants - leadership, management, teamwork, communication and technical skills. The main selection methods of the senior civil servants - assessment Centre, case study, interview, written test, personality questionnaire.

3.5. Lessons learnt

According to their experience the Members States identify the following valuable lessons in improving the efficiency and effectiveness of the selection/recruitment system:

- Competency – based models are highly effective when it comes to assessing applicants.
- Increasing mobility in public administration is beneficial to staff motivation.
- Collaboration with job agencies on publishing vacancies to reach as many qualified job seekers as possible.
- Training of jury members regarded as crucial.
- Standards and methodologies are the most important in HR selection/recruitment.
- The costs psychometric tests are lower and they improve efficiency of the testing process.

4. Conclusions

- The data analysis shows that mostly the mixed and decentralized human resources selection/recruitment models are used. Also, it was observed that some Member States (***Denmark, Netherlands and Iceland***) made some changes aimed at standardizing the decentralised processes, taking account of the general job database, the web-based application or online testing. This reflects the increased focus on efficiency, cost-reduction and transparency in the selection/recruitment process.
- It should be noted that since 2008 the main changes in selection/recruitment system were made by introducing the laws regulating selection/recruitment, new selection/recruitment

systems, IT and screening or testing improvements. The main trend in reforming the human resources selection/ recruitment moves towards a shared strategy on communication and recruitment channels, the digitalization of this process, the professionalization of jury members and new techniques to assess skills, knowledge, behaviours and reasoning ability.

- The data analysis shows that all Member States assess skills, knowledge, behaviours and reasoning ability of the applicants. The main preferred competencies which are listed by the Member States are verbal and numerical reasoning, teamwork and social skills, leadership, planning and analytical skills, job-specific competences, language skills, technical skills, communication, creativity and pro-activity. Most of the Member States uses the case study/written exercise, knowledge tests, competency based interviews, online application form as the selection methods.
- Most of the Members States confirm that they apply special (different) assessment methods in the selection/recruitment of the senior civil servants. The main selection methods of the senior civil servants are Assessment Centre, case study, interview, written test, personality questionnaire.
- The Member States notice that the most important to ensure the quality of the common selection process is to have the shared services and appropriate tools - standards and methodologies. The Member States see crucial importance in the professionalization of the jury members and introduction of the competency – based selection model which is highly effective when it comes to assess skills, knowledge, behaviours and reasoning ability of the applicants.
- The Member States highlight the importance of creating possibilities for a greater mobility in the public administration. This allows more transparent management of the public service and professional development of the public servants, as well as better distribution of the human resources, their activity and their contribution to the goals of the government.
- The Member States consider that the key factors to success are digitalization of the selection/recruitment process, pooling of the financial and human resources and introduction of new selection methods which enable to make the selection process speedier, more efficient and more transparent.

3 Thematic paper

Staff engagement in times of change – motivation

1. Introduction

This thematic paper focuses on the first pillar theme in the Medium Term Plan a „Fit for purpose“ public administration (resilience), examining the issue of staff engagement in times of change, particularly motivation and the role of non-monetary rewards in sustaining lasting reform and administrative change. The thematic paper is based on the work carried out during the Lithuanian Presidency. It incorporates survey's responses from EUPAN members and insights from the presentations and follow-on discussions during the IPSG/HRWG meeting in Vilnius on 29th October 2013.

2. Theme presentation

The economic crisis and cuts in the public sector funding have become the main drivers of various reforms in public sector, including the motivation system (framework). The austerity measures were taken (staff reductions, decrease of wages, etc.) across all members states. At the same time countries were required to ensure optimal performance of institutions and, with lower costs, continue to meet effectively the public interest. The motivation topic has become relevant at this period.

In order to uncover EUPAN member states' approach to motivation in the times of change, with a particular focus on non-monetary measures (means) for motivating civil servants, trends in this area and lessons learned when member states conduct rewards in public administration, the survey on motivation has been launched.

EUPAN member states were asked to share their best practices on how they have been dealing with public servants' motivation issues in the times of change – whether a motivation system (framework) was developed, what reforms have been implemented in this area and what the main reasons for these reforms were, what kind of non-monetary and monetary measures (means) of motivation have been applied according to the motivational factors (motivators), if different measures (means) of motivation were applied to motivate public servants in different positions (e.g. for top managers and other servants). The member states also were asked to explain if they evaluate (measure) public servants' motivation and their commitment to the organization, and if yes, to clarify how it is done (identify a subject who is responsible for that (e.g. services are outsourced or done by human resource managers of organization); how frequently it is done and how results are used further; other issues important for measurement). It is important to discuss

how the motivation system (framework) relates to public servants' commitment to the organization as well as to introduce the acquired lessons of motivating public servants using monetary and non-monetary measures (means) of motivation.

As it were, appropriate questions have been given for countries:

- Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
- What monetary and non-monetary rewards are used in your public administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).
- Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
- Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?
- Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
- How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
- What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

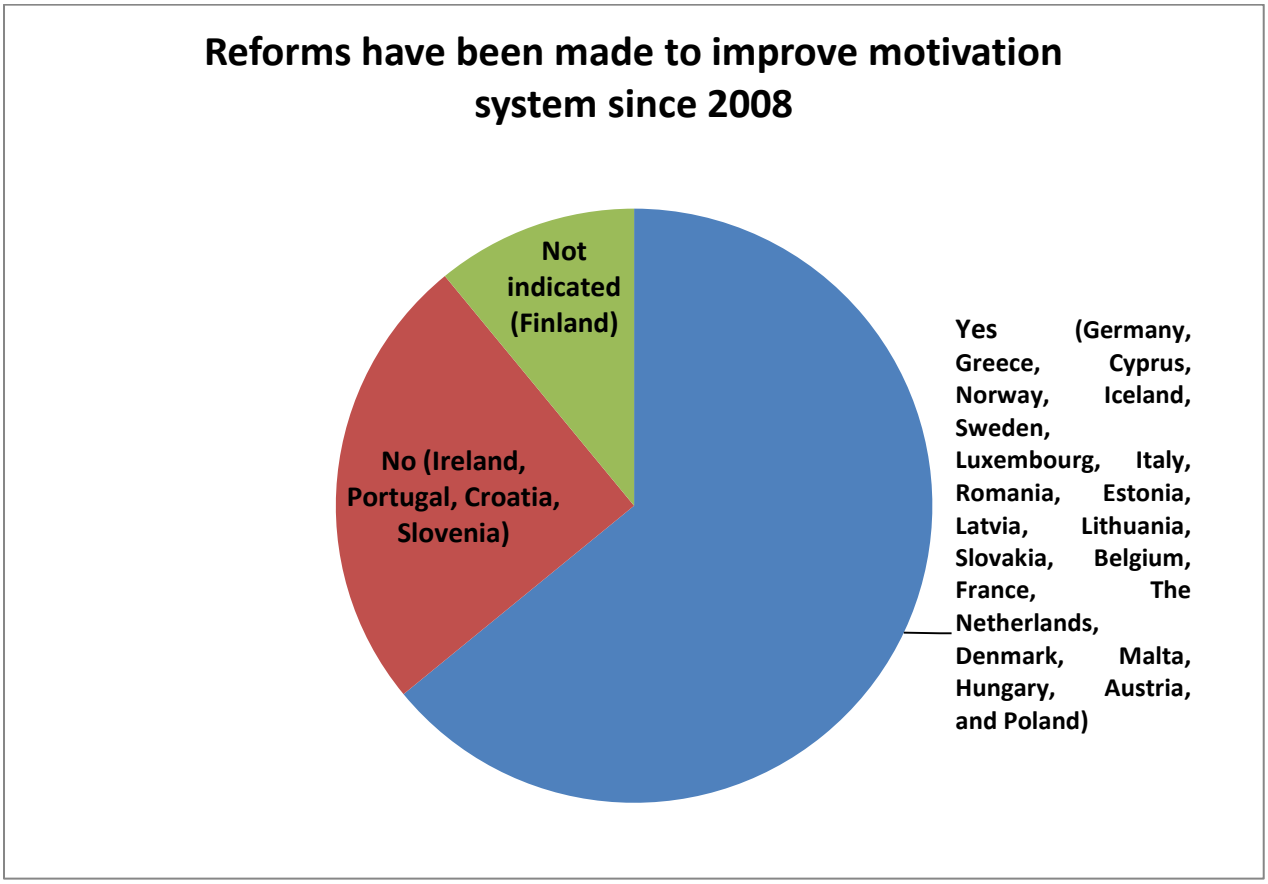
3. Data analysis

The EUPAN Lithuanian Presidency team prepared the questionnaire (Response Template "Staff engagement in times of change – motivation") and the Discussion Note and circulated these documents by e-mail to Member States (EUPAN members). 28 responses have been received and analyzed by the Presidency. This thematic paper provides an overview of the key issues outlined in the responses. Data analysis does not include the following countries: the United Kingdom, Bulgaria and Czech Republic.

3.1. Reforms that have been done to improve the motivation system (framework) since 2008 and reasons for these changes.

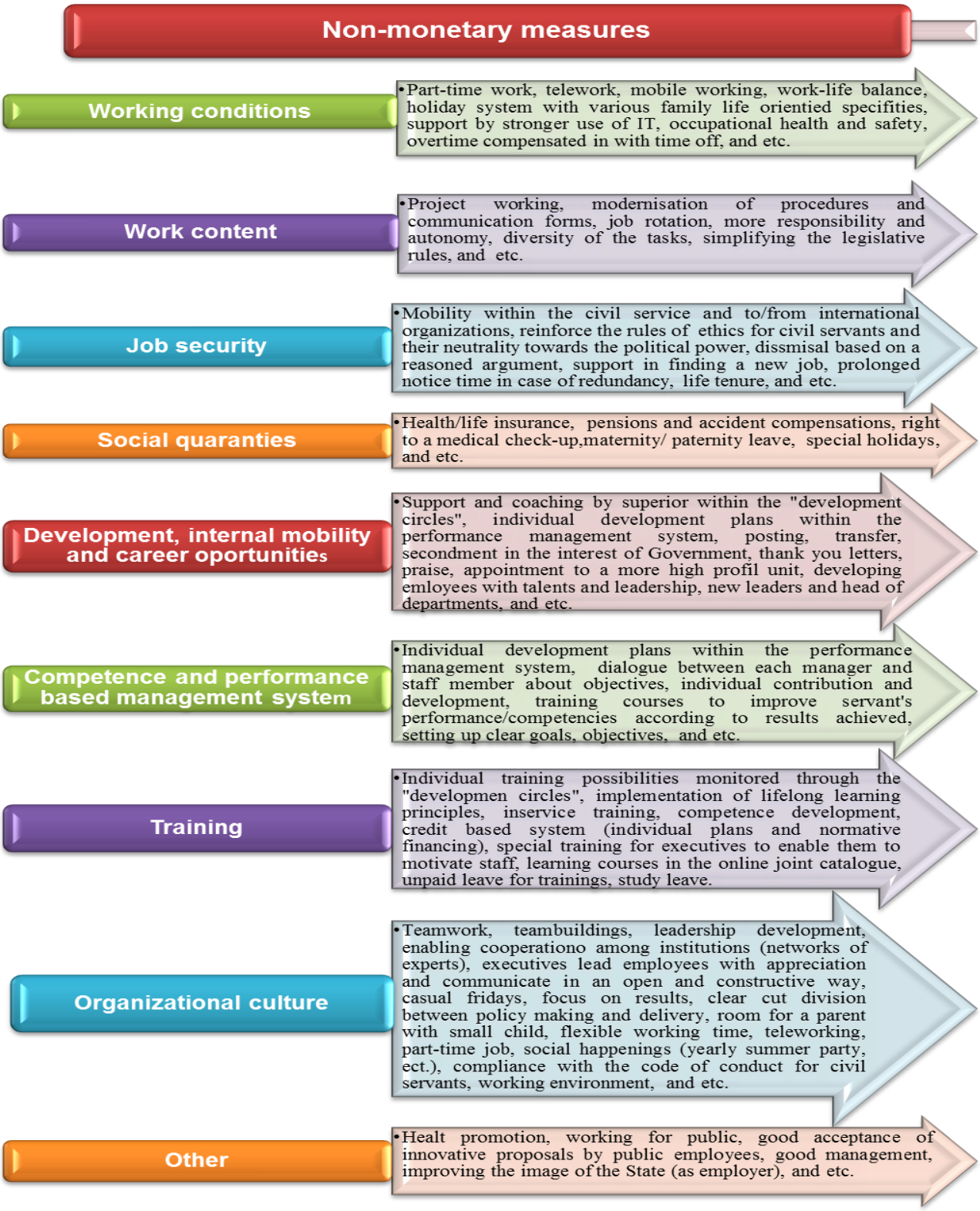
Changes in motivation systems were made almost in all EUPAN members states after 2008 – 6 members **(Ireland, Portugal, Croatia, Spain, Slovenia, and COM)** indicated that there have been no any major changes of motivation systems since that date, 1 country (Finland) has not indicated

any changes. However, 21 countries **(Germany, Greece, Cyprus, Norway, Iceland, Sweden, Luxembourg, Italy, Romania, Estonia, Latvia, Lithuania, Slovakia, Belgium, France, The Netherlands, Denmark, Malta, Hungary, Austria, and Poland)** indicated that some changes were made while improving motivation systems and these changes were made as the consequence of crisis as well as considering other different reasons – to prevent drain to private section, to improve career and salary system, work efficiency, to postpone retirement, to set balance between family life and work, to widen the room of self-management. Moreover, significant reforms took place regarding the monetary measures of motivation **(Latvia and Germany).**



3.2. Non-monetary measures of motivation according to the motivational factors used in public administrations. Are there any differences for Top executives?

On the basis of the material provided by respondents a variety of non-monetary measures is being used across EUPAN members, which differ according to the motivational factors within each country. However, based on responses, the following common non-monetary measures could be distinguished across the member states (see the chart below).



Survey shows that even 20 EUPAN members – **Belgium, Luxembourg, Latvia, Norway, Germany, Slovakia, Croatia, Sweden, Iceland, Spain, Greece, Cyprus, Austria, Finland, Romania, Italy, Cyprus, Poland, Denmark, and COM,** have indicate that they do not apply different non-monetary measures according to the position. However, such measures are indicated in 8 other members of EUPAN, id est – **Estonia, Slovenia, France, Malta, Portugal, Hungary, the Netherlands, and Lithuania.** In addition, **in Poland** the type of non-monetary measures is

dependent on the status of employment (different ones are designed for civil servant (public law employee) and for civil service employee (labour law employee).

Portugal explained that different measures are used in their country, such as car service and driver, mobile phone within a set expenditure ceiling, benefit from legal assistance and exemption from court fees in proceedings related to the fulfillment of the position and professional activity. Also the exemption from working schedules without prejudice to the observation of the general duty of assiduity and the compliance with the weekly working time and without entitlement to the pay of an extra remuneration outside the normal working hours is used.

France explained that from August 3, 2009 came into force the Law on mobility and professional path, which regulates encouraging mobility: less regulatory obstacles to move between statuses/categories ("corps") and thus between ministries and between the three sections of the French civil service, creation of an online market place for public job offers with a part dedicated to top managers. Also the special monitoring of the top managers career and profession path are led by the Directorate General for administration and the Civil service and the services of the Prime Minister. Training and coaching have been also professionalized, with the creation of special programs focusing on the required skills (leadership, strategic vision, ability to promote modernization, to promote project management and partnership). Identification of future high potentials in the different ministries and preparation through training for their future responsibilities also are considered (by strengthening managerial skill in particular).

Slovenia also indicated about different non-monetary rewards for managers: recognition for good management, additional training for top managers, special medical examination.

Estonia and **the Netherlands** said that the main non-monetary measures for top managers are better development and training programme with more individual approach. **The Netherlands** also said that very few top managers, depending on their job description are being provided with an official car with a driver.

3.3. Are public servants' motivation and their engagement with the organization evaluated?

Mostly due to improve performance and working conditions of civil servants, to plan and develop activities for civil service, to establish training needs for the next year and for promotion to a higher position, the evaluation of job satisfaction in different periods of time (annually, every 2-5 years or ad hoc) is done across the EUPAN members. 21 EUPAN members indicated that public servants' motivation and their engagement with the organization are evaluated in their public administrations **(Germany, France, Belgium, Ireland, Estonia, Latvia, the Netherlands, Luxembourg, Malta, Romania, Slovenia, Croatia, Norway, Denmark, Iceland, Italy, Hungary, Austria, Finland, Sweden, and COM).** Some countries – **Spain, Greece, Slovakia, Cyprus, and**

Poland, indicated that they do not measure motivation and engagement. However, in **Portugal** civil servants' motivation is not evaluated, except public servants' engagement with the organization. Engagement is evaluated every two years in the scope of performance assessment by the line manager. Meanwhile, **in Lithuania** civil servants' motivation is evaluated ad hoc voluntary as well as it is not set in legal acts. Usually it is done by Civil Servant Department or outsourced.

In **Germany** there is no systematic evaluation of public servants' motivation in the public administration. Internal regulations provide compulsory bilateral talks between executive and employee about the cooperation once or twice a year. The talks give opportunity to improve things if necessary. Also some Ministries use employee surveys to evaluate the public servants' motivation.

Procedures of individual assessment have been implemented for all State civil servants in **France**. Annually individual interviews are made – a civil servant has a discussion with his manager on professional results, annual goals to reach, and the individual career perspective. Persons, who manage the team also, are asked about the way they manage their team.

Through annual interviews systematic measuring of civil servants' motivation is carried out in **Slovenia**. As well as some institutions conduct surveys on employees' satisfaction.

Hungary said that a comprehensive engagement-measurement program was led by the Ministry of Public Administration and Justice in 2011 in order to investigate the public officials' factors of satisfaction and their opinion of organization.

Motivation and engagement are not measured on whole of civil service level, however, it is the responsibility of individual Ministries, - indicated **Ireland.**

In **Belgium** motivation and engagement are evaluated through the "development circles", which are organized yearly on the basis of an evaluation interview and functioning interviews. The hierarchical superiors are responsible for the "development circles".

Luxembourg indicated that the evaluation is done on the basis of three-year cycle by the middle.

The evaluation of motivation and engagement are evaluated in **Latvia** by human recourses professionals within the institutions. Surveys on motivation within a whole government are carried out before the development of human resource projects in central level, such as performance management system (2011), strategy for human resources development in the public administration (2012).

The ministry of Government Administration, Reform and Church Affairs evaluates the servants' motivation every third year in a survey in **Norway**. Job satisfaction is also measured except in different terms.

In **Croatia** the evaluation of motivation and engagement is done not for all categories of civil servants and state (contract) employees. However, in the process of assessing managing civil servants there is a criterion of "motivating civil servants", i.e. as a part of the overall assessment of

the managing civil servant it is assessed how successful he/she has been in the application of available motivation techniques and motivators to produce, direct and maintain the desired behavior of civil servants, and encourage them to perform their tasks in order to achieve the goals set.

In **Sweden** are done surveys on staff opinions, however not only motivation, but also on leadership, organization, efficiency, and other. The surveys are carried out with intervals of two to three years by private companies normally and are purchased by each agency. By the external providers there are also conducted national surveys in central government about attitudes of newly employed staff and managers.

In **Denmark**, all public workplaces are required to conduct an employee's satisfaction survey at least every three years. However, many workplaces conduct surveys on yearly basis.

There are anonymous attitude surveys among federal public employees held periodically, every three to five years, which cover motivating factors at work as well as some other work related topics **in Austria**. The surveys are designed by the Federal Chancellery/DG III in cooperation with all Austrian Federal Ministries but are proceeded online and analyzed externally by the Statistics of Austria.

In the **Netherlands** second yearly surveys on motivation and mobility within whole public administration are carried out too. Furthermore, there is a digital standartilised model for employee satisfaction (including motivation elements). The questioners have a common starting point, but are custom based, and can differ among central government employers. Results are available for the own organization and overall for the whole Ministry or whole national public administration.

In **Finland** the free of charge tool for measuring job satisfaction by Ministry of Finance on 2004 was launched – VMBaro/The job satisfaction barometer – web-based questionnaire system (http://www.baro.vm.fi), which gives for separate agencies the opportunity to do their staff job satisfaction survey. Responses should be delivered in 1-2 weeks. All researched information goes to a common study database. System gives compare information of administrative sectors, of different types of agencies and of whole State.

In **Romania** the degree of motivation and engagement of civil servants is evaluated annually during the performance appraisal process by management due to lack of funds for outsourcing these activities.

In **Italy** the new national performance assessment system has been created. According to the new system there are two bodies responsible for evaluation of motivation – the National Anticorruption Authority for Evaluation and Transparency of Public Administration and local independent Evaluation Bodies in every organization. The Commission establishes guidelines, disseminates and validates assessment methods, performance standards and oversees their implementation, while local Evaluation Bodies have the task to ensure the correct implementation of the performance management cycle.

Centrally the civil servants motivation and their engagement are measured after every two or three years in **Estonia**. The service is outsourced to get comparison with other companies in the Estonian labour market. Some Ministries and agencies are measuring the motivation more often and it is mostly done by human resources professionals.

3.4. Are non-monetary rewards regulated by laws?

Non-monetary measures by legal acts (laws or secondary regulations) are regulated broadly across the EUPAN member states. Non-monetary rewards are set in legal acts in **Germany, France, Belgium, Luxembourg, Latvia, Estonia, Lithuania, Ireland, Hungary, Portugal, Poland, Slovakia, Norway, Croatia, Romania, Italy, Denmark, Malta, and COM.** Moreover, in **Germany, Ireland, Estonia, Lithuania,** and **COM** non-monetary rewards are regulated by legal acts partly. However, there are some countries where these measures are not regulated by legal acts, i.e. **Spain, Greece, Sweden, Iceland, Austria, Slovenia, and the Netherlands. Finland and Cyprus** have not indicated of regulation in legal acts.

In Latvia some of non-monetary rewards are stated in the Law on Remuneration of Officials and Employees of State and Self-government Authorities.

In **Ireland** non-monetary rewards are not regulated by law. However, employees' terms and conditions, such as working hours and job security, strong legal protection are afforded.

In **Portugal** measures of a managerial nature, dependent upon the managers' leadership style (such as grant of greater or lesser autonomy, accountability, creative environment, setting up of working teams, etc.) are not regulated by law, except other non-monetary measures mentioned in the Response template.

In **France** some measures are implemented by law due to their link with the statutory principles or because they must be applied to all employees (for instance, job security, working conditions, etc.), and some by secondary legislation.

Com indicated that implementing rules have been adopted on flexible working time, teleworking, performance management, as this part of European Union Staff Regulations. Other non-monetary rewards play an important role in the motivation system in place such as participation to specific trainings, to high level meetings to represent the service, regular positive feedback.

In **Poland** non-monetary rewards are regulated by law. Additionally, non-material motivational tools in civil service, such as: approval, distinction, enabling self-development, directing to training, assigning new interesting tasks, broadening the scope of responsibility, optimizing work organization, are recommended to use by the Head of Civil Service in the Human resource management standards in the civil service.

Non-monetary rewards are directly regulated by legal acts (Labour Code, Act on Civil Service) and by the collective agreement in **Slovakia**. Some of the non-monetary rewards, such as

senior day off work, are part of the main collective agreement too in **Norway**. As well as, non-monetary rewards can be regulated by the collective agreements in **Italy**.

Denmark indicated that the State does not have any specific law regarding the allowed extent of non-monetary rewards in the public sector. Instead the individual institutions must follow the more general regulatory standards, set up in legal regulations, for appropriation, wages and terms of employment and collective agreements. However, allowed non-monetary rewards must be linked directly to official business and in the interest of the employer as well as must contribute to the improvement of the performance and be financially justifiable.

Romania indicated that some motivational factors are regulated by laws and government decisions and they differ from one public institution to another according to their organizational culture.

3.5. The role of non-monetary rewards in times of change.

With the recession effecting institutions across the EUPAN members, employees' recognition and rewards are often one of the first areas to be neglected or done away with to protect the institution's bottom line. In times of change the demand for public service does not decrease, a lot of austerity measures were undertaken, even monetary rewards were frozen across the members' states. All European Union member states have dealt with challenge that servants had to do more with less. Therefore, a need to assert values and commitments of the civil service were grown. The non-monetary rewards have played a large role while increasing importance in some areas such as job security, employee development, and work conditions. Members states agree that they are the best tools to determine work efficiency and conduct successful leadership, for new performance appraisal systems, for institutional cultural changes in particularly importance of positive feedback, for management optimization and maintenance of certain degree of quality. As indicated **Italy** the salary increases and the detailed rules for disbursement of the awards were defined by the collective agreements, which were blocked. Thus non-monetary rewards became the only one on consideration at the moment. All EUPAN members agree that given the elimination of monetary rewards due to the current economic situation the role of non-monetary rewards have greatly increased. **Romania** said that some of the non-monetary motivational factors, such as performance appraisal and granting qualifiers, improving the management of public institutions by implementing management internal control, and job security, led to rendering public administration more efficient. **Slovakia** indicated that non-monetary rewards should support loyalty to employer as well as to motivate young people to enter public administration and to maintain professional public administration. **Luxembourg** indicated that the role of non-monetary rewards is also important in order to promote employability meanwhile maintaining conditions of well-being at work. **Iceland** explained that their survey's results on satisfaction show that many agency managers started to use non-monetary rewards in more systematic ways than before the time of constrain as well as employees appear to appreciate increased flexibility and opportunities for

career development within the workplace more. Implementation and observation of the non-monetary rewards by the government could oppose negative trend noticed in slow decrease in motivation across the civil service, indicated **Poland**. There is also important in times of change to have right and timely information on anticipated changes, said **Slovenia**.

4. Conclusions

- A trend that in the majority of members' states the motivation systems were reformed, as the consequence of economical constrains also due to prevent drain to private section, to improve career and salary system, work efficiency, to postpone retirement, to set balance between family life and work, to widen the room of self-management is seen.
- Rewards are given when an institution wants to motivate employees in achieving a goal or when employees have accomplished an institutional objective. When properly implemented, rewards and recognition help an institution in the pursuit of strategic and operational goals. Rewards are not limited to monetary limits, but include many non-monetary practices that can enhance morale and productivity. The monetary rewards not always play the crucial role within the motivation system, the non-monetary rewards are also important. Moreover, they have longer and deeper effect. The non-monetary measures are the best tools to determine work efficiency and conduct successful leadership, for new performance appraisal systems, for institutional cultural changes in particularly importance of positive feedback, for management optimization, for increasing importance in some areas such as job security, employee development and work conditions.
- A variety of non-monetary measures are being used across EUPAN members, which differ according to the motivational factors within each country (for instance part-time work, telework, mobile working, work-life balance, holiday system with various family life oriented specifies, support by stronger use of IT, occupational health and safety, and ect.).
- Different non-monetary measures for top managers are applied (Estonia, Slovenia, France, Malta, Portugal, Hungary, the Netherlands, and Lithuania). In some countries (Poland) the type of non-monetary measures that could be applied, is dependent on the status of employment (different ones are designed for civil servant (public law employee) and for civil service employee (labour law employee).
- There is a tendency that public servants' motivation and their engagement with the organization are evaluated in many countries' public administrations in different periods of time (annually, every 2-5 years or ad hoc) (Germany, France, Belgium, Ireland, Estonia, Latvia, the Netherlands, Luxembourg, Malta, Romania, Slovenia, Croatia, Norway, Denmark, Iceland, Italy, Hungary, Austria, Finland, Sweden, and COM).

- Non-monetary measures are broadly regulated by legal acts (laws or secondary regulations) across EUPAN member states (rewards are set in legal acts in Germany, France, Belgium, Luxembourg, Latvia, Estonia, Lithuania, Ireland, Hungary, Portugal, Poland, Slovakia, Norway, Croatia, Romania, Italy, Denmark, Malta, and COM).

Appendix 1: EUPAN members‘ responses to thematic paper on „Public Administration Supervision / Monitoring“

Austria

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
Main public administration fields, at the federal level, that are monitored using IT-Systems, are human resources, organisational structure, strategic goals and budget expenditures. We also have central portals for information and communication with citizens (help.gv.at), including introduction of procedures and a central data portal, data.gv.at.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
IT-System for the Federal Administration providing integrated applications on **Human Resources Management**: PM-SAP Organisational Management Data-Administration on the Contracts of Employment and Personnel Records Management, including Process Management Payroll (Number of Employees 170.000, Retirement Pension 95.000) Accountancy on Human Resources - Integration into a separate IT-System called HV-SAP on the basis of specific Business Processes Time-Management including Employee-Self-Service Travel-Management including Employee-Self-Service Management Information System combining Human Resources Data and Payroll Data Analytic Tools, Controlling-Reports, Information Cockpit for Strategic Decision Making Tools for Planning Total Number of Persons administrated in PM-SAP: 330.000 Number of Named Users: more than 140.000 IT-System for the Federal Administration providing integrated applications for **Financial Management:** HV-SAP All federal authorities, the ministries, and several subordinate authorities like schools, courts and police offices work with the central IT-system for budgeting and accounting. This system is an integrated IT-system run by SAP. The ministries and the subordinate authorities are business units with their own budget line for expenditures and revenues. They also have to give a financial statement to show a view on their gain and loss account and their balance sheet. Within the Austrian federal government there are more than 1200 budgeting authorities.

The following modules in use:

- Budget management
- Financials
- Cost accounting, Controlling
- Material management
- Asset accountingand
- Project system

Due to the integration of all federal authorities the IT-system has to manage the data of nearly 8000 users.

To get information and strategic facts for political and administrative decisions there is also a business intelligence system in use (data warehouse).

Monitoring **strategic goals**:

IT-Systems are also used for Performance Management and Regulatory Impact Assessment: a special IT-tool for outcome-oriented impact assessment has been developed. It is an application for the generation of the budget documents. It contains a guided process and calculators and generates automatically the necessary legal material. Officials conducting the impact assessment are guided through a questionnaire, receiving guidance and support by way of explanatory texts and contact persons in the responsible ministry.

Line ministries have their own IT-solutions for performance management.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
In Austria, every new government sets out their reform projects in the Government Programme. The implementation of the projects is monitored by a steering group and by the use of project management techniques.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Results from public administration monitoring are the database for decision-making at the political level and at the level of public administration top management. The Austrian system of performance orientation (short description below) clearly shows the societal effects achieved by the implementation of public policies. The performance management cycle as of 2013 (see also illustration below) As a result of the introduction of outcome orientation, a new management cycle and performance management process is applied in public administration at Federal level. Every spring each Ministry and each Supreme State Organ elaborates a multi–annual strategic plan (refer illustration, 1) which is laid down in the Strategy Report on the Medium–Term Expenditure Framework. This broad strategy is specified for each financial year in the annual Federal Budget, by means of outcome (3) and output statements (2). Outcome statements set out the effects to be achieved in society. The term output refers to priorities to be set and measures to be taken by public administration in order to achieve the desired outcomes. Outcome and output statements

are meant to provide orientation for Parliament and the interested public regarding the priorities to be pursued by the respective Ministry or other public body in the next financial year.

Within public administration, the implementation of these priorities is ensured by means of performance mandates (4). These set out the operative work plan of a particular administrative unit for the following four financial years.

The benefits of this approach lie not only in defining policy aims at different levels but, in particular, in ensuring their achievement through management by objectives (5). Appraisal interviews form a further key element of the system, as it is there that each employee's contribution to achieving the respective public body's objectives is defined.

Outputs should be evaluated (6)at regular intervals so that any deviation from the plan can be detected in good time, and suitable steps taken to correct it.

However, merely evaluating the output would not be enough to show whether the intended effect has been achieved. It is therefore necessary to carry out an evaluation of outcomes (7), too.

The conclusions drawn from the evaluation of outcomes show any potential for increasing the effectiveness and efficiency of public administration activity. Evaluation results are therefore taken into account in elaborating the next strategic plan (1), and thus the performance management cycle comes full circle.

What are the advantages of this management model?

Members of Parliament are better informed when debating the Budget and in a better position to demand that Government and public administration achieve objectives. This is conducive to careful management of taxpayers' money.

Citizens gain better insight into the Government's work, as well as a better understanding of the machinery of government and what it is responsible for. This will strengthen people's confidence in public institutions.

Public administration can show the range of services it provides for citizens, organised interest groups, politicians and other stakeholders.

The definition of intended outcomes makes the aims to be achieved by public administration transparent to its various institutions and each of their staff members. This makes public administration even better able to target societal priorities with its activities and services, and to work effectively and efficiently.

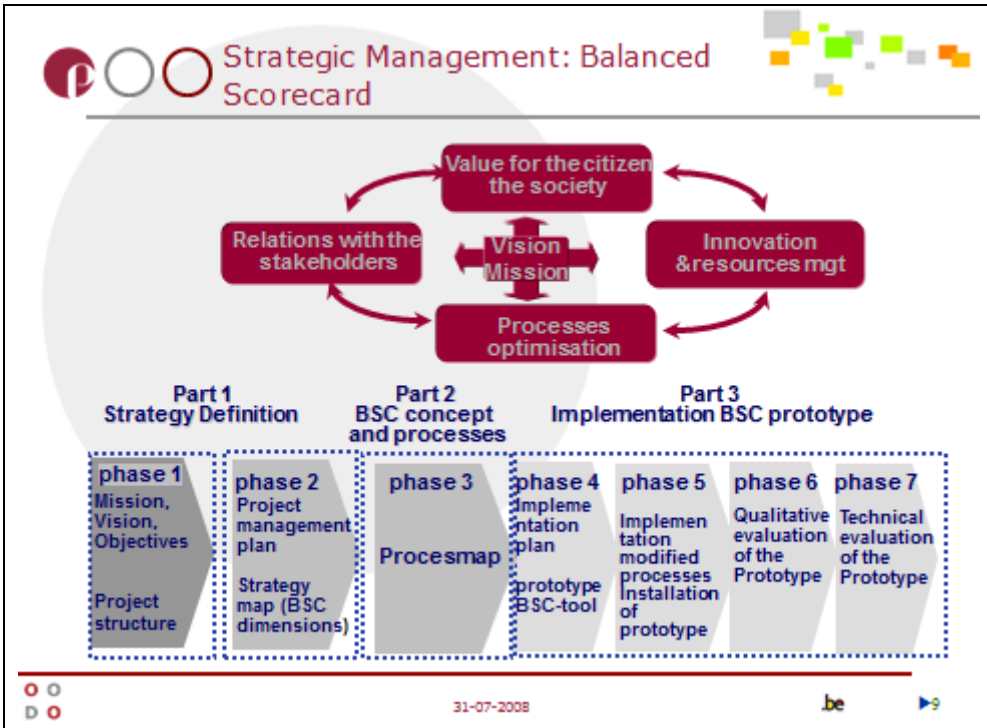
As outcomes and outputs are geared towards achieving equality of women and men, it is possible to show, analyse and control the different effects of government activity on women and men.

Do you have a centralized public administration monitoring system (at national level) in your country?
Other. For Human Resources, budget expenditures and cost accounting, an integrated IT-solution (SAP) has been implemented.

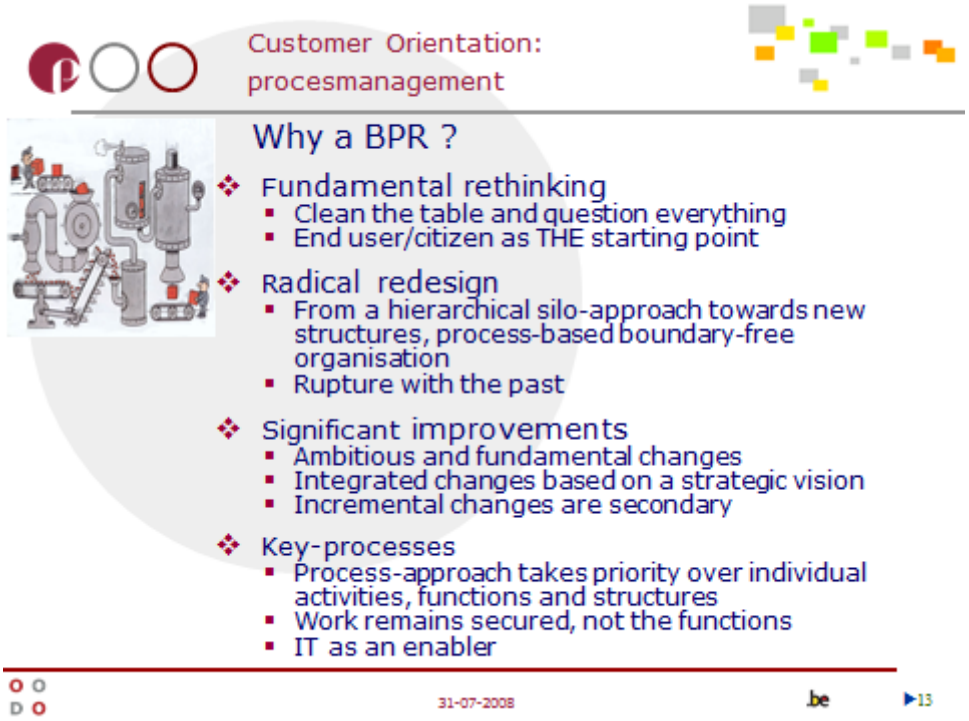
Belgium

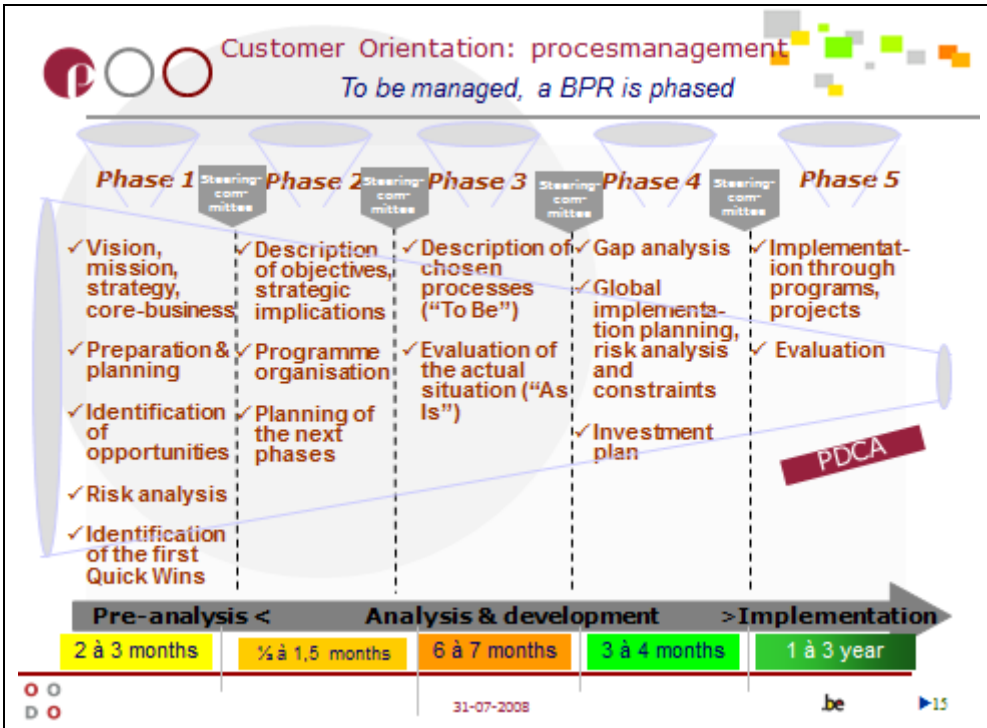
What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
- The budgets are monitored. The annual budget of a department is presented, discussed and has to be approved by the minister of budget. Its use is then monitored by the corps of Inspectors of Finance. Afterwards the correct use of the budgets is controlled by the Court of Accounts. - Aside of that a global system of internal audit has been put in place. - Within each department, the manager is responsible for his personnel plan, under the supervision of the responsible minister. The global evolution of the federal staff is monitored by a specific unit of the federal department Personnel and Organisation which develops analysis and strategic planning of the evolution of the staff and of the personnel expenses. - The function descriptions are centrally organized and monitored within a specific unit of the federal department Personnel and Organisation. - The functioning and performances of the ministerial departments are also monitored through management plans and administrations contracts. Those are established between the minister and the top-managers of the administration. They include indicators for the domains of responsibility of the department and the various deliverables. The managers are evaluated on the realisation of those objectives.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
Mechanisms used are Management plans and administration contracts. Also : Balanced Score Cards

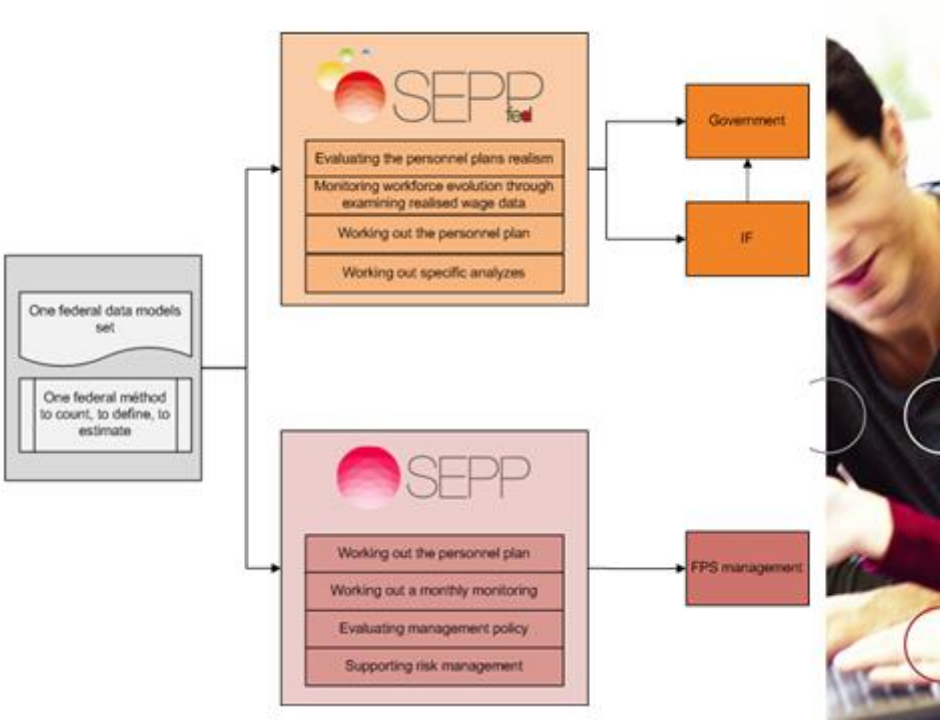


Business Process Reengineering





<u>SEPP – Standard method for personnel planning</u>



- SEPP is used
- By the Head of administration
  - Each year to make the final step of his workforce planning process when he gives an estimation of his HR vision
    - "To Plan" (yearly activity)
  - Every month to

- follow the state of progress of his plan
- Evaluate management policies
- take decision to realize the goals
- Manage risk
- « To manage » (monthly activity)

  – By the Government

- Each year to analyze the risk level taken by all services in their workforce planning and to avoid bankruptcy
  - Personnel Plan assessment
- Every month to analyze the evolution of civil servants
  - Federal Monitoring
- As often as needed
  - to evaluate new HR policies
  - to focus on services that have difficulties reaching the HR or budget goals

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
• Ministers monitor changes in their department through management plans, administration contracts and indicators. • Minister for Civil Service has a transversal view on the functioning of public administration. • Court of accounts monitors use of departmental budgets and results.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
• Indicators of the management plans and administration contracts are the basis of the monitoring of administration results. • They serve as a basis for adapting administrations and improving from year to year their results.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes By budget department through the monitoring of the departmental budgets. By HR department through monitoring of department staffs. By Court of Accounts on effective use of budgets and deliverables.

Bulgaria

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
- Budget expenditures; - Human resources; - Terms and Conditions for Evaluation of the Performance of the Civil Servants; - The number of staff in the State Administration; - Functions of the institutional structures and their annual objectives.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
In order to improve the effectiveness of public administration there are several mechanisms which are used to monitor public administration changes. - The system of self-assessment of administrative services (SSAAS) is an Internet based system for measuring the quality of services and the performance of the administrative service that is available to various administrations at central, regional and local level. - Integrated information system for the coordination and management of human resources. - Information system for completing reports on the state of the administration. The heads of administrative structures of the executive report annually on the state of the relevant administration. By 30 April each year, a summary report on the state of administration is prepared and submitted for adoption by the Council of Ministers.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
Responsible institutions – Administration of the Council of Ministers (Modernization of the Administration Directorate); The Administrative Reform Council. Legal acts – The Civil Servants Act; Administrative Act; Access to Public Information Act; Administrative Procedure Code; The Ordinance on holding Competitions for Civil Servants; The Classification of Positions in the Administration; The Ordinance on salaries in the State Administration. An important process of monitoring the public administration is the public evaluation

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
The monitoring results contribute to taking the necessary action in order to: - Troubleshoot problems that can be seen from the results of the monitoring;

- Improve the processes in the public administration;
- Make legislative changes;
- Determine best practices.

An important aspect of monitoring is the assessment of the state administration by the citizens – their assessment of the services provided, and of facilitations achieved in recent years, not least the improved access to information.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

Croatia

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
HR, budget expenditures, institutional structure and functions

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
• Public Sector Staff Register is an ICT system which integrates computer networks and databases of government institutions. It comprises of 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 (CPS) thus being an important instrument for modernisation of business processes. • Improvement of the system of agencies: Annual questionnaire – Functioning of most agencies is governed by special regulations, without a systematic and general legal solution. The Ministry of PA developed a set of questions dealing with fields such as financing, payroll system, legal framework, anticorruption policies and transparency. The first questionnaire was launched in 2012 in a written form, while the questionnaire in preparation for this year is going to be in an on-line form thus enabling faster and more efficient data analysis. • Internal structure of the central state administration bodies is constantly being monitored regarding their efficiency, through Regulations on Internal Organization of each body. All the collected data are being systematised, compared and statistically processed using the common tools of office transaction with the goal of developing policies in the field of improving and rationalising the internal organisation of individual state bodies.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
• Public Sector Staff Register – responsible institutions: Ministry of PA, Ministry of Finance, Financial Agency; basic legislation: Public Sector Staff Register Act and Decree on Data

Content, Collection and Processing Methods, and Data Protection Measures for the Public Sector Staff Register • Questionnaire regarding Agencies – responsible institutions: Ministry of PA in cooperation with other line ministries • Internal structure monitoring – responsible institution: Ministry of PA; basic legislation: Act on State Administration System and Decree on Principles for internal organisation of state administration bodies

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Establishing a higher degree of fiscal responsibility, better HRM, efficient internal structure and decreasing the possibility of budgetary resources misuse.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes

Cyprus

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
In Cyprus we keep records for monitoring public administration fields such as human resources, institutional structure, functions and budget expenditure. Specifically, with regards to human resources, records are kept by the Public Service Commission (PSC) which is responsible for appointing, confirming, employing, promoting, transferring, seconding, retiring of permanent public officers. In addition, regarding human resources, institutional structures and functions, the Public Administration and Personnel Department (PAPD) is continually undertaking studies with regards to the organisational structures/ methods and procedures as well as the organisational structures/ staffing of most Ministries/ Departments/ Services, for the purpose of enhancing their administrative capacity, so that their work is supported and enhanced through rational organisational structures, simplified working methods and procedures, effective staffing and utilisation of human resources, aiming at increasing the effectiveness of the public administration. Moreover, the PAPD has the responsibility of preparing and controlling the Ministries'/ Departments' budgets in relation to the creation of new/ additional posts, abolition of posts etc for the permanent and casual staff. With regards to budget expenditures it should be noted that each Ministry prepares its own budget, which is submitted to the Ministry of Finance, Directorate of Budget and Fiscal Control, for approval and, in turn, the Ministry of Finance submits a consolidated budget to the House of Representatives for voting. The Directorate of Budget and Fiscal Control has the responsibility of implementing and monitoring the state fiscal policy, which includes activities with regard to public expenditure, revenue and borrowing of the Government Sector. To this end, it should be mentioned that the Treasury of the Republic is responsible for the monitoring of the Budget

implementation.

Lastly, the Treasury of the Republic is responsible for the maintenance of a reliable accounting system to ensure rational financial and fiscal management, the provision of prompt and reliable financial and management information to decision makers, the public and other stakeholders and the maintenance and continuous improvement of the internal control and public financial management system.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
The PSC has a database system for keeping records and data related to human resources/ staff issues such us qualifications, appraisals, career paths, structures of the various posts, salary scales etc. This system allows for extensive reporting as well as for ad hoc reporting, including management reporting, and for keeping statistical information/ data. In addition, the system supports daily operations and information is kept regarding the activities of the PSC aiming to improve its activities. The PAPD uses and utilizes the IT system of the Treasury of the Republic related to the payroll of government officials, civil servants and government hourly paid staff, within the frame of the studies contacted in relation to organisational structures/ methods and procedures as well as the organisational structures/ staffing of most Ministries/ Departments/ Service, mentioned in question 1 above. As a result, the information provided by the system is indirectly used to increase the effectiveness of public resource utilisation. This information/ data is very important and useful nowadays within the frame of Public Administration Reform. The Treasury of the Republic has also the responsibility of supervising the functioning of the Integrated Financial Information and Management Accounting System (FIMAS), an IT system which is used by the Ministries/ Departments/ Services for the accounting of the Government transactions and the monitoring of the Budget implementation.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
In light of the above, the responsible institutions for monitoring public administration changes are the: • PAPD, which falls under the competence of the Ministry of Finance and has the responsibility of formulating and implementing the recommended human resource administration policy of the public service and the wider public sector • PSC, an independent body, for which the Constitution of the Republic as well as the Public Service Laws make provision for, responsible for appointing, confirming, employing, promoting, transferring, seconding, retiring of permanent public officers • Ministry of Finance and the Treasury of the Republic within the frame of implementing and monitoring the state fiscal policy as well as of monitoring the Budget implementation Further to the above, it is worth mentioning that a coordination mechanism has been established for the implementation of the Memorandum of Understanding (MoU) consisting of a Ministerial

Committee, a Monitoring Unit and individual Coordination Units at a Ministry/ Department level.

In addition, a Commissioner for the Reform of Civil Service has been appointed, who has already proceeded with the development of an Action Plan. The main axes of the Action Plan are the following:

1. Strategic Planning, Formulation of policy and Coordination
2. Structure and Operation of Government Organisations
3. Human Resource Management
4. Improvement of the Service provided to the Citizens
5. Principles of Operation and Values of the Public Service

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Up to now, the public administration monitoring is not proactively used for identifying and evaluating changes and to make timely decisions to prevent negative effects and improve public administration effectiveness. However, within the framework of the MoU, the Cyprus' Government is leveraging on the various current mechanisms and systems of monitoring for the effective implementation of the MoU.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

Denmark

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
The national monitoring in Denmark primarily focuses on budget expenditures and legality. Rigsrevisionen – The Danish National Audit Office – audits the state accounts and examines whether state funds are administered in accordance with the decisions of the National Parliament (The Folketing). Rigsrevisionen works closely together with the Government Auditors who are the formal link between the Folketing and Rigsrevisionen (Link: http://www.uk.rigsrevisionen.dk/). The current Budget Law regulates the compliance of public expenditure limits and includes financial sanctions if budgets are overrun. The law sets a frame for the Ministry of Finance to plan the overall expenditure limits of the public sector – especially in the municipalities. The Parliamentary Ombudsman is a lawyer elected by the Folketing (Danish Parliament) to try

complaints about public authorities or initiate the investigation of cases based on irregularities in public authorities. The Parliamentary Ombudsman can criticize and recommend authorities to try a case again and possibly change their decision, but the Parliamentary Ombudsman cannot make full and final settlements.

The public administration in Denmark is build around the Ministerial Responsibility Act. The act functions as the primary guideline for the ministerial management and is the foundation for the division of responsibility in the public sector, where the ministers are the highest administrative authority appointed by the government and approved by the Queen.

Apart from the general centralized monitoring used to document the key performance indicators in the public sector, the monitoring of human resources and management is primarily decentralized to the local institutions and thereby not used for centralized financial sanctions.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
There are numerous mechanisms used for monitoring public administration changes in Denmark such as budget analysis, performance contracts, goal and result based contract management and different types of benchmarking tools. Most of these monitoring mechanisms are used to ensure efficiency, legality and transparency in the public sector systems. The Ministry of Finance has a database used for the monitoring of public budgets. The Danish National Audit Office publishes approximately 20 Audit reports each year. Digitaliseringsstyrelsen – The Danish Agency for Digitisation - is an agency of the Ministry of Finance and has been established in 2011 to lauch and support the implementation of the digitisation processes required to modernise the Danish welfare society. Statistics Denmark produces statistics including data used for monitoring the public sector. The monitoring of the public administration changes is also supported and supplemented by external consultant evaluations to ensure impartial validation of the ongoing political initiatives.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
The framework for monitoring public administration changes in Denmark is a combination of responsible institutions, legal acts and management. The Ministry of Finance monitors the public budgets and supports the government in pursuing sound economic policies and ensures innovation and efficiency in the public sector. The government’s main legislation tools to ensure efficient monitoring are the Budget Law, the

National Budget, the Public Administration Act and the Public Records Act.

The Danish National Audit Office, the Government Auditors and the Parliamentary Ombudsman ensure the legality of the public administration changes by monitoring the central public institutions.

Apart from the legal acts – mostly focusing on monitoring public budgets and expenditures – the local institutions are responsible for most of the internal monitoring of HR and management.

Apart from the budgetary restriction, there is particular monitoring of the number of positions at the top levels, for example managerial positions. Before a position at the level of head of division or above can be established, it must be approved by the Ministry of Finance. This procedure ensures that the number of top level positions do not increase in an inexpedient manner.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
The results from the public administration monitoring are used to document the development in the public sector and are a key foundation for the modernization of the public administration. The public administration monitoring ensures increased transparency, accountability and performance by making benchmarking and other types of assessment possible.

Do you have a centralized public administration monitoring system (at national level) in your country?
Other As described above there is not one but several systems combined to ensure the monitoring of the public administration in Denmark. The Ministry of Finance is responsible for the centralized monitoring of the public sector but the local institutions have a high level of local autonomy.

Estonia

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
The following aspects of public administration are centrally monitored in Estonia: 1. Human resources (remuneration, staff numbers) 2. Budget expenditures 3. Strategic goals

What mechanisms / IT systems are used to monitor public administration changes (for collection /

analysis of data)? Please provide short description of them.
1. Human resources (remuneration, staff numbers) In order to monitor changes Ministry of Finance gathers and analyses public service information and statistics (personnel numbers and remuneration) using 3 main sources: 1) Standard Personnel and Payroll System (SAP) Use of SAP is mandatory for all government organisations (ministries, boards, inspectorates and their subordinated state agencies) and voluntary for other public sector organisations (local governments, government institutions, public institutions etc.). The purpose of the SAP information system is to ensure 1) relevant information for government organisations in human resource management decisions, and 2) relevant information for Ministry of Finance in developing public sector HRM policy. The responsible controller of the information system is State Shared Service Centre under the Ministry of Finance. 2) Balance data of accounting To gather staff numbers and remuneration information about local government organisations the balance data of accounting is used. 3) Annual salary surveys Annual surveys are outsourced by the Ministry of Finance in order to compare salaries in public and private sector and to evaluate trends. In some cases survey-environments (e.g. SurveyMonkey etc) or regular questionnaires (e.g. MS Office spreadsheets) are also used to gather information which is not covered in IT-systems. 2. Budget expenditures Ministry of Finance organises monitoring of the state budget through monthly and quarterly state budget implementation reports via State Budget Information System. Ministry of Finance is responsible for preparing annual consolidated report which gathers financial information with management information. The purpose of the new financial management system (currently in the development phase) is to enable integration of strategic planning and program based budgeting (estimated implementation time 2015-2016). 3. Strategic goals Each area of government (ministry) comprises an organisation-based 4-year development plans**.** Each year, ministries update their development plan by one year in order to maintain a general 4-year perspective. Realisation of organisation development plans is achieved through an annual action plan. In addition to ministry based development plans, sectoral development plans with generally four-year action plans are compiled as well. State Budget Strategy sets objectives and indicatores in 18 policy areas and implemenatation of these objectives and indicatores are monitored annually.

Information regarding implementation of the objectives, activities and indicators gathered from different level strategy documents are taken into account in budget preparation processes.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
According to the Act of the Government, Ministry of Finance is responsible institution for the development of fiscal policy, strategic management and public service.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Gathering information about staff numbers and remuneration provides input for developing general HRM policy and provides information for HRM related decisions within concrete area of governance. In the near future new strategic planning system (strategic planning, accrual and program based budgeting) will be used to provide direct input for budget decisions.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

France

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
All public policies are monitored by the Executive (Government) and/or the Legislature (Parliament). For obvious reasons, monitoring public expenditures is of utmost importance.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
Since 2006, France has been using a programme budget structured on the basis of public policy objectives. The most developed mechanism used to monitor public administration changes is the one which is provided for in the Budget Act.

Every year, ministers and "programme[1]" managers (top executives) have to make commitments to achieve specific results through an "Annual Performance Plan" (APP) appended to the Budget Act. The APP specifies "programme" appropriations, the main goals relating to the relevant policy, performance indicators, and expected results. Including financial data and performance measurements in the same document allows a better assessment of public policy performance, efficiency, and effectiveness.

When the budget is executed, an Annual Performance Report (APR), modelled on the APP to make it easier to compare authorisations with execution, is published as an appendix to the Budget Review Act.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
Budget reform began in 2006. The Budget Directorate at the Ministry for the Economy and Finance obviously plays a central role in the above-mentioned "performance framework" provided for in the Budget Act, but all ministries are involved. More recently (2012), the Prime Minister launched a new "Government modernisation" policy relying on 3 pillars: evaluating public policies to support Government reform, streamlining administrative procedures and promoting digitization. Consequently, a Secretariat-General for Government Modernisation (with 170 employees) was set up in October 2012 under the authority of the Prime Minister, particularly in order to monitor all public administration changes.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
As mentioned in the answer to question 2, the Annual Performance Report (APR) for the past year has to be reviewed (and submitted to Parliament) before the following year's Budget Act is passed. As for the evaluation of public policies, the first report's conclusions state that it should allow for a €3 billion reduction in overall public deficit.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes

[1] The Central Government Budget comprises 130 different policy "programmes" totalling approx. €400 billion.

Greece

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
In Greece public administration, the following fields are being monitored: a. human resources at general government level (number of civil servants, wage bill), b. budget expenditures on an aggregate level by general government sub-sector and on an individual level for entities above a pre-defined threshold of annual expenditure and c. a re-evaluation of the functional and institutional purpose of public entities is under implementation Monitoring is performed in two ways: a. public entities develop individual monitoring systems, according to the policy areas of their competence (e.g. infrastructure, environment, fiscal policy e.t.c.) and b. concerning horizontal policy areas (e.g. organizational charts and structure of public entities, human resources management e.t.c.), the competence to develop the relevant legal framework as well as the appropriate procedures and to coordinate their implementation by all public entities has been attributed to the Ministry of Administrative Reform and E-Government (MAREG). Within this framework, the areas of policy monitored by MAREG and the Ministry of Finance are mentioned. The main public administration fields monitored by MAREG are the following: **1. Abolishment and merger of public sector entities**: There has been an imperative to re-structure public sector, by reducing its size, in order to operate more efficiently and effectively and to eliminate the burden imposed on the State Budget by operational expenses of entities which do not meet their initial mission any more, do not satisfy the current social needs or have overlapping competencies with other entities. Within this framework, MAREG has stipulated the legal framework on the abolishment or the merger of public sector entities. **2. Abolishment of vacant classified posts and of posts that became vacant** Due to the fiscal restrictions that have been imposed since 2010, streamlining the number of civil servants in terms of recruitment became an imperative. Within this framework, MAREG has provided the common legal framework: a. on the abolishment of vacant classified posts both of permanent civil servants in the Central and Decentralized Administration, in the Local Government and in legal entities of public law and b. on the abolishment of all the classified vacant posts of civil servants employed on a private law contract of indefinite term. A procedure concerning the abolishment of vacant classified posts common for all public entities has also been stipulated. The ratio of the vacant posts in relation to the classified ones (those who exceeded per branch 60% of the classified ones and those who did not) is taken into consideration. The relevant legal acts were submitted to MAREG so that the appropriate and

uniform implementation of the legal framework would be ensured.

Furthermore, the aforementioned legal framework has stipulated for the abolishment of classified posts that became vacant due to automatic dismissal or pre-retirement suspension of civil servants in the Central and Decentralized Administration, in the Local Government and in legal entities of public law**.**

3. Temporary cessation of service

Civil servants of secondary education employed on a private law contract of indefinite term and working in administrative branches, were put into temporary cessation of service with the enactment of the relevant law.

4. Evaluation of structures:

The evaluation of public entities structures has been in progress since the beginning of the previous year, according to the framework that has been determined by MAREG. The whole procedure is expected to have been completed by 31.12.2013 and aims at:

- redefining the mission and the competences of the evaluated structures in accordance with the needs of society,
- developing economies of scale through the reduction of organizational units (general directorates, directorates, departments) by at least 30% and
- saving time and sources required for the implementation of public policies.

The process is common for all public entities and is held as follows:

a. A "Committee of the article 35" has been formed in MAREG to co-ordinate the procedure and to develop the methodology of evaluation.

b. An evaluation team has been established for each Ministry, under the supervision of MAREG.

c. The final report of each team is submitted for approval to the Government Council for Reform.

d. The approved reports will turn into Presidential Decrees and constitute the new organizational chart of each Ministry.

5. Issue of organizational charts

The organizational charts of public entities will be issued in the form of Presidential Decrees, signed jointly by the Ministers of MAREG and Finance and the competent Minister. Moreover, guidelines concerning the new Presidential Decrees structure are included in Law provisions so that all Presidential Decrees will be uniform and in agreement to the organizational chart approved by the Government Council for Reform.

6. Job description

Job description constitutes a mapping of job positions in public administration. The cornerstone of job description is the duties that are connected with each job position, within the framework of the competences. The role of the employee, the different types of relations (hierarchical, report and cooperation), the level of education as well as the qualifications required and the goals and indicators at the level of a unit derive from the duties of the job position. Thus, job description constitutes a valuable tool for human resources management in terms of recruitment, staff allocation, redeployment and mobility and work appraisal. Furthermore, it allows not only goal setting but also goal evaluation and facilitates estimate workload and deliverable appraisal and performance indicator. Job description constitutes a prerequisite prior to the issue of the Presidential Decrees, since it leads to the branches and specialties which better serve the duties of the job positions is public entity. According to Law, branches and specialties should be included in the Presidential Decrees.

Given the fact that job description is a groundbreaking venture for Greek public administration, MAREG is competent to design and communicate the process, offer technical assistance and

monitor the uniform and timely implementation.

7. HR system

The current institutional HR system is spread across different bodies:

- The selection of public servants is overseen by the Supreme Council for the Selection of Personnel (ASEP).
- Decisions about the allocation of staff are made by a quadripartite Ministerial Committee headed by the Vice-President of the Government and comprised of the Minister of Administrative Reform and E-Governance, the Minister of Finance and the Secretary General of the Government.
- Wages are determined separately by the Ministry of Finance's Directorate for Salaries.
- Most other aspects of HRM in the public sector are under the responsibility of the Ministry of Administrative Reform and E-Governance.
- Each ministry has one or more human resource directorates.
- The National Centre of Public Administration is in charge of training.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.

In order to collect data on the number of classified posts that became abolished an IT tool has been developed by the **Electronic Data Processing Directorate** of MAREG. It is a user-friendly and easy to use database, given the fact that it applied to civil servants of different level of IT knowledge. Within this framework, the competent employees register the information included in the relevant legal act and then the information is automatically sorted according to the type of post (vacant, covered, classified or of indefinite time) and the branch.

The IT systems used by the Ministry of Finance are the following:

a. Census data base for the number, educational status, and employment status of civil servants (all changes are being reported in real time by the personnel depts of all public entities). Census database is a dynamic and continuously online IT system for tracking and monitoring potential changes and evolutions of public servants both in terms of quantity (due to memorandum restrictions) and quality (recruitment of highly qualified staff).

b. Single Payment Authority data base (monitoring the wage bill of civil servants i. e. the monthly compensation of each civil servant). This data base is inter-connected with the Census data base (through the unique Tax Identification Number of each civil servant)

c. Data bases for budget expenditures. The following data bases are in place by sub-sectors:

a) Local Governments (LGs) data base being fully automated (retrieving economic data on a monthly basis directly from the LGs accounting systems).

b) Hospitals data base (economic data entries on a monthly basis)

c) Social Security Funds data base (economic data entries on a monthly basis)

A general government data base, established in the Ministry of Finance (General Accounting Office, Medium-Term Fiscal Strategy Directorate), collects monthly data, either directly or through

interfaces via the above data bases, from all the approx. 1.600 entities of the general government. For large entities and LGs, the monthly budget execution is being monitored against quarterly budget execution targets (early warning monitoring mechanisms).This data base is currently being updated to enable the automatic transformation of real time cash data to accrual data (ESA95 and GFS categorization).

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?

Legal acts (i.e. laws, joint ministerial decisions, and circulars) are used by MAREG to communicate, monitor and bind public entities to the implementation of the reforms. Specifically**:**

1. **Abolishment and merger of public sector entities.**

a. According to the provisions of the Laws 3895/2010 (GOG 206/A/8-12-2010), 4002/2011 (GOG 180/A/22-8-2011) and 4109/2013 (GOG 16/A/23-1-2013), a series of public sector entities were abolished or merged with other entities. As a result, due to the aforementioned laws, 53 entities were abolished and 213 were merged. Particularly, with regard to the Law 4002/2012 (article 66), more entities are going to be abolished or merged by joint ministerial decisions of the Minister of Finance and the competent Minister.

b. Moreover, according to the provisions of the Laws 4025/2011 (GOG 228/A/2-11-2011) and 4052/2012 (GOG 41/A/1-3-2011), concerning reforms in public health, an operational and scientific merge of hospitals of the same administrative region was implemented. Within this framework, the joint ministerial decisions with the revised organizational charts of hospitals and healthcare centres were submitted to MAREG for scrutiny. Sixty-seven (67) hospitals were merged to thirty-two (32). Merged hospitals are under the same Board and they have a unified budget as well as a common procurement system. Additionally, thirty-five (35) Social Care Units and Rehabilitation Centres were abolished as independent legal entities and merged with geographically corresponding hospitals. Consequently, a total of seventy (70) legal entities of public law in the health sector were either abolished or merged.

2. Abolishment of vacant classified posts and of posts that became vacant

Vacant classified posts of permanent civil servants in the Central and Decentralized Administration, in the Local Government and in legal entities of public law have been abolished, according to the provisions of article 33, par. 1a, Law 4024/2011 (GOG 226/A/27-10-2011. The procedure followed was determined by a circular of MAREG, according to which the enactment of the law was ascertained by a relevant act published in the GOG. So far, 122,746 vacant classified posts have been abolished and 35,817 have been maintained.

The aforementioned law, in the article 34, par. 2, also stipulates for the abolishment of all the classified vacant posts of civil servants employed on a private law contract of indefinite term with an identical procedure. As a result, 1,800 classified posts were abolished.

3. **Temporary cessation of service**

The provisions of par. Z.4, Law 4093/2012 (GOG 222/A/12-11-2012) stipulates for the temporary cessation of service with the enactment of this law. The procedure followed was identical to the one described in case 2. The relevant legal acts were submitted to MAREG so that the appropriate and uniform implementation would be ensured. As a result, 1,862 classified posts were abolished.

4. **Evaluation of Structures**

According to the Law 4024/2011 (art. 35, par. 4), a joint decision by the Ministers of Finance and MAREG determined the public entities to be evaluated. The organizational charts of all ministries

were approved by the Government Central Council for Reform on August 26th, 2013.

The average approved reduction (central, decentralized and regional units per ministry) is as follows:

Ministry of Foreign Affairs (-32%)

Ministry of Finance (-49%)

Ministry for the Interior (-40%)

Ministry of Administrative Reform & E-Government (- 66%),

Ministry of Environment, Energy & Climate Change (- 58%),

Ministry of Rural Development & Food (- 58%),

Ministry of Labour, Social Security & Welfare (- 37%),

Ministry of Health (-49%),

Ministry of Justice, Transparency & Human Rights (- 26%),

Ministry of Tourism (-50%),

Ministry of Mercantile Marine (-34%)

Ministry of Macedonia & Thrace (- 53%) and

General Secretary of Communication & General Secretary of Mass Media (-49%).

The approved organizational charts are going to be turned into Presidential Decrees according to the provisions of the article 54, Law 4278/2013 (GOG 174/A/8-8-2013). Up to now, the organizational charts of all eighteen (18) Ministries have been approved by the Government Reform Council.

5. Issue of organizational charts

According to the provisions of article 54, Law 4178/2013 (GOG 174/A/8-8-2013), Presidential Decrees should be organized in a specific way and include: the mission of the public entity, its internal structure, the strategic goals of the General Directorates, the operational goals of the Directorates and the competences of the departments. Branches and/or specialties of the employees, staff ceiling and staff allocation as well as a general description of the qualifications and duties of the positions of responsibility are also included. Public entities submit the draft of Presidential Decrees into the competent department of MAREG for scrutiny according to the aforementioned provisions and the decisions of the Government Council of Reform. Public entities are obliged to take into consideration the comments of MAREG.

6. Job description

The framework of job description has not been included in a rigid legal text. However, MAREG has issued a Guide for Job Description and a circular for the first implementation. Furthermore, a series of workshops has been launched to provide technical assistance to the public entities that participate in the procedure.

7. Monitoring of the reform progress

According to the decisions of the Government Council of Reform, the following goals have to be implemented by public entities:

- structural reorganization and
- implementation of the Government Council of Reform decisions for further reform actions.

Within this framework, a monitoring system has been established and the appropriate tools are provided so that the entities involved submit accurate and complete reports to MAREG at a regular basis concerning the progress of reform.

The monitoring system has been organized as follows:

The Implementation Teams of the public entities submit a weekly report signed by their General Secretary to the Coordination Team of MAREG at a set timetable.

The tools provided are the following:

- a Deadline of Reform Actions Template,
- a Monitoring Report Template and
- an Aggregate Report Template which is submitted to the General Secretary of MAREG by the Coordination Team of MAREG.

A circular and a Handbook with all the necessary preparatory steps have been issued by MAREG.

8. HR monitoring system

The government's HRM system entails a high degree of direct staff management by the centre, little empowerment of the top management in ministries and agencies, and the prominence of a formal approach. Beyond the quantitative restrictions, there is no clear overall HR strategy. This has left little scope or incentive for line ministries and agencies to develop their own strategy regarding their human resources, to improve the management of their staff and to promote organisational innovation by changing the mix of staff competences or resource inputs. Recently, a more holistic approach to HRM policy has been adopted as part of the Operational Programme "Administrative Reform 2007-13" (Priority Axis 2). Actions have been engaged to reinforce the capacity of HRM directorates in ministries, as well as that of the General Directorate for Personnel Status in the Ministry of Administrative Reform and E-Governance. A new system of job profiling in the public administration has been designed, including and integrating elements such as the recruitment and selection process, training, career planning, and mobility of the workforce and job evaluation. A new public remuneration scheme with a more unified pay scale, promotion linked (at least to some extent) to individual performance assessment, is under preparation

The Ministry of Finance (Medium-Term Fiscal Strategy Directorate/General Government Budget Directorate) has the overall responsibility for co-ordinating the implementation of the Economic Policy and Reform Program. In this context Line Ministries (being responsible for entities of general government sub-sectors) are responsible for implementing the relevant policies and providing economic data.

Specially, for human resources MAREG has the main co-ordinating role.

Furthermore, in the context of the Economic Policy Program, the fiscal progress in Greece is evaluated with specific Quantitative Performance Criteria (QPC's) along with indicative targets and intermediate Key Performance Indexes (KPI's), from the fulfilment of which, the release of the EPC's tranches is based upon.

The aforementioned criteria mainly constitute of (among others):

a. Floor of the General Government primary cash balance,

b. Ceiling of the state budget primary spending,

c. Ceiling of the overall stock of central government,

d. Ceiling of the new guarantees granted by the central government,

e. Ceiling on the stock of domestic payments arrears,

f. Floor of privatization receipts, etc.

Moreover with the Law 4111/2013 a system of automatic corrections in cases where results exceed 10% from the targets of the Budget of the General Government, by monitoring 3 months budget execution targets.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Public administration reform is still in progress. Consequently, there have not occurred any results from the public administration monitoring, so far. Given the fact that reform implies innovative actions for Greek public administration, monitoring: **a.** ensures that the reforms in progress are on-course and on-schedule in meeting the objectives and performance targets, **b.** ensures the unified and appropriate implementation of the legal framework from all public entities, **c.** coordinates the public entities involves in terms of technical assistance and timely implementation, **d.** locates deficits of the implementation system and solves the problems that may occur, so that the expected outcome of the reform will be achieved within the required timetable, **e.** offers guidelines to the public entities involved, **f.** collects data for on-going and ex-ante evaluation of the reform process and gives important feedback for the future phases of the reform process and **g.** enhances the importance of the reform venture. As far as HR is concerned, we are in the phase of developing a system that integrates the IT aspects of the Census database (as described in question 2) with the administrative reorganization efforts of Public Administration that is, the public entities' restructuring procedures, the mobility scheme and the elaboration of medium term staffing plans. In the case of the Ministry of Finance, the overall public administration monitoring is being evaluated against the fiscal and reforms targets of the (rolling) Medium Term Fiscal Strategy, covering the next four years. Any deviations from these targets trigger the recently established, in almost every general government sub-sectors, built-in corrective mechanisms. There is also a very close co-operation between the Ministry of Finance and the MAREG for the programming of retirements, hirings and mobility of civil servants. The Minister of Finance has the responsibility for the fiscal management and, in this framework, collaborates with the Ministers responsible for the subsectors of the General Government (GG). Particularly, it is provided that for the Social Security Funds (SSF's) and National Hospitals (NH's) subsectors of GG, which constitute the Social Budget; a Social Budget Committee operates and monitors their functioning. This Committee consists of representatives from the Ministers of Finance, Labour and Health and it is supported by executives of the aforementioned Ministries. Concerning the Local Governments subsector (Municipalities, Prefectures, etc.) an Observatory of Local Administration has been established, to monitor their budget execution and the execution of the budget of the supervised legal entities. Since 2010, Greece is executing the Economic Policy Program (EPC) in collaboration with the EC, ECB and the IMF, through succeeding memorandums in which the fiscal objectives for public deficit and primary budget are defined. The Government undertook to fulfil an ambitious Program for the reformation of the Public

Financial Management (PFM) such as:

a. **Fiscal Reporting** (monthly collection and publication of comprehensive, detailed, and reliable data on General Government fiscal development, in line with international standards)

b. **Expenditure Control** (shifting the focus of expenditure control from the point of payment to the point of commitment and thereby preventing the accumulation of expenditure arrears).

c. **MTFS and Budget Preparation** (extend the scope and time-horizon for fiscal policy-making and budgeting from the annual state budget to encompass the general government and the medium-term).

d. **Institutions and Systems** (modernizing budget laws, regulations, institutions and procedures to realize the above objectives)

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes. Concerning the Ministry of Finance, in the context described above, the Medium Term Fiscal Strategy functions as the centralized public administration monitoring system, in accordance with the provisions of the Economic Policy Program.

Hungary

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
The main PA development fields are the following: • Institutional development • e-Administration • Development of an e-Public Administration framework • Simplification of the legal environment • Development of one-stop-shops, reorganizing of responsibilities on secondary level • Training of staff on every field of PA • E-training for PA staff • Anticorruption measures and strategies, integrity • Partnership on all levels • Partnership with NGO and Civil Sector • Strengthening the equal rights policy • Budget expenditures • Strategic goals

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
• Share point • Data gathering (xls formats) • state task cadastre

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
• Magyary Zoltán Public Administration Development Programme (framework for development the Hungarian PA) introduced by Government Decision 1304/2011. (IX.2.) • Responsible Institution: Ministry of Public Administration and Justice, • Responsible Department: Department for Development of PA and Strategic Planning • Processes: State Task cadastre

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Magyary Programme has created an integrated and ambitious reform programme which is being continuously updated with the progress of the reforms. This Programme includes the ongoing monitoring and updating of the results achieved and the conclusions are published in June every year. Magyary Programme is not a rigid plan but one that keeps track of and follows up the measures taken within a fixed conceptual framework. The programme's dynamic flexibility is based on annual regularity, which compares the plan with the facts and sets new tasks. The creation of consultation, coordination and cooperation mechanisms among the central government and the ministries and government agencies concerned is essential. These mechanisms may also help to reinforce ties between politics and public administration. Consulting public administration for its advice and opinion serves as valuable feedback in the application and integration of procedures.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes (but only in certain fields of PA)

Iceland

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?

The IT system is mainly used to monitor the areas of financial, project portfolio management application and human resource management. The IT system can be regarded as being composed at least of five parts; an underlying integration platform (a.k.a. integration standard) and four sets of application modules for financial management, human resource management, purchase management and project portfolio management. There are more parts of the system which are not included here, the other accounted for are considered major aspects of the system.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
The Icelandic state has been using Oracle e-business suite as a holistic IT system for over a decade. The Oracle information system is mainly used in the Icelandic State administration for financial and human resource management purpose.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
The Governmental structure in Iceland has been going through some major changes in recent years. In 2013 the President of Iceland confirmed new decree (nr. 71/2013) which declared a change in the administrative role and responsibilities of ministries. The role of the Ministry of Finance and Economic Affairs is largely unchanged. It´s main role is laying a comprehensive strategy for the role and function of the state and how the state implements its projects. Following the new decree the Prime Minister's Office (PMO) is now responsible for a new department of Administrative and Social Development. One of the new office major roles has to do with developing and improving of national and ministerial administration as well as the division of tasks between the state and municipalities.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
In the wake of the financial crisis, the focus has shifted and the Government has stressed the importance of doing more for less. The result of this changed Governmental strategy have shown result in short term assignments but long term results have not shown there value yet.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes

Ireland

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
Expenditure The Department of Public Expenditure & Reform collects and publishes data on public expenditure on a monthly basis. Historical data is published in an online database. Public Service Numbers Public Service Numbers in Ireland are collected and published on a quarterly basis. The purpose of monitoring public service numbers is to keep employment levels in the public service under control, given the size of the public service pay and pensions bill as a component of overall Government expenditure. Performance Information In Ireland, information of performance of public services (e.g. outputs and impacts) is published as part of the Estimates documentation as part of the performance budgeting initiative. The purpose of including performance information is to provide the Oireachtas (Parliament) with information on what services are being purchased with the resources provided and what impact these services are having on the lives of citizens and society in general. A citizen focused initiative, Ireland Stat, has also been developed and piloted, and this is a web-based, whole-of-Government performance measurement portal.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
Expenditure A specific ICT system (eEstimates) is in place to collect and monitor public expenditure as well as to co-ordinate detailed estimates of public expenditure for the coming year. It also provides reports based on a variety of criteria. Public Service Numbers Public Service Numbers is one component of overall public expenditure. Information on numbers is collected on a quarterly basis on the public service numbers IT system. The information collected provides a platform for presenting public service numbers to a wide audience including the Troika, the Central Statistics Office and to the public by way of the databank. The numbers presented to the Central Statistics Office and to the public are on a sectoral basis. Performance Information The design of Ireland Stat is such that it will act as a single platform for presenting public service performance information from a wide range of sources including the Estimates, Annual Reports of Departments and their Agencies, the Central Statistics Office, Eurostat and so on. This single

platform will enhance the efficiency of expenditure evaluation by allowing officials and other interested parties to access key information about resources and performance.

The design of the Ireland Stat portal also tries to address the needs of a variety of different audiences including citizens, members of the Oireachtas and those who have a professional interest in policy as academics, policy analysts, journalists and public servants. In order to be able to achieve this, the portal is designed to allow people to drill down from indicators that focus on the programme's goals to those that set out very specific types of information about 'actions' of particular agencies.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Expenditure The monitoring of public expenditure has contributed to the stabilisation of the public finances and has help inform Ireland's progress in relation to the targets established under the Troika Programme. Public Service Numbers The monitoring of Public Service Numbers contributes to the stabilisation of the public finances. It also contributes to the delivery of a more customer focused, leaner, more cost efficient and a better integrated public service while safeguarding the delivery of frontline services in a way that is in keeping with the needs of a modern society, while driving value for money for the citizen. Performance Information Departments' Statements of Strategy set out a number of 'high level goals' as the basis for evaluating public administration. For the purposes of performance budgeting, these goals are now re-presented in the Estimates of Expenditure and Ireland Stat as the strategic 'programmes', around which the key information about financial inputs, staffing resources, outputs and outcomes are shown. Through making performance data available via to citizens, members of the Oireachtas and those who have a professional interest in policy as academics, policy analysts, journalists and public servant, public administration can be evaluated in an open and transparent manner. This then ensures that policy debates are grounded in a strong evidence base to enable improved public sector outcomes.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes

Italy

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
In our country the following public administration fields are supposed to be monitored by law: • Individual and organizational performance • Service quality • Transparency and open data publication • Corruption prevention • Budget expenditures: Qualitative and quantitative control trough the spending review on public contracts for works, services and supplies • Public procurement • Human resources : -limit on salaries for public employees and external collaborators -staffing -control of absenteeism, absences on strike days and for assistance to disable people -compliance with the rules of incompatibility and appointment for public employee use of external consultants, flexible contracts and occasional collaborations • Auto Service • Implementation of the new Code for Digital Administration (CAD)

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
For each element of the previous list different mechanisms to monitor changes are currently used. For performance, quality standard and transparency, the responsible bodies collect data from administrations and publish periodically reports, analysis, feedbacks, etc. regarding results obtained. Data are usually provided by administrations themselves and, for the moment, no direct inspections or audit mechanism are contemplated except for transparency and open data publication. For the other fields the monitoring is implemented via web applications, designed by the competent administrations (see below), which allows data collection from all central and local administrations.). As far as Transparency is concerned, the Department of Public Function has created the compass of Transparency (Bussola della Trasparenza), an on line automatic tool which allows every administration to measure, compare and rank the level of transparency of their institutional portals, according with the law previsions.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
For each element of the list reported in answer 1, different framework for monitoring changes are currently used. About performance, quality standard and transparency an independent authority, CiVIT, has been constituted in 2009. In the same year the law n. 15 and the legislative decree n. 150 defined the rules that must be respected in the monitoring activities. The most important element of the proposed framework is the “performance cycle”, that must be implemented by every administration: the first step is represented by the definition of a performance measurement and evaluation system; then goals, indicators and targets must be defined and registered in a specific “Performance Plan”; obtained results and their comparison with goals are therefore presented in a “Performance report”; finally performance evaluation and ranking compilation are completed by each administration. Data collected in these reports are used by CiVIT in order to monitor and evaluate performance level of various administrations.. The framework is quite similar for quality standard (except for the absence of the ranking), while is a little different about transparency. In this case each administration defines a “transparency program” in order to point out transparency obligations, data that must be published, etc. Periodically, compliance to previsions of the program is verified both by administration themselves and by CiVIT[2]. About corruption, the law 190/2012 introduced stricter rules on the prevention of corruption and illegality in public administration, it poses new obligations for the public administration as well as gives the government the task of drowing up a new Code of Ethics for civil servants (which was approved in june 2013). It is also expected that each public authority adopt and annually update specific “anti-corruption plans”. Spending review activity is required by law 196/2009 establishing the Analysis and Evaluation of Expenditure Teams (NAVS) which operate as coordinating bodies between the Ministry of Economy and Finance and the single central government departments. These teams provide support for formulation of budgetary resources of the various ministries and meausiring the level of delivery of public services and their quality and quantity. Monitoring public procurement is carried out by a public Authority(AVLP) according the rules established with the Code for Public Contracts(Dlgs. 163/2006). Recently with the D.L nr.101 of 26/08/2013 there has been a further boost to the cuts in costs for the auto service and external consultants, providing the Public Administration Department with more effective powers to monitor and verify the compliance with such cuts. The monitoring activities in the field of human resources is carried out by the Public Administration Department, which also monitor the implementation of measures for innovation and digital administration. Remarkable has been the action of the Public Administration Department on the front of absenteeism through incisive actions promoting both legislative initiatives (D.L. 112/2008) bearing a more restrictive regulations on permits and absence of public employees, and creating a montly statistical summary in order to constantly monitor the percentage of absenteeism in public administrations. This action has produced on the last few years a steady reduction in the level of absenteeism in public administration.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
According to previsions contained in legislative decree n. 150/2009, each administration must

[2] With the recent D.L nr.101 of 26/08/2013, responsibilities on individual and organizational performance, service quality, Transparency and Corruption prevention have been organized among different Organizations (CiVIT, Department of Public Function and Agency, for public Negotiation).

demonstrate the utilizations on data and information from monitor activity for the definition of new objectives and improvement plan. At national level, CiVIT, after the analysis of monitor results, must prepare feedbacks and documentation in order to support performance improvement of all administrations.

Thanks to the measures above mentioned the action unfolded on the ground of reducing costs of public administration, one with a more resolute action to increase transparency and legality, aims certainly to make a public administration more modern, closer to the citizens and more in line with the international standards.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

Latvia

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, , etc.)?
The main public administration fields (areas / aspects) that are monitored in Latvia: ✓ Policy planning and financial management (Enhancement of the financial management and strategic planning system, Development of the Policy Planning System, Linkage of the policy planning and legislative processes, Improvement of cooperation of the state and local governments, Ensuing exchange of experience and development of public administration) ✓ Quality of governance: services and institutional system (Review of the status and activities of public authorities, Enhancement of service quality of public authorities, Development and availability of e-government and e-services, Development, implementation and maintenance of the quality management system, Simplification of administrative procedures, assessment of administrative costs and reduction of administrative burdens, Improvement of cooperation of the public and private sector) ✓ Lawfulness of administration activities (Improvement of administrative procedure within the public authorities, Increased work efficiency of administrative courts, Provision and improvement of internal control systems in the area of corruption prevention in state and local government authorities, Strengthening the role of the Ombudsman) ✓ The development of human resources within public administration (Capacity building of human resources within public administration, Establishment and implementation of ethical standarts, Improvement of education and training system for public administration employees) ✓ Public involvement and cooperation in public administration (Public involvement in the decision-making process and drafting, implementation and assessment of legal acts, Enhancement of legal awareness and knowledge of the public, Public interests as a priority in activities of public officials.

What mechanisms / IT systems are used to monitor public administration changes (for collection

/ analysis of data)? Please provide short description of them.
There are no special IT system, that monitor all public administration changes ✓ Since 2012 there has been introduced a new performance management system in the public administration. It's based on management by objectives approach (work planning and setting deliverables), appraisal of competencies (competency modules for different groups are offered) and development planning (several development activities to support competencies, career planning). The system favours in strategic planning (alignment of individual deliverables with strategic objectives); in future it will be used to introduce talent management system. Performance appraisal is done both by employee (providing evidence) and by manager (appraisal – 5 levels); an interview or discussion is an integral part of the process. Extra appraisal tool is provided – 180 degree appraisal for specific groups of employees and 360 degree appraisal for senior civil servants. The system is an electronic tool and provides several analytical tools, for example, possibility to follow the accomplishment of deliverables, analyse the levels of competencies, and collect training demand. Performance appraisal is related with the salary and performance benefits. ✓ Direct public administration database http://tpi.mk.gov.lv/ui/ The target is to accumulate all the information about the state's direct rule in any public place, to make it possible to supplement the information and continually expand its selection of options to check and update the information that they provide "public confidence". The database contains information on direct public authorities (including state agencies), public corporations and companies, which are parts of the country, as well as other institutions. The database does not include municipalities and other derived public persons (including universities), the above mentioned entities-made institutions, other "independent body" and the public authorities.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
Development Planning System Law - the principle of monitoring and assessment – an impact assessment in the development planning and implementation of the development planning documents at all administration levels, as well as the monitoring and provision of reports regarding the achieved results shall be ensured. Guidelines for Development of the Public Administration Policy for 2008-2013, Human resource policy has its own policy outputs and performance indicators, outcomes and performance indicators, which are measured according to the mid-term and ex-post analysis in different periods of time 17 November 2009 Instruction No. 16 of Cabinet of Ministers "Results and the development of indicators and evaluation methodologies for Ministries and other central public authorities" 23 August 2011Instruction No. 8 of Cabinet of Ministers "Instructions on the state budget execution analysis" - state budget execution analysis is based on the results of operations and the performance indicators.

Development planning results in the development of planning documents during the implementation of state and local government developed products and services, as well as society and the economy to make a difference. Results used to determine the performance indicators. The performance management system and its performance is determined by the Cabinet.

Responsible institutions:

State Cancellery - has the following functions:

- ✓ to coordinate planning and implementation of the national policy; in cooperation with ministries to present proposals on priorities for national development;
- ✓ to ensure elaboration of the development policy of public administration (incl. the state civil service) and coordinate and supervise its implementation;

Ministry of Finance - develop, introduce, co-ordinate, maintain and update a single remuneration for work accounting system for persons working in the institutions financed from the State budget.

Cross-Sectoral Coordination Centre

- ✓ Is a direct administration institution whose aim is to provide national-level planning documents between consistency and compliance with laws and regulations.
- ✓ Its mission is to ensure the coordination and development planning in the country, the development of long-term planning documents, providing the link between the national and European funding, and take care of the priorities of the decision-making process throughout the country.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
An impact assessment in the development planning and implementation of the development planning documents at all administration levels is the main principle of Development Planning System.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

Luxembourg

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
- Public finances and budget expenditures - HR Management

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
Enterprise resource management system (central information system in the field of public expenditure and income and HR and personnel management) Concerning the monitoring of PA changes, an information system is being implemented in order to support the management by objectives system. There is no overall IT system for monitoring general PA changes and evolution.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
As the central actor responsible for PA, the Ministry of Civil Service and Administrative Reform is in charge of quality management initiatives and modernisation action plans in the different ministerial departments. As such, there exists cartography of practices of innovation and changes on the central government level.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

Malta

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
Some areas which are monitored within the Maltese Public Administration are human resources, budget expenditures and the management of European Union Structural Funds.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
<u>Human Resources</u> <u>Skills Profiling</u> New recruits within the Maltese Public Administration are requested to compile their Skills Profile, so that the relevant database is maintained up-to-date. The Skills Profile include the present employment details, formal qualifications, employment history and part-time employment, language skills, organisational and social skills, computer and IT related skills, technical and artistic skills, work preferences and job mobility.

Performance Management Programme

This is a performance evaluation system in which the performance of employees is assessed against approved output and quality standards. It aims at better and closer working relationships between supervisors and their employees. The system is based on the development of agreed targets between individuals and their immediate supervisors to produce a jointly agreed working plan.

Management of EU Structural Funds

Structural Funds Database 2007-2013

The Structural Funds Database 2007-2013 is a web enabled system for the management of structural funds developed for the Government of Malta for the management of structural funds during the period 2007-2013. The database is a centralised system linked to the structural funds stakeholders, which include the Managing Authority, Certifying Authority, Audit Authority, Line Ministries, Intermediate Bodies and the Beneficiaries.

Budget Expenditure

A Spending Review Unit has been set up within the Finance Ministry and is assisting each Government Ministry to identify cost savings through the elimination of waste and other inefficiencies, as well as facilitating the exchange of good practices and incentives to ensure that the country's revenues are enhanced.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?

Skills Profiling Exercise and Performance Management System

Both systems are monitored and evaluated by the Public Administration Human Resources Office (PAHRO) within the Office of the Prime Minister.

Structural Funds Database 2007-2013

Accounting records in computerised form of expenditure declared to the European Commission are kept by means of the Structural Funds Database 2007-2013 within the Planning and Priorities Co-ordination Division. Other monitored data concern the accounts of amounts recoverable and of amounts withdrawn following cancellation of all or part of the contribution of an operation.

Budget Expenditure

The Budget Affairs Division ensures that the budgetary process incorporating Ministries, Departments and Public Entities, is managed in a timely manner. The main framework within the work of the Budget Affairs Division concerns the publication of the Financial Estimates, in terms of the Constitution of Malta and the Financial Administration and Audit Act, as part of the annual budget process.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?

All results of the mentioned monitored systems are evaluated by senior management within the Maltese Public Service. This bottom-top approach helps top management to consider and eventually implement informed decisions.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

Netherlands

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
The fields that are monitored are: • Human resources • Institutional structure • Functions • Budget expenditure • Facilities • Office housing

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
Progress reports based on stocktaking, questionnaires and queries on automated systems lead to a yearly report on Operational Management in the national public administration.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
In the financial domain the framework is legislation, in the other fields the framework is the set of agreements with the parliament on reporting on progress.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
By setting standards en monitoring the development of those standards in time. This contributes to better performance by adjusting the process of changes based on the monitoring if necessary.

Do you have a centralized public administration monitoring system (at national level) in your country?

Yes. We have a centralized system for salary pay and Personnel administration which can be used for queries and reporting.

No Not overall for all fields automated

Poland

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?

The main public administration (civil service) areas that are being monitored in Poland include:

1. Human resources,
2. Strategic goals,
3. Budget expenditures.

Point 1. **Human resources:** The process of human resources management in the Polish civil service is monitored by the Head of Civil Service – a central organ of government administration subordinated directly to the Prime Minister. On the basis of the Civil Service Act and secondary legislation the Head of Civil Service monitors the state of the civil service. Inter alia, he:

1. monitors the employment level in the civil service,
2. monitors and supervises the use of financial resources for remuneration and training of civil service corps members,
3. monitors the observance of the civil service rules, set out in the "Ordinance 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",
4. supervises the central trainings for the civil service (trainings of high importance in a given year),
5. may ask the Prime Minister to exercise control in government offices in the scope of fulfilling the duties set out in the Civil Service Act,
6. may delegate his representative to monitor the recruitment process for the positions of director/deputy director of a department (a basic unit within a ministry which deals with content-related matters),
7. supervises (appoints the recruiting team) the recruitment process for the directors general of the office (top managers),
8. monitors the level in which his "Guidelines for government administration offices regarding the enhancement of the civil service analytical potential by the use of the potential of scientific and experts' communities" are followed.

Concurrently, there is work in progress on the methodology which will be used to monitor the observance of the "Human Resources Management Standards in the Civil Service", issued by the Head of Civil Service in May 2012 to be applied by directors general in their offices. The HRM Standards cover five areas (organization of HRM, recruitment and introduction to work /induction/, motivation, trainings and development, termination of employment relationship) and have been framed in order to ensure coherent approach towards personnel policy in different government offices.

Point 2. **Strategic goals:** The monitoring applies also to the strategic goals set out in the government documents. In 2009 the government adopted the Development Strategy Rearrangement Plan, which introduced a new framework of strategic documents. It is designed

as follows:

a) Long-term National Development Strategy,

b) Medium-term National Development Strategy 2020 – a base for Integrated Strategies (below),

c) Integrated Strategies (currently we have nine), including “Efficient State Strategy” in the field of public administration. The Integrated Strategies contribute to the accomplishment of objectives set out in the Medium-term National Development Strategy 2020 above.

d) Programmes, which implement the objectives defined in the Integrated Strategies.

The above system is hierarchical and coherent with regard to objectives and planned actions. The realization of the Medium-term National Development Strategy 2020 is monitored by the Minister for Regional Development, whereas the process of integrated strategies’ implementation is monitored by relevant ministers, in case of the “Efficient State Strategy” – the Minister for Administration and Digitization.

The monitoring is based on the performance indicators set out in each strategy. For instance, the “Efficient State Strategy” sets out 29 performance indicators of basic (11) and supplementary nature (18). The basic performance indicators (based on domestic and international methodologies – e.g. the World Bank) include among others: government effectiveness, regulatory quality, rule of law, trust in public institutions, perception of corruption, public opinion on level of security. The supplementary indicators, on the other hand, include i.a.: usage of public services online, ex-post regulatory impact assessment, accessibility of judiciary services, quality of health services, quality of border control services.

The strategic monitoring of development policy implementation is in turn the task of the Coordinating Committee for Development Policy – an advisory and consultative body under the Prime Minister. It consists of 16 ministers (out of 18) and political representatives of the Chancellery of the Prime Minister.

In addition, the Prime Minister annually presents the Parliament with the information on the realization of the Medium-term National Development Strategy 2020. The information includes also the accomplishment level of the objectives defined in the Long-term National Development Strategy 2030.

Point 3. **Budget expenditures:** In general, the monitoring of the state budget execution is the responsibility of the Ministry of Finance.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.

The monitoring of public administration changes is conducted on the basis of paper and electronic reports.

For instance, the civil service data is collected by the Civil Service Department at the Chancellery of the Prime Minister itself as a result of fulfilment of statutory tasks by the Head of Civil Service.

The information is also provided by directors general of offices in their annual reports on the accomplishment of tasks resulting from the Civil Service Act, which are submitted electronically to the Head of Civil Service (in the Polish system, director general is top civil servant performing the role of employer in ministry, central office and regional office).

The electronic submission of these reports is possible thanks to SWEZ_HR - a computer system supporting the effective management of human resources in the civil service. The system allows for data collection in the following fields:

1.	Employment and remuneration	5.	Overtime work

2.	Staff turnover	6.	Selected aspects of recruitment on senior posts
3.	Structure of employment (sex, age, post, disability)	7.	Trainings (including training needs, training costs estimation)
4.	HR tools, additional employment and disciplinary responsibility	8.	Proposals for the Head of Civil Service

The introduction of the SWEZ_HR system increased the efficiency of the reporting process (by limiting the paper work) and the quality of data transfer (before 2011 the reporting process between the Head of Civil Service and directors general was based on paper documents).

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?

In general, the monitoring framework is based upon:

1. Public institutions:
    a. Individual ministries responsible for a given area that is subject to reform (e.g. Ministry for Administration and Digitization as a coordinating entity in the process of “Efficient State Strategy” implementation”),
    b. Ministry for Regional Development in charge of general development policy,
    c. Ministry of Finance monitoring public expenditure,
    d. Chancellery of the Prime Minister playing a role of centre of government.
2. Legal acts of different status, including for example:
    a. Civil Service Act / Act on the principles of development policy,
    b. Resolutions of Council of Ministers by which development strategies are being adopted,
    c. Ordinances of the Prime Minister/Head of Civil service regarding ethics in the civil service/HRM standards in the civil service (respectively),
3. Management structures and processes defined by law or foreseen in the implementation schemes of development strategies/operational programmes financed by the EU (e.g. governance including monitoring/steering committees, ways of reporting etc.)

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?

As mentioned in section 2, directors general of offices submit, on an annual basis, reports to the Head of Civil Service using the electronic system for data collection. One section in the electronic form of the report allows for presenting the Head of Civil Service with proposals regarding the improvement of the functioning of the civil service.

In 2012, 21,1% of the offices, which submitted the reports, used this possibility (it is optional). In

total, ca. 1500 proposals have been formulated. Similarly to previous years, the majority of recommendations regarded the system of training and professional development. Namely, it was proposed to increase the number of trainings (e.g. in field of public procurement, foreign languages, IT skills, HRM) and tailor them - to a greater extend - to the needs of trainees.

Concurrently, 13,2% of submitted proposals regarded the insufficient level of resources (human and financial) allocated for the civil service.

Some of these recommendations form a rationale for actions being undertaken by the Head of the Civil Service aimed at modernization of the civil service. These in turn, contribute to better public sector results. For instance, thanks to the increased number of trainings the civil service corps members can execute their tasks in a more professional manner.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

Portugal

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
The main public administration fields that are monitored are the following: - Institutional structures; - Human resources; - Assessment of services, managers and employees; - Public procurement; - Budget expenditure and revenues

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
Institutional structures and human resources In order to obtain more and better quality evidence, in 2008 the Information System for State Organization (SIOE) was set up. It consists of a single and cross-sectional information system of organizational characterization of public entities and respective human resources with a view to providing the government with information indispensable for defining State organization policies and the respective human resources management. At the same time, it enables both citizens and Administration to have access to comprehensive and up-to-date information. The SIOE provides a system in which the public entity data are recorded in a single base to which the different systems may have recourse, in a logic of sharing and authentication information. In this

regard, it also enables the automatic integration of information from other systems.

In November 2011, the government felt the need to broaden the universe of data, extending the scope of application of SIOE to regional administration in such a way so as to cover all administration levels (central, local and regional), as well as stepped up the number of statistical categories for the characterization of public entities and its human resources, like the stock and flows over a relevant period per ministry or employment entity, i.e. new hiring, type of legal regime, career or professional group, gender, age, educational background, retirement flows and exit to other public service, private sector or unemployment; average wages, allowances, benefits, and bonuses, leaver personnel in the reference periods, number of public employees with disabilities or chronic disease; number of service providers, distributed by type of contract, and compensation cost. Through SIOE public services data are always updated and government obtains reliable and timely information essential for policy making.

For the data gathering, production and analysis on public governance Portugal is governed by European Statistics Code of Practice, enabling the internal and external methodological standardization, facilitator of comparative analyses at the international level, of countries using the same methodology.

The information/evidence dissemination is made through different public sites (on the Citizen's Portal, on DGAEP site or SIOE own site), enabling thus the access to it to any person, at any time. In the case of public employment the data are disseminated on the site of the body responsible for it, but also through publications like: the Bulletin of the Observatory for Public Employment – BOEP, The decade: public employment in figures (a quarterly summary of public employment), reports.

All this information also supports government in its task of fiscal consolidation and the managing and monitoring of the public workforce adjustment, fostering efficiency in public sector management as well as fostering openness by its disclosure to the public.

The data downloading and updating is carried out quarterly by public entities. The inobservance of the duty of information may lead to budgetary sanctions:

- The withholding of 10 % in the budget allocation, or in the transfer of the State Budget to the defaulting public entity (in the month or months following to the infringement); and

- The non taking of any procedural steps whatsoever related to human resources or the acquisition of goods that are addressed to the Ministry of Finance by the defaulting public entity.

At ministerial level, human resources can be monitored through a shared mode IT solution that is now used by almost all public bodies - GeRHUP (Project Management Human Resources Shared in Public Administration) - designed with the aim of standardizing processes and supporting the activities of human resource management bodies and local government services in an integrated framework.

The GeRHUP includes the processes necessary to administrative management and processing of salaries; processes related to management of assiduity/attendance and overtime; processes related to the reimbursement/co-participation of health care expenses (e.g. ADSE (State Health System) or other systems) and the service missions. The second phase of this IT solution will enable the alignment of public employees' competencies with the needs of the job posts. The third phase relates to the strategic management and aims to ensure that human resources are

directed to the achievement of current and future objectives of organizations. The goals of this system are as follows: providing an agile and sufficiently flexible way that may monitor the evolution of the surroundings; consolidating data from PA public employees in a single register accompanying the life–cycle of State public employees enhancing information sharing between different PA services, which need it (e.g. ADSE, CGA (Public Employees Special Pension Scheme), Secretariats-General); contributing to the definition of management policies of global or organizational scope, by the production of systematic information and availability of appropriate tools, that resort namely to simulation scenarios and providing global, aggregate and accurate information, which enables to quickly and easily carry out the *aggregate maps of PA public employees (e.g. the PA Social Balance).*

Assessment of services, managers and employees monitoring

The performance assessment in Public Administration (SIADAP) applies to the performance of public services, their respective managers and all other staff. It is an integrated approach to management and assessment systems allowing for consistently aligning the performances of services and of those who work therein.

The monitoring of top manager performance is made by the competent minister and is based on the following parameters: degree of compliance with commitments appraised by indicators of measures set for the assessment of results, namely related to effectiveness, efficiency and quality in the management of the service and competencies shown in the leadership, strategic vision, external representation and management. Top managers sign a charter of mission, at the commencement of the limited executive tenure, where the objectives to be attained are defined in the course of the fulfilment of functions as well as the performance indicators applicable to the assessment of results. The mode of checking the performance is based on a report submitted to the member of the Government.

Middle managers performance is monitored by the line top manager to whom they directly report, according to the following parameters: results achieved in the objectives to be carried out during the limited executive tenure and competencies" chosen selected from a list, including the ability of leadership and technical and behavioral competencies suitable to the respective position.

The monitoring of public employees performance is made by the respective line manager according to two parameters: objectives and competencies previously contracted and set in the respective forms. The monitoring from 2013 is made every two years, with the possibility of intermediate control of the accomplishment of biannual objectives.

The performance assessment of public services aims at strengthening a culture of assessment and accountability in the Public Administration, marked by the publicizing of services objectives and results accomplished in close articulation with the management cycle. The assessment is based upon the following parameters: objectives of effectiveness; objectives of efficiency and objectives of quality.

This assessment is annual and is carried out through self-assessment and hetero-assessment.

Self-assessment is compulsory and is an integral part of the annual activity report, shows results achieved and deviations verified in accordance with QUAR (Assessment and Accountability Framework), where the strategic goals are set. The self-assessment should be accompanied by information relating to: appraisal by users, as to the quantity and quality of services delivered;

assessment of the internal control system; causes of non-compliance with actions or projects not carried out or with insufficient results; measures to be taken, evidencing the constraints that affect the results to be attained; comparison with the performance of identical services; hearing of middle managers and other staff.

The hetero-assessment, which may be carried out by administration's internal entities (for example, inspectorates-general), or by external entities (for example, consumer associations or other users), is aimed at obtaining in-depth knowledge of the causes of deviations evidenced in the self-assessment or detected in any other way and put forward proposals for the improvement of processes and future results.

In each ministry, it is incumbent upon the service empowered with matters pertaining to planning, strategy and assessment to follow-up the process and give opinions as to self-assessments. These results will be forwarded to the respective member of the Government.

At the request of the own service or by decision of the competent member of the Government, the hetero-assessment is of the responsibility of the Coordinating Council of the SCI (Internal Control System). Each service makes the dissemination on electronic page of its self-assessment with indication of the respective parameters.

Moreover, reference should be made to the existence of a technological solution that makes the SIADAP 123 operational: the GeADAP, however the use of which by organizations is not compulsory. The way of access to GeADAP by users is made through the use of a login/Password or by the Citizen’s Card. From the perspective of Service QUAR administrators with powers in matters pertaining to planning, strategy and assessment GeADAP enables to draw up new reports relating to service data of the respective ministry, namely: monitoring and assessment reports, by service; aggregation report of the performance assessment of services of the ministry; aggregation report of financial resources of the services of the ministry.

The GeADAP is an integrated solution of management and register of the performance assessment of Public Administration that implements the SIADAP within a shared service perspective of PA, by making available aggregation mechanisms and integrated analysis of information and supports the assessment processes of services, organic units, managers and other staff.

Public procurement

The process of public procurement is carried out through a central system, the National System of Public Procurement that aims to ensure greater rigor, transparency and competitiveness in public procurement and contribute in an effective way to the rationalization of the expenses and de-bureaucratization of public procurement procedures. The system includes the access to a set of integrated platforms – contracting electronic platform (PEC), national catalogue of pubic procurement (CNCP), information gathering and validation system (SRVI) and authentication and accreditation system (SAC) – enabling the control, either of the procurement procedures by services, or of the quality and reliability of goods or services suppliers. The system is still integrated by Procurement Ministerial Units in charge of, inter alia, to monitor the consumptions and supervise the application of conditions negotiated; ensure that the budgets are carried out by procurement items and using appropriate reference prices and supervise the procurement budget execution. The monitoring function of the system enables to be aware of the various procurement procedures, such as to follow up the consultation process for supplier selection.

The system also supports the annual statistical report to be forwarded to the European Commission, pursuant to Directives 2004/17/EC and 2004/18/EC.

Budget expenditure and revenues from public administrations

In central administration there are 3 levels of systems:

- Operational systems at service level that control operations. At this level there are private systems and Gerfip, which is an accrual accounting, based system for individual state services developed by a public institution and used by most of public services of central administration.
- Central services, that collect information from operational systems on a daily basis, managed by the Directorate General for Budget (DGO) and Treasury with full vertical integration with Gerfip and horizontal integration;
- Analytical systems, from DGO responsibility, that integrate information in a Data Warehouse (DW) using Business Intelligence (BI) tools.

In local and regional administration there is also a similar 3 level architecture of systems but DGO only is responsible for DW and BI system.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
The monitoring of institutional structures and human resources is made at national level and is the responsibility of the General Directorate for Administration and Public Employment (DGAEP) through the abovementioned SIOE system and SIADAP respectively. They are both regulated by law (SIOE - Law 57/2011, of 28th November and SIADAP – Law 66-B/2007, of 28 December). The GeADAP system as well as the GeRHuP are under the responsibility of EsPAP, (Public Entity for Shared Services) a public institute under the Ministry of Finance and Public Administration. Directorate General for Administration and Public Employment is responsible for the monitoring of middle managers and public employees assessment (SIADAP 2 and 3 respectively). This body gathers and processes public services data, and prepares the “annual report of application of SIADAP 2 and 3 in PA” to be submitted to the Secretary of State for Public Administration. Such monitoring is regulated by law (Law 66-B/2007of 28 December, establishing the SIADAP). Regarding public body’s performance, undertaken by self-evaluation in accordance with their annual strategic plans, specific departments, with responsibilities for planning, strategy and assessment in each ministry are entrusted with delivering its opinion with a critical analysis and ensure compliance with the legal framework. Finally, a central monitoring is the responsibility of a Coordinating Council for Assessment of Services, set up with the purpose of ensuring the coordination and the fostering of cooperation among the various services with competences in matters pertaining to planning, strategy and assessment and of promoting the exchange of experiences and disseminating of good practices in the assessment area. This Council can also promote hetero-assessments within a ministry or activity area, which may be carried out by internal evaluators, namely inspectorates-general or external evaluators, consumer associations or other external users. All theses procedures are regulated by law.

The National System of Public Procurement (SNCP) is regulated by Decree- Law No 37/2007, of 19 February.

Budget expenditure and revenues from public administrations monitoring is the responsibility of the Directorate General for Budget (DGO). This body is responsible for elaborating a budget proposal approved by parliament and must control its implementation. Internal control is defined by law in a sectorial and central level and the external control is of the responsibility of the Court of Accounts.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
The quantitative and qualitative data gathering, that embody valid and reliable evidence, and effective monitoring systems are extremely useful for policy making. In fact, they strengthen and underpin the political choices, as well as contribute to a better management of resources, by fostering efficiency in public sector management, openness by its disclosure to the public and to expenditure reduction. As far as Portugal is concerned the evidence-based policies are of special relevance in the current context of the economic and financial adjustment programme.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes (for instance, in budget and financial field, human resources, institutions) **Other**. (Ministerial level monitoring)

Romania

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
Human resources, civil service structures of public authorities and institutions, budget expenditures, and in central public authorities and institutions – strategic objectives. Thus, the following aspects of public administration are monitored: - Public Finance - Ministry of Public Finance - Human Resources (in the civil service) - the National Agency of Civil Servants (NACS) - The organizational structure - the National Agency of Civil Servants - Strategic objectives (of the institution) - monitoring within each institution and each ministry - Strategic objectives of certain strategies - for example, for the National Anti-corruption Strategy monitoring is done by the Ministry of Justice, for the National Reform Programme monitoring is conducted by the Ministry of Foreign Affairs - The objectives of the Government Programme – the General Secretariat of the Government

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
NACS manages national records of civil servants and civil service positions. The database is part of a monitoring IT tool – the Informational Integrated System for Civil Service and Civil Servants Management which is used in accordance with its powers under Law. 188/1999 on the Statute of Civil Servants, republished (2), with subsequent amendments and supplements. The database centralizes changes in the status of civil servants and civil service positions, manages the Reserve Body of Civil Servants, the items for civil service recruitment competitions etc. Data provided by the System is used to underlie any decisions on the civil service system. It contains the following information. - Identification data of the public authorities and institutions; - Staff job list of public authorities and institutions; - Identification data of the positions; - History of the positions; - Identification data of civil servants and the history of the person (changes in his/her career in the civil service and disciplinary sanctions imposed, if applicable); - Data on the Reserve Body of Civil Servants; - Data on the competitions organized by NACS.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?

Field	**Responsible institutions**	**Legal acts**
Public finance	Ministry of Public Finance	
Human Resources (in the civil service), the organizational structure	National Agency of Civil Servants	*Law no. 188/1999 on the Statute of Civil Servants, republished (2) with subsequent amendments and supplements* *Government Decision no. 1000/2006 on the organization and functioning of the National Agency of Civil Servants* According to GD no. 1000/2006, NACS has responsibilities in the areas of civil service regulation, management of civil service and civil servants, professional development of civil servants, training in public administration, management of civil service programs, monitoring and control of the activities on civil service and civil servants, representation. *Government Decision no. 611/2008 approving the rules on the civil*

		servants' career organization and development
Strategic objectives of the National Anti-corruption Strategy	Ministry of Justice	National Anti-Corruption Strategy for 2012-2015, approved by Government Decision no. 215/2012.
Objectives of the Government Programme	General Secretariat of the Government	Government Programme 2013-2016

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Data provided by the Informational Integrated System used to underlie any decisions on the civil service system contribute to drafting public policies and regulation. Monitoring has reduced misapprehension of the law on civil service and its improper application. Also, civil service monitoring carried out by NACS is for: - evaluating compliance with legal changes in the structure of civil service positions; - substantiating draft legislation, strategies and public policies in the civil service; - redistributing civil servants from the Reserve Body; - initiating projects financed by EU structural funds needed to develop the administrative system.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes

Slovakia

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
There is no centralised system to supervise/monitor public administration institutions and their activity in Slovakia. The respective ministries or other central state administration authorities are responsible for monitoring different public administration aspects as well as strategies and policies implementation within their scope of competence, including above mentioned areas. Concerning the monitoring/review of implementation of public policies and strategies the monitoring/review focus depends in particular on the subject of strategy or the individual projects. Generally, both impact of the policy and its financial aspects are taken into consideration. At present, Ministry of Interior and Ministry of Finance as part of on-going public administration reform conduct the public administration audit (audit of local self-government) for the purpose of analysing activities and public administration efficiency. The objective is to analyse consistently

public services and costs related to their provision at the local and regional levels. The aim is verification of the current status of executing competences and their financing.

In the local self-government audit, both quantitative and qualitative indicators are used for progress monitoring, including especially the following: quantification of exercise of delegated competences and self-government competences (number and types of competences/tasks, number and types of operations, number of complaints, number of appeals, number of employees), review of financial coverage of exercise of delegated and self-government competences, review of quality of exercise of delegated competences and self-governing competences.

The audit on the central level will also be carried out similar to the audit on the local level. It will also focus on the assessment of structural organization, financing and efficiency of processes.

Based on the results of the public administration audit introduction of permanent monitoring will be considered.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
The relevant organisational unit within ministry/central state administration body is responsible for monitoring/reviewing of public administration performance within its scope of competence. In some cases, a special unit can be set up at a ministry for monitoring/reviewing policy implementation. The relevant ministry monitor/reviews policy implementation using the following mechanisms/sources of data: • statistic data and their evaluation, • information from the application practice, • data obtained from surveys, • social and economic data, sectoral databases (databases of the individual research institutes), • administrative sources of data, • values of monitored indicators from monitoring reports of projects and annual reports on the implementation of programs. (e.g. the Ministry of Finance uses the Financial Information System (FIS) and State Treasury to track changes in public administration. Available information includes current data on the budget by budget lines as well as actual values of binding parameters. Similarly, statistical surveys on salaries (Ministry of Labour, Social Affairs and Family) monitor salaries, working time, etc. using the software, which downloads requested data directly from information system used to process wages and personnel matters.)

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
The responsibility of the ministries for monitoring public administration changes and implementation of the individual policies and strategies is laid down in the Act on Organisation of Activities of the Government and Organisation of the Central State Administration (Competence Act) and in respective legislation setting up the competencies of the ministry/public administration body as well as from the Government's resolutions by which the Government assigns tasks to the ministers.

The systematic data collection is ensured by the programme of state statistical surveys and performed in accordance with Act on State Statistics, and the respective implementing decree and also with Act on information systems of public administration.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
The results and findings of monitoring and reviews are applied both during implementation of policies and designing of new policies. They provide information on policy performance and main findings and at the same time formulate recommendations that should contribute to the fluent implementation of programmes and fulfilment of strategic objectives. Based on their results, it is possible to identify problematic areas and set objectives or measures for policy adjusting. They are also used for assessing success of a selected policy and evaluating the level of achieved objectives. The results are specially used in the process of drafting regulating acts, monitoring and reviewing the programme budgeting of the respective sector's budgetary chapter, for developing and introduction of the mechanisms, tools enabling to streamline the processes; as well as in drawing up the annual report of task performance, which represents a starting point in the preparation of the other strategic documents. They have impact on determining priority areas in the following period and for formulating the future policies. The outcomes of the monitoring/review are also used for motivating involved actors and the creating of future measures and conceptual and legislative changes in the individual policy areas.

Do you have a centralized public administration monitoring system (at national level) in your country?
No

Slovenia

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
The main public administration fields that are monitored are human resources, budget expenditures and IT coordination.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
IT-supported procedure for drafting legislation (ITDL) The project of IT-supported procedure for drafting legislation (ITDL) covers all essential steps in the regulation adoption procedure and ensures uniformed operations in all the bodies, involved

in the preparation and adoption of regulations (all ministries and government offices, General Secretariat of the Government and Official Gazette of the Republic of Slovenia). Strong emphasis is on fostering of the involvement of public contribution in the process of regulation drafting. Linking back-office systems of the ITDL with the web sub-portal E-democracy allows for easy monitoring of existing legislation and preparation of new legislation in one place, which is of paramount importance to users. Above all, this part is very useful for non-governmental organizations (NGO's) and professional sphere of the public, which are able to convey comments and suggestions, thus contributing to better legislation.

Also supported in the process is the electronic signing of documents, while the collection of documents and the preparation of all regulation material is centralized. The IT-supported procedure for the drafting legislation project pursues the following objectives: to create standardised software support for users at the ministries, government offices and the government, which must be user-friendly, easy to use and must offer automated procedures whenever possible; to provide the public easy online access to regulations in the drafting procedure and, at the same time, encourage the public to actively participate in all phases of the procedure of adopting legislation.

National database of administrative burdens in regulations

The web portal provides access to the national database of the measured administrative burdens which are imposed on citizens and entrepreneurs by regulations. Selection between various extracts regarding individual burdens (regarding costs and time) is also possible.

Currently, the database includes 71 acts and 996 administratively burdening executive acts from 14 priority areas. The database allows the addition of new acts and, most importantly, amendments to regulations, which will enable an evaluation or calculation of the net effects of amendments on regulations and their administrative burden. Extracts from various reports from the database provide the user with information on all obligations imposed on him or her by a certain regulation. The option to select an obligation considering the regulation, field or ministry also exists. The user may acquire information on all activities he or she must perform to fulfill the obligations imposed on him or her by a certain regulation.

It is also possible to obtain extracts considering the type of obligations (record keeping, reporting, marking, supervision, etc.) and entity (business entities, citizens). Information regarding burdens, time consumption, obligations and activities at the level of individual life events or content sets (e.g. the acquisition of a building permit, school enrolment, etc.) is also available.

Considering the data from the database, it will be simple to assess how certain modifications (e.g. reduction of frequency, exclusion of micro companies, elimination of a certain obligations, simplification of a procedure by reducing necessary activities, etc.) would influence savings (in terms of value and time).

Web Portal “STOPtheBureaucracy!”

The purpose of the portal is to provide current information on the programme implementation, publication of best practices (national and EU levels) and reports on **administrative burdens** in an individual regulation (act, rule,…) as measured in the programme, and to convey additional proposals from users for simplification in order to achieve the greatest effect possible regarding the pursuit of the objective of reducing administrative burdens and simplifying procedures by 25

per cent and, consequently, of simpler and more transparent legislation.

The web portal includes:

- website, also in English version, STOP the bureaucracy, http://www.stopbirokraciji.si/en/
- national database of measurements of administrative burdens in the regulations of the Republic of Slovenia, and
- system for the administration of comments.

The portal is intended for all entrepreneurs and citizens who, either in the business process or everyday life, have contact with administrative procedures where they encounter obligations they have to fulfill to meet the requirements of legislation. In addition to entrepreneurs and citizens, the portal is also intended for persons preparing regulations and others employed in the state administration encountering administrative procedures. Thus civil servants preparing regulations, the wider expert and interested public, business entities, and citizens are of key importance in preparing and realizing the objective of the project. All interested parties have the opportunity to have an insight into the uniform collection of data on administrative burdens in the fields defined in the 'Minus 25%' Programme, and to participate in, and co-design, preparing better regulations by contributing actual proposals about what should be modified or simplified.

MFERAC system for budget implementation

MFERAC system is one of the most important information systems allowing the Ministry of Finance and direct budget users good control of budget implementation and management of single accounting. The system consists of the following applications:
• DPS - Implementation of the state budget
• GKS - General ledger and subsidiary accounts
• OS - Management of fixed assets
• TDB - Domestic and exchange cash register
• STK - Housing loans and leases

• SD- KE - Labor costs and personnel records

EU funds

EU payments from the Structural Funds and the Cohesion Fund are carried out via the Paying Authority under the Ministry of Finance. The application IS-PA (Information Support for Paying Authority) provides financial management and control in relation to the role of the paying authority: approval of the request for reimbursement that is addressed to the paying authority, preparing files for the European Commission (EC), preparation of application for payment EK, preparation of the financial section of the annual report on implementation, management of accounts for all European funds, receipt of payments from the EC, forecasts for payment claims of the EC, monitoring and reporting on recoveries, monitoring and reporting on payments. Software support also provides information to all participants in the process. The application is connected to the system MFERAC and ISARR.

Public Procurement Portal

The Public Procurement Portal is a web-based information portal of the Ministry of Finance, where contract authorities in accordance with the Public Procurement Act and the Public Procurement Act in the water, energy, transport and postal services send the publication

contract notices and tender documentation.

Supervizor

The Supervizor is a project, conceptually designed and prepared by the Commission for the Prevention of Corruption of the Republic of Slovenia in cooperation with an independent expert and assistance of other bodies which provided the relevant data and cooperated in its presentation and interpretation (the Slovenian Ministry of finance, the Public Payments Administration of the Republic of Slovenia - UJP, the Agency of the Republic of Slovenia for Public Legal Records and Related Services - AJPES). Supervizor monitors budget expenditures of the whole Slovenian public sector. Supervizor enables every citizen to monitor financial transactions between public and private sector.

Supervizor is an online application that provides information on business transactions of the public sector bodies by simple browsing and grafical presentation. User can view all money transfers from selected budget user or all money transfers from the budget user to selected company. Data are shown for a specified period of time. It indicates the largest recipients of finances, related legal entities, date and amount of transactions and also their purpose (for all transactions over 2 000 EUR). The application also shows data about public procurements, management and ownership structure of the companies and some information from their annual reports. An important part is a module which shows list and information about public owned companies.

ISPAP system for salaries in public sector

The Agency of the Republic of Slovenia for Public Legal Records and Related Services collects information on the payment of salaries and other remuneration of functionaries and public servants through an information system for the transmission and analysis of data on wages in the public sector - ISPAP.

In accordance with the Rules on the methodology for the transfer and analysis of the salaries data in the public sector this information system for the transmission and analysis of data on wages in the public sector ISPAP was set up by the Agency. Data are collected for two purposes: for the provision of transparency of salaries in the public sector and for analysis and simulation work of the ministry responsible for the salary system in the public sector.

IT coordination

The application for monitoring IT project provides support to the management of portfolio of e-services and all proceedings in connection with IT projects. For every project there are key elements: head of project, type of project, priority of project, project phase, project manager, beginning and end of the project.

Documentation of the project includes: card of the project, position paper VDP, progress reports, final report and other documents.

The application allows the head of project coordination to analyze project portfolio across different aspects aimed at effective monitoring of high priority projects and projects where there is a deviation from the approved plans.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?
The framework for monitoring public administration changes is represented by responsible institutions (Ministry of Finance for finance and budget related issues, Ministry of the Interior for monitoring reduction of administrative burdens, Ministry of the Interior for transparency of public sector salary system, etc). Also, legal acts authorize public administration institutions to monitor certain fields of activities. The Decision of the Government establishes strategic coordination of informatics in public administration and appoints members of the project co-ordination. The Decision on Entities Subject to the Provisions of Wage System in Public Sector Act regulates which institutions should provide the Agency of the Republic of Slovenia for Public Legal Records and Related Services with information on salaries in order to ensure transparency of salaries and analysis and simulation work of the ministry responsible for the salary system in the public sector). The legal framework for better regulation since 2009 is represented by the Resolution on regulatory activities, amendments to the Rules of Procedure of the Government of the RS, changes of Handbook for implementing the Rules of Procedure of the Government, Action Programme for the elimination of administrative barriers and reduction of the regulatory burdens by 25 % and Single document to enable better regulation and business environment and increase competitiveness. Further instructions can be found in Manual for the implementation of RIA and policies (2009), Manual for the planning, management and evaluation of public participation processes (2008) and Methodology (SCM; preparation SME test).

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
Monitoring of public administration activities based on IT tools helps the government to improve activities of institutions and enhances an effective use of human, financial and material resources. For governments it is easier to make reforms if the decisions are evidence-based. Also, with transparent use of financial resources we enhance the rule of law and integrity and increase the level of responsibilities of public office holders for effective and efficient use of public finance, facilitate debate on adopted and planned investments as well as decrease unfair competitiveness and clientalism in public procurement procedures. IT tools can significantly affect the modern functioning of public administration as a service for citizens and businesses, and significantly contribute to cost reduction.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes Centralised public administration monitoring system is implemented for certain areas at the level of the whole public administration (IT projects, ISPAP system for salaries in public sector, public procurement portal, EU funds, etc).

Spain

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
Spanish Administrations (central, regional and local) are making use of centralised and coordinated tools to monitor some common fields, as Civil Service management, budget expenditures, e-Administration, and fulfilment of strategic goals according to National and European strategies. Several Departments of Central Government Administration, as Ministry for the Presidency and Ministry of Finance and Public Administration are in charge of this kind of centralised control. The **NATIONAL AGENCY FOR THE EVALUATION OF PUBLIC POLICIES AND THE QUALITY OF SERVICES (AEVAL),** attached to the Ministry of Finance and Public Administration is responsible for the promotion and performance of the evaluation of public policies and programmes, the support of quality management in Public Sector, and the encouragement of the rational use of resources and accountability to the public. Every year, the Council of Minister commissions AEVAL an independent evaluation of a number of public policies and programmes. This evaluation looks at the degree of their application and success, and its results are reflected in the corresponding public policies evaluation reports. In the specific field of public services, AEVAL permanently analyses their quality, performing and publishing annual reports on the evaluation of quality of services based on: • the implementation of the quality programs by public organisations (both in ministries and agencies) • the citizen perception on the level of quality of services rendered by all the levels of Administration in Spain. However, the most relevant scope that is being monitored in Spain is **Reform of public administrations**, an essential part within the program of reforms of the Spanish Government. The objectives of the reform are to strengthen budgetary discipline and public transparency, streamline the public sector, improve efficiency and the effectiveness of the public administration services and change the administrative culture for one focused on the beneficiary. In this regard, the most recent initiative implemented in Spain to monitor and implement administrative reforms is the establishment of the **COMMISSION FOR THE REFORM OF PUBLIC ADMINISTRATIONS (Spanish acronym: CORA)** approved at the beginning of 2013 by an agreement of the Council of Ministers. The following subcommittees were created inside this Commission: • Administrative duplication. • Administrative simplification. • Management of services and common resources. • Institutional administration.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.

On 21st June 2013 CORA issued and presented a report that contains instruments to make Spanish Administrations more streamlined, efficient and amenable to the citizen. CORA's report to which contributions were made by representatives from institutions, social stakeholders and civil society proposed a reform of the public administration services based on four core areas:

- streamlining expenditure;
- responding to public demand;
- performing an in-depth and sustained analysis;
- implementing a political commitment to maintaining the pace of the reform.

In order to streamline the public sector, it is necessary to avoid duplication between different public authorities, a measure which "goes beyond simply removing bodies and is rather a philosophy of collaboration". The reform raises the issue of the public administration service planning things together through sectoral conferences, generalising the use of data bases to create single sources of information, streamlining watchdogs, public bodies and agencies that tend to overlap. It is a case of organising bodies to provide a complete service to the public sector. The document also analysed how to remove ministerial structures and suggested that the exchange of information be improved on matters such as the public employment service and the platform for public sector contracts.

As regards improving the efficiency of the public administration services, the reform now allows mobility of civil servants to occupy posts in administrative units which "are very necessary" and which improve one's professional career. As regards temporary personnel, Spain looks for "homogeneous criteria regarding the number of temporary staff and advisers per unit". A system to measure efficiency will be implemented.

With the aim of improving the service, a platform for the intermediation of information between public administration services, a one-stop shop, a single notice board for edicts and a single portal for employment and services by prior appointment covering various issues, will all be implemented.

CORA's report recommended a central information office that publishes periodical information on the public administration services. After the presentation of this report an **OFFICE FOR THE IMPLEMENTATION OF THE REFORM OF THE ADMINISTRATION** was created at zero cost, which aims to oversee the execution of the measures included in the report.

The Office is organically attached to the Ministry of the Presidency, through the Vice-President of the Government and Minister for the Presidency, have joint functional dependence of the ministries for the Presidency and of Finance and Public Administration.

Quarterly and annual reports

The Office will prepare a summary report of the level of implementation by each Ministry of the measures included in CORA's report on a quarterly basis and will specify the calendar of implementation, responsible appointed, carried out activities and efficiencies obtained. In addition, Office annually develop another report on the implementation of the reform, executed and pending measures, and, where appropriate, new ones that have been approved. Both reports will be present to the Council of Ministers.

The Office for the implementation of the reform of the administration is assisted, for the performance of its functions, by necessary administrative and material support of the various

ministerial departments. Each Ministry, agency and entity linked or part of a Ministry designates a responsible person who will be the partner and collaborator with the Director of the Office for the implementation of the reform of the administration.

What is the framework for monitoring public administration changes in your country (responsible institutions / legal acts / management / processes and etc.)?

Spain needs an austere and efficient public administration that is a competitive value to our country. It is necessary, therefore to rationalize structures, procedures and resources. This will is the **LAW OF BUDGETARY STABILITY AND FINANCIAL SUSTAINABILITY**, which constitutes a milestone in the management of public resources to establish concrete objectives of expenditure and indebtedness to all administrations, as well as the obligation to submit plans for its compliance and correlative mechanisms to ensure their achievement. In addition to the need to address the comprehensive study of the administrative reform, it was necessary to give effect to two mandates:

- The Conference of Presidents of the autonomous communities agreed on the creation of a working group, within the corresponding sectoral Conference, which draw up a programme of streamlining administrative, in order to eliminate bureaucratic burdens and simplify regulations and procedures and avoid duplication.
- In the programme for the implementation of the liquidity Fund for the autonomous communities are planned the creation, in the Council of Fiscal policy and financial, of a working group to agree on a code of good practices to rationalize spending and increase savings.

It was necessary, therefore, to make a comprehensive study that provide both working groups of specific proposals and in which all the reform of public administrations were addressed comprehensively. The **COMMISSION FOR THE REFORM OF PUBLIC ADMINISTRATIONS (CORA**) was established for this purpose at the beginning of 2013.

In alignment with **CORA's report** recommendations, and in order to monitor the degree in which measures proposed are put in practice in a coordinated way, the **OFFICE FOR THE IMPLEMENTATION OF THE REFORM OF THE ADMINISTRATION** was created. Its competencies include the following:

- The monthly report of implementation of the measures contained in CORA's report.
- To ensure the fulfillment of the timetable for implementation of the measures contained in this report.
- Collect the various ministerial departments and their agencies and dependent or related entities the information necessary for the exercise of its functions.
- Receive the initiatives related to the exercise of its functions which make bodies, bodies, bodies, sectoral organizations and any other associations or public or private entities.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?

- The reports published by the Evaluation Department of **NATIONAL AGENCY FOR THE EVALUATION OF PUBLIC POLICIES AND THE QUALITY OF SERVICES (AEVAL),** reflect the main findings from the evaluated public policies and programmes, and include the corresponding recommendations.
- The Quality Department of the **AEVAL,** through the Observatory of the Quality of Public Services, analyses permanently the quality of public services, proposing general initiatives for its improvement.
- After a prior and comprehensive analysis of the global situation of Spanish Administration the **COMMISSION FOR THE REFORM OF PUBLIC ADMINISTRATIONS (CORA)** has presented a report containing proposals to eliminate duplications and to strengthen coordination between different public administration services.
- Since its creation, the **OFFICE FOR THE IMPLEMENTATION OF THE REFORM OF THE ADMINISTRATION,** is responsible for the follow-up and impulse of the measures proposed in CORA's report and, where appropriate, to propose new measures.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes

Sweden

What are the main public administration fields (areas / aspects) that are monitored in your country (e.g. human resources, institutional structure, functions, strategic goals, budget expenditures, etc.)?
This question can be answered in several ways. When it comes to the aggregated development of the state there are several products that describe this development. Firstly, the government presents a so called Annual report of the state to the Parlament every year (Årsredovisning för staten). Secondly, every year the government publishes a separate part of the budget, describing the developments of the national public sector (Statsförvaltningens utveckling - särtryck ur budgetpropositionen). Thirdly, many agencies (such as the Swedish Agency for Public Management) produce reports that describe the development – on human resources, institutional structure, budget goals etc. in the state. So there is no shortage of such performance data. But this information is aggregated and ex-post and therefore rarely used for monitoring of individual agencies or operations.

What mechanisms / IT systems are used to monitor public administration changes (for collection / analysis of data)? Please provide short description of them.
The backbone of this data collection is an IT-system called Hermes. It is administered by an agency called The Swedish National Financial Management Authority. Hermes is a joint information system for the Government offices and the approximately 400 Swedish agencies. Through this system it is possible to break down and analyse usage of resources in a variety of ways.

What is the framework for monitoring public administration changes in your country (responsible

institutions / legal acts / management / processes and etc.)?
One of the most central pieces of legislation is this aspect is the so called FÅB (förordning om årsredovisning och budgetunderlag, 2000:605). This is an ordinance (i.e. “softer” than law) regulating how and when the agencies should hand in their annual reports and their budgetary analysis and requests. The ordinance is applicable for all agencies under the government (but not applicable for agencies under Parlament, such as the Audit offices and the Swedish National Bank). In a delegated administrative model, such as the Swedish one, the agencies annual reports are a very central piece of document.

How do the results from the public administration monitoring inform the development and modernisation of the public administration? How does the monitoring contribute to better public sector results?
The annual reports are – as described above – a central piece of information in order to steer, evaluate and monitor the performance of the individual agencies and operations. As a supplement to the annual reports the Swedish government has got an arsenal of agencies and other institutions with the task to evaluate the efficiency and performance of the public sector. One recent trend in Sweden is that such agencies are created also sector-specific, this in order to analyse the performance in these sectors. In the past 10 years 10 such agencies has been established in sector such as transportation, social security, cultural policy etc.

Do you have a centralized public administration monitoring system (at national level) in your country?
Yes

Appendix 2: EUPAN members‘ responses to thematic paper on

„ Reforms in selection / recruitment of human resources “

Austria

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed ☒ Involved institutions: Federal Chancellery/ DG III – Public Administration and Administrative Innovation and the other Ministries Federal Chancellery: methodology, coordination by providing the tests etc.; Ministries: job profile, interviews; hearings; ACs In Austria the recruitment process is based on the 1989 Act on the Advertisement of Vacancies (“Ausschreibungsgesetz 1989”). Dependent on the kind of vacant post the Act stipulates various recruitment processes. The Act contains on the one hand provisions governing appointments to management-level and high-level jobs and on the other hand provisions governing the filling of all other posts.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
DG III introduced: Computer Based Testing (embedded into a flexible PC based recruiting system): • Objective and unbiased recruitment • Highly professional selection of personnel New technical basis and functionalities for the Federal Job Exchange (Career Data Base, e-recruiting) internal / external job advertisement Transparency and objectivity of procedure of assignment to posts in federal service Optimized application process Talent pools

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).
Competencies (Capabilities)
Skills: • Verbal intelligence (word meaning, word relationship),

• numerical, spacial intelligence • Verbal and numerical reasoning • Concentration • IT-knowledge and skills • Mechanical – technical understanding
Knowledge
Behaviours: • Initiative • Responsibility • Planning and organisation • Flexibility • Ability to withstand stress • Teamwork • Leadership Qualities (proposes) structure and rules
Reasoning ability
Other: (please note: only if especially needed) • job related personality scales, • attitudes, • coping strategies, • motivation, • speed of reaction, • attribution preferencies etc.

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.
☒ Yes ☐ No
Competencies (Capabilities)
Knowledge (concerning the given area of work)
Behaviours, e.g: • Initiative • Responsibility • Planning and organisation

- Flexibility
- Ability to withstand stress
- Teamwork
- Leadership Qualities

Do you have a centralized public administration monitoring system (at national level) in your country?
Other. For Human Resources, budget expenditures and cost accounting, an integrated IT-solution (SAP) has been implemented.

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
Computer Based Testing (embedded into a flexible PC based recruiting system): • Improving the „non-discrimination“-quality (standardized web-access and standardized conditions) • Less supervision and assistance needed (automatical test instructions, individual preparation time) • Automatical test results feedback (within max. 2h) • Less failures (due to automatical results) • More flexible way of presenting the test items on screen • Periodical reporting shows whether tests are „fitting“ Federal Job Exchange & Career Data Base • Web-based software • Managers & employees self service • Fully integrated e-mail support • High security standards • Broad functionality & business process support

Belgium

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized x Decentralized □ Mixed □ Involved institutions: SELOR (Selection office of the federal government)

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.

Main changes in the selection aspects had occurred earlier (from 2001).
Since 2008 the main improvements concern:
- Screening models : in order to increase the efficiency of selections namely by winning time and money, a screening model in 3 modules has been developed :
  ○ Module 0: screening of the participation conditions, diploma's, experience
  ○ Module 1: screening on computer of the generic and cognitive skills (analytic skills, problem solving, team work, …)
  ○ Module 2: screening of the specific skills for the function (+ experience and motivation): by interview
  ○ In case of success in module 1, you don't need to pass it again for a function of the same level, during 3 years.
  ○ In case of failure, you have to wait 6 months to pass it again (development buffer)
- Earlier Acquired Skills: This system allows people without diploma (or without the right diploma) to apply for a job selection if they have the required level and experience. You need therefore an access card which is obtained through a set of computer tests on behavioral and reasoning skills.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Technical Skills	Tests, case analysis, interviews
Knowledge	Tests, case analysis, interviews
Behaviours	Tests, case analysis, interviews
Reasoning ability	Computer tests
Other (please indicate):	See point 2 above

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
X Yes □ No	
Competencies (Capabilities)	Methods

Technical skills	Case analysis
Management skills	Case + interview
	Skills are assessed by a jury with a very specific composition (technical experts, HR and management experts, top managers of same level)

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
Quality of tests used is essential. Composition, quality and objectivity of jury are determinant. Taking into account effective experience and results is most important.

Bulgaria

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized X Mixed □ Involved institutions: _____. The system of recruitment of employees in the administration is competitive based. The legislative act setting the definition of civil servant, as well as the system of his/her recruitment is the Civil Servants Act. The Ordinance on Holding Competitions for Civil Servants sets the procedure and methods for holding the competitions for the recruitment of civil servants. The Classification of Positions in the Administration defines the various positions occupied by the civil servants. The civil servants may be senior executives and experts, depending on their duties, experience and degree of professional qualification. The system of selection and recruitment of civil servants is set by the Civil Servant Act, according to which the appointment to any position of civil servant in the relevant administration is preceded by a mandatory competition. The aim is, by way of competition of professional qualities, to select the employees that would best meet the requirements of the relevant position. The competition is announced by the recruitment body that announces by an order the relevant position, the minimum and the specific requirements for the relevant employee, the way of competition, necessary application documents and deadlines etc. The Competition Commission consists of three to seven members, and must include the immediate superior of the vacant position, a servant or person with legal education, and a representative of the Human Resources unit. The commission may also include representatives of the trade unions of the civil servants in the relevant administration, as well as external experts in the relevant field. In the case of senior civil servants (Principal Secretary) the Council of Ministers appoints by a decision the composition of a special commission for holding the competitions.

Besides the competitions in the administration itself, the Institute of Public Administration organizes the holding of a centralized competition for junior experts, and a centralized competition following an assessment and analysis of the needs for human resources in the administrations.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
The changes during the last years related to the selection of employees in the administration have been made with the aim of improving the system of selection, attestation and payment of the civil servants. There has been some progress related to the reforms in the administration, with their results already seen – most notably in the field of administration optimization. The changes related to the system of selection and appointment of civil servants have been enacted by: – Ordinance on the Terms and Conditions for Evaluation of the Performance of the Civil Servants, issued in 2012. Its purpose is to create the conditions for an efficient management of performance at the levels of administration, administrative unit, and individual employee for the achievement of the tasks of the relevant administrative structure. The principal aim is to evaluate the contribution by the particular employee, to determine fairly his/her salary, to determine the personal development needs of each employee, by creating the conditions for the implementation of fair and transparent procedures for personal and career development. The Ordinance elaborates the competencies of the particular groups of positions. The same competences are assessed in the selection of the candidates. – Classification of Positions in the Administration, together with and a regulation for its implementation were issued in 2012. The classification determines all the positions occupied in the state administration, identifying the position levels, as well as the minimum requirements for taking the position - educational degree, rank, professional experience and the type of employment relationship.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
	The recruitment body determines by an order the particular way of holding the competition. The particular way is chosen in accordance with the position for which the competition is held. It is possible to apply simultaneously two of the methods specified below. The competition must include an interview.
Skills	1. Doing a test. In this case the applicants do a test that includes questions related to the

	structure and functioning of the administration, and the professional field of the position. The test aims at assessing the knowledge and skills of each candidate to cope with tasks related to the duties of the relevant position. 2. Written thesis on a political, economic, cultural, social, management or other topic. The candidate develop a paper on political, economic, cultural, social , management or other topics related to performing the functions of the particular position. 3. Practical exam. The candidates undergo a practical test which allows to assess their skills in dealing with specific tasks related to performing the functions of the particular position. This way their foreign language skills are evaluated, too. 4. Interview
Knowledge	1. Doing a test 2. Written thesis on a political, economic, cultural, social, management or other topic. 3. Practical exam. Interview
Behaviours	Interview Before holding the interview, the commission examines the job description and formulates the questions that all candidates will be asked to answer. The aim is to determine the extent to which the applicant possesses the professional and business skills required for performing the job.
Reasoning ability	1. Written thesis on a political, economic, cultural, social, management or other topic. 2. Practical exam. Interview
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
X Yes □ No	
Competencies (Capabilities)	Methods
Skills, Knowledge, Behaviours, Reasoning ability, Strategic skills, Leadership skills	Defending a concept of strategic management. The candidate presents a concept of strategic management, demonstrating his/her skills in strategic thinking such as determining a mission, vision, goals, actions and results, as well as skills in presenting and defending the concept. Interview

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
It is a good practice to create possibilities for a greater mobility in the public administration. This allows for a more transparent management of the service and professional development of the civil servants, as well as for improving the human resource distribution, activity and contribution to achieving the objectives of the government and the civil service. Under this practice, the actual mobility opportunities in the state administration throughout the country are publicized. Another good practice is the competitive selection – with good attestation and under certain circumstances the employee can be promoted to a higher position. Of a special importance is the respect for the rights of people with disabilities. That's why a national competition for experts with analytical and control functions for people with disabilities is organized by the Institute of Public Administration (IPA).

Croatia

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed ☒ Involved institutions: The body announcing a public competition for civil service recruitment and the Ministry of Public Administration (appoints a representative of the Ministry as a member of the Selection Panel).

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
The Decree on Announcement and Implementation of Civil Service Public Competition and Internal Notice was adopted, which governs the procedure and manner of announcing and implementing the civil service public competition and internal notice. Said Decree clearly stipulates, inter alia: - the announcement mode and content of the public competition/internal notice - content of candidates' applications - appointment, composition and tasks of the Public Competition/Internal Notice Selection Panel - content and manner of testing the candidates - public competition procedure for the selection of managing civil servants to be appointed by the Croatian Government

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	Written test and interview
Knowledge	Written test
Behaviours	Interview
Reasoning ability	Written test and interview
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□ Yes	☒ No
Competencies (Capabilities)	Methods

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
The use of a structured interview as an assessment instrument during the procedure, as opposed to the use of an unstructured interview, increases the efficiency of the selection procedure, and contributes to a more objective assessment of each candidate by Panel

members. In addition, in case of appellate proceedings, it provides clear and comparable information for the explanation of a particular candidate's selection and reasons for not selecting the candidates who have appealed.

Cyprus

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ √ Decentralized □ Mixed □ Involved institutions: The Public Service Commission which is the independent constitutional authority responsible, among others, for the appointment of all civil servants. Furthermore, the Public Administration and Personnel Department, along with the Public Service Commission, are responsible for the legislation and procedures regarding the evaluation of candidates for appointment to the civil service, including the conducting of the general written examinations, the passing of which is a prerequisite in order to apply for the majority of entry level posts. For the purpose of advising the Public Service Commission in connection with the filling of certain entry level posts (that do not require the general written exam mentioned above as a prerequisite) and for most other higher level posts (excluding posts of Heads of Departments), Advisory Boards are established within each Ministry, consisting of employees of a higher rank or grade than the vacancy to be filled.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
There have not been any major changes in the selection/recruitment system since 2008. However, it should be noted that within the framework of measures adopted towards fiscal consolidation there has been a freeze in recruitment for all posts since 2011.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	Written exam, interview, examining the qualifications of the candidate in relation to the duties and requirements prescribed in the respective Scheme of Service (job description) of the post
Knowledge	Written exam, interview, examining the qualifications of the candidate in relation to the duties and requirements prescribed in the respective Scheme of Service (job description) of the post
Behaviours	Interview

Reasoning ability	Written exam, interview
Other (please indicate): relative experience	Interview, examining the qualifications of the candidate in relation to the duties and requirements prescribed in the respective Scheme of Service (job description) of the post

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
■ Yes √ □ No	
Competencies (Capabilities)	Methods
Same as above	Interviews (generally for senior positions there is no requirement for a written exam). For the purpose of advising the Public Service Commission in connection with the filling of senior level posts (excluding offices of Heads of Departments), Advisory Boards are established within each Ministry, consisting of employees of a higher rank or grade than the vacancy to be filled and a first interview is usually conducted. Then, the Advisory Board, having regard to the results of the oral examination of the candidates, the qualifications of the candidates in relation to the duties of the office, the content of the personal files and of the annual Appraisal Forms of the candidates who are public officers, as well as the remaining particulars of the applications, makes out and forwards to the Commission a report, giving full details for all candidates as well as a “preliminary list” containing in alphabetical order the names of the candidates it considers the most suitable, and specifically 4 candidates for each vacant post. The Commission, after examining the “preliminary list” on the basis of the particulars mentioned above, makes out the “final list” of the most suitable candidates. Before making the final selection the Commission invites for an interview the candidates who are included in the “final list”. At the time of the candidates´ interview, the Commission may be assisted by an official or officials being in a position to give assistance because of their specialized knowledge. The Commission, on the final selection and appointment of the candidates, duly considers the performance of the candidates in the oral examination and all the other particulars mentioned above. The general impression of the Advisory Board and of the Commission as regards the candidates’

	performance during an interview is always recorded in their minutes and full reasons are given.

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
The introduction of relevant legislation concerning the evaluation of candidates for appointment in the public service which regulates the assessment process, and specifically the provision for the conducting of an obligatory general written examination for the filling of most entry level posts, has made great progress in the efficiency of the selection/recruitment process, by speeding up the procedure and enabling the decision to be as objective as possible. It has also helped to eliminate political and/or other interventions in the decision for the appointment. Two different general examinations are conducted; (i) one concerning the category of posts that do not require a university degree and (ii) one concerning the category of posts which require a university degree (the legislation was extended to include the latter category in 2006). The examinations take place once a year and passing them is a necessary precondition in order to have the right to apply for a vacant post in either category of posts once it is published in the following year. The mark obtained in the written exam also carries the greatest weight in the criteria determining the final decision for appointment of a candidate since candidates are ranked accordinng to the mark obtained in the written exam and they are placed on a catalogue from which they are initially selected for further assessment. However, as a downside, it also makes it possible to appoint the candidates who have the highest success rate in the written exam even though they may not necessarily be the most appropriate candidates for the duties of the post or may have performed less satisfactory in the oral examination which carries much less weight. Thus, it is necessary to strive for the right balance between having a written examination and other methods of assessment so as to ensure that the most objective and effective assessment will take place and that the most appropriate candidate will be selected.

Denmark

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized x Mixed □ Involved institutions: The process of recruitment and selection in the Danish public administration is – with the exception of the recruitment of Permanent Secretaries - conducted locally. The Agency for the Modernisation of Public Administration in the Ministry of Finance provides counseling, inspiration and training in regards to the recruitment process. The Agency for the Modernisation of Public Administration has also set up a general job database (www.job-i-staten.dk) where all vacant

jobs in the state sector are advertised, as do the agency provide a national online recruitment program (Statens eRekruttering) available for all government agencies.

Recruitment for the Danish public administration is mostly position-based opposed to more career-based systems of recruitment.

In general, the selection of suitable candidates in the Danish public administration is a three-step proces designed to asses both skills, knowledge and personality of the candidates, ie who is the most qualified applicant for the vacant position.

In general terms, the first selection is based on a written application normally including informations about the education, cv, prior experiences and motivation of the candidate. The application will most often be directed towards a specific job-vacancy, since hiring by unsolicited applications is not accepted in the public administration due to the requirement for openess and fairness in the recruitment process.

In step two, a small number of applicants are selected for an in-depth interview usually conducted by HR-professionals and local managers. In some cases, the oral interview will be supplementet by a written or oral test or case-based assignment. The purpose of the interview is to give the hiring authority as well as the applicant a chance to discuss the job functions and asses the match in both personality and skills in relation to the vacancy.

Sometimes, an extra assessment is needed to select the applicant best suited for the job. The third phase will often consist of a test or casebased assignment and a second or third interview – in some cases conducted with participation by the top executives of the organisation.

Finally, a security clearance by the Danish Security and Intelligence Service will be in some cases be required. The need for or level of this clearance depends on the content of the applied position as well as the type of the organization.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
When it comes to it-systems etc., there has been a gradual movement towards a more centralized system of recruitment in the Danish public administration exemplified with the general job database and the online recruitment program mentioned above. This reflects the increased focus of the Ministry of Finance on efficiency, cost-reduction and transparency in the recruitment process. The application of the systems and the actual recruitment process is still embedded locally.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills: Task-specifik competencies such as the ability	A wide variety of tests, including written or oral

to perform written and oral presentations and analysis or the fluency in a for the position requiered language will often be assesed as part of the recruitment proces. Again, the proces is driven locally and the specific skills assesed will therefore depend on the character of the vacancy.	case-based assignments, to assess the skills and competencies of the applicants are applied throughout the public sector. The decision to apply – or not to apply – specific tests is formed locally.
Knowledge: In some cases, a specific knowledge or education is requiered for an applicant to be considered. This depends on the content of the applied position and is determined by the hiring authority.	See above
Behaviours Employees are expected to act in accordance with the general guidelines for good conduct in the public sector (fairness, equality in the case processing, openess, etc.)	Some public agencies apply personality tests as part of the recuitment process, but it is not a mandatory element of the recruitment processes in the public administration. For the most part, the behaviour of an applicant will be assesed during the interview.
Reasoning ability	See above
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□ Yes □ No	
Competencies (Capabilities)	Methods
Head of Divisions and Permanent Secretaries are assessed more elaborately than regular employees.	As an example of the special assessment methods used in the selection of senior civil servants, Permanent secretaries are normally assesed on: • Public sector experience • Documentation of results as manager • Public sector knowledge • Experience with financial management • Experience from other sectors and areas • Relevant personal skills

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
The increased focus on recruitment in the public sector is meant to improve the selection of the best possible candidates for the relevant positions in order to ensure public sector efficiency. The current focus on improving the recruitment system in the public sector has resulted in a streamlining of the public sector recruitment, which benefits to the overall economics of scale. This aside, the recruitment in the public administration is still driven and administered locally in accordance with local needs.

Estonia

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized X Mixed □ Involved institutions: Each administrative agency is responsible for recruitment and selection of the staff. The procedure of top civil servants (around 90 officials) is more centralized compared to the general system.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
New Civil Service Act was adopted in 2012 and the law came into force on 1st of April 2013. The main goals of renewing the civil service legislature were to increase flexibility and openness, encourage mobility, reduce the number of officials, reform pay system, establish simple and performance based appraisal system. The main goal of the reform in recruitment system was to increase the openness, transparency and efficiency of the recruitment process. According to the new law, all the vacant positions shall be filled by way of public competition. Upon organising a public competition, a vacant post or even arising vacancy shall be published on the central web page of the authority and civil service. So that all people who would like to join public service have the possibility to reach the vacant positions through one central website and all will have equal opportunities to apply for the vacancy. The announcement of public competition may be waived and internal competition may be carried out only if there is good reason to believe that it is reasonable to fill the vacant post by way of announcing the competition within one or even more authorities. For assuring the flexibility, the further recruitment and selection will be held decentralized way so every institution is responsible for outcomes of the selection.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	Tests, solving case studies, face-to-face interviews, practical exercises or simulations and psychometric questionnaires (method depends on a vacancy)
Knowledge	Tests, written essays, solving case studies, face-to-face interviews, practical exercises or simulations and psychometric questionnaires (method depends on a vacancy)
Behaviours	Competency based interviews, group exercises, role plays (method depends on a vacancy)
Reasoning ability	Cognitive ability test
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
X Yes □ No	
Competencies (Capabilities)	Methods
Please see information provided about methods	In the selection of senior civil servants we apply different or even combined methods. Public competitions for the posts of senior civil servants shall be performed centrally by the Civil Service Committee for Selection of Top Managers. At first there is a documentary stage (CV, motivation letter), the next stage is psychometric testing (personality and general aptitude tests). Depending on the need also tests for assessing the competences of management of the resources or law can be applied. The Third stage of the competition is interview in the ministry and panel interview with the Civil Service Committee for Selection of Top Managers.

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
For us one of the challenges has been adding more transparency to the recruitment process. If all the vacant posts shall be published on the central web page, the question is how to publicize the website. For now we have had good cooperation with private sector recruitment companies who are publishing public sector advertisements in their recruitment portals.

Finland

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized X Mixed □ Involved institutions: _____.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
Year 2011 the Ministry of Finance, in collaboration with other ministries and as outlined in a government resolution on senior management policy in central government, has drawn up a list of selection criteria and methods for filling senior management positions. The requirements for these posts have been made more explicit and all candidates are assessed using uniform selection principles. Greater emphasis is placed on leadership and executive management skills. All management positions in the central government require a higher university degree and leadership skills that have been proved in practice. It is evaluated as an appointment is considered how different sectors of leadership skills are emphasised in the future tasks. Familiarity with the management of EU-matters as well as the ability and will to develop continuously are connected to these as well. According to a regulation given by the central government, the leadership skills of senior civil servants are presented in the following sectors: • achieving results and managing the organisation • personnel management and building work communities • improving the effectiveness and quality of processes and watching over operations • having an influence in the operational field and managing changes. A diverse experience is needed in addition to leadership skills. Practical experience in management is also required of all senior civil servants. It is important that the same requirements for leadership skills are applied, if possible, when defining the requirements for other personnel than managers and top government officials. The requirements of leadership skills are more clearly defined and get a different emphasis in different operational environments and organisational levels. From the viewpoint of career thinking, it is a question of systematic and long-running process of acquiring the required

knowledge and diverse experience.

Main Goals: The government should be a competitive employer, which provides attractive manager positions, good possibilities for development and their employment contracts should have attractive terms. The government's strengths in competition of the managers are the socially significant duties, the strong basic values of the operations and the communality.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills	Interviews, tests
Knowledge	Interviews
Behaviours	Tests
Reasoning ability	Tests
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.

Yes X No

Competencies (Capabilities)	Methods

France

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.

Centralized □ Decentralized □ Mixed ■

Involved institutions: Ministries at central level and decentralized administrations to which Ministers have transferred a part of their competencies and authority concerning the organisation of recruitment.

For example, the Ministry of the Interior, Ministry of Social Affairs and the Ministry of Culture have delegated their powers on this matter to the Prefects (préfets).

Likewise, the Ministry of Education has delegated its powers to the 'recteurs' (chief education officers) and the Ministry of Defense to directors of ministerial management centers.

Focus on the French public schools for administration and public service :

People, who want to become civil servants in France, must pass a competitive examination. The success in this examination will allow them to follow a degree programme in a public school for administration and public service, during one to three years.

In order to be definitively recruited as civil servant, these "public service students" must follow the school until the end with success..

This specific training begins after the success in a competitive examination. Candidates, which participate to competitive examinations in order to enter the civil service, already possess different levels of graduation (depending on the competitive examination) from basic education to high education.

Public school for administration and public service are therefore a cornerstone in the French civil service. There are more than 50 public schools for administration and public service spread on the French territory, each with a specific field of competence.

Most civil servants managers, especially top managers, have also to attend these schools for two or three years, during which they have the opportunity to alternate practical and theoretical training.

The training provided in those schools of public service is designed to teach future civil servants who are specialised in technical matters, as well as future civil servants who are meant to occupy executive functions.

These specialised schools also provide courses designed for specific categories of civil servants, such as judges, police officers or top managers.

Only civil servants, who are recruited at the lowest levels in the civil service hierarchy, do not need to attend these public schools for administration and public service.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
The general reform of the content of competitive examinations, of the type of tests and their

programs

It has been assessed that competitive examinations for entrance into the civil service were based too much on academic knowledge and were favoring candidates with high social and cultural background. In order to put an end to this situation, the Directorate General for Administration and the Civil Service (DGAFP) has put forward an action plan to ministries in 2008-2009.

This action plan contained three major orientations: 1° content of the tests, 2° training of the juries, 3° communication. As of 31 December 2012, 587 paths of recruitment had been reformed.

This reform included:

a) for internal competitive examinations, the “third path”, which is a special competitive exam for candidates already possessing professional experience;

b) for professional exams giving access to a higher scale within the carrier path, a test assessing the knowledge acquired through previous professional experience, which aims at recognising the benefit of professional experience.

Moreover, training initiatives for jury members, essential to support this reform, were initiated. Their objectives were to teach jury members how to conduct an interview and how to build an evaluation grid to assess the competencies of the candidates.

To support this reform in the training of jury members, a guide for the president and jury members was published by the DGAFP.

Finally, an interministerial website dedicated to competitive examinations and recruitments was created in May 2010 (SCORE) and statistics have illustrated encouraging results: after 3 years, the website has welcomed 5,6 millions visitors and has been viewed 32 millions times.

Recruitment’s material conditions:

In order to share resources and actions, to harmonise and to rationalise recruitment procedures, two main initiatives were launched in 2010:

- the setting-up of common competitive examinations between ministries;

- the setting-up of shared services centers (CSP) for the organisational aspects of competitive examinations.

1. Pooling of resources and rationalisation of recruitment

Initiatives launched in 2010 for the setting-up of common competitive examinations and of shared services centers for the logistic of recruitment procedures have today led to a stable shared organisation and a new step in the deployment of shared services centers at a local level.

1.1. Common competitive examinations

For the third year in a row, the Ministry of Education, which is leading the organisation of common competitive exams, was associated with several ministries and decentralised administrations (Ministry of Social Affairs and Labor, Ministry of Culture, Ministry of Justice, Ministries of Economy and Finances and the Deposits and Consignments Fund) for the recruitment of administrative secretaries and deputies. In total, all regional education authorities and regions combined, 490 positions of administrative secretaries and 528 positions of and administrative deputies were opened under a common recruitment procedure.

1.2. Deployment of shared services centers (CSP)

Shared services centers for organisational aspects of competitive examinations are structures supported by services of the Ministry of Education (through an operator under the authority of this Ministry –called 'SIEC', or through decentralised institutions of this Ministry at local level).

Since 2011, SIEC has been the shared services center for organisational aspects of competitive examinations, which are organised at national and centralised level. When a national competitive examination is launched, examination facilities at a local level are sometimes required; then the network of shared services centers is responsible for the organization of these recruitments.

There are 9 examination centers at local level, to which we must include the oversees network of shared services centers.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills	Spoken + written
Knowledge	Spoken + written
Behaviours	Spoken tests
Reasoning ability	Spoken + written
Other (please indicate):	For spoken tests, juries have a form stating the personal info of each candidate, and a form indicating their relevant professional experience for candidates to internal competitive examinations, to "third path" examinations and for professional exams, whose objectives are to reach a higher level in their career. Moreover, juries use an evaluation grid, which is available to candidates. See below the documents that can be downloaded.

Do you apply special (different) assessment methods in the selection/recruitment of senior civil

servants? If yes, please indicate.
□ Yes ■ No

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
1° The decrease in the number of tests for competitive examination; 2° Their new orientation towards professional skills by adjusting their content to the expected competencies; 3° the development of the competencies of jury members through their training to recruitment methods; = have allowed better satisfaction from both employers and recruits. The tests reforms have also allowed the excessive amount of overqualified people to be reduced, notably by removing certain type of tests, which are favouring them (for example general knowledge with no relation with employer's needs). By doing so, we aim at building a civil service, which is diverse and representative of the society it is serving. When recruitment is followed by training in a public school, the lessons learned through annual satisfaction surveys, carried out on former students and employers, enable the content of the training to be adjusted but also, when necessary, the content of the tests.

Germany

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized X□ Mixed □ Involved institutions: each federal ministry is conducting its own recruitment process

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
Due to the fact that each ministry is responsible for its selection/recruitment system there is no common development on federal level in this area.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the

selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities) Aptitude, qualification and professional achievements are examined as the main criteria for recruitments in PA according to art. 33 Constitution and § 9 Federal Civil Servants Act. Which competencies in detail are to be examined in assessment procedures is depending on the concrete job profile (e.g. methodological competences, social skills, professional expertise)	Methods cannot be specified for each competency; all conceivable methods are in use depending on the specific job requirements and applied selection system of the ministry in question (also discussions between candidates, special resilience tests)
Skills	
Knowledge	
Behaviours	
Reasoning ability	
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
X□ Yes, if “senior” means in the higher grade of the civil service X□ No, if “senior” means senior in age not in rank	
Competencies (Capabilities)	Methods
See explanation above; Additional: leadership skills	Depending on the selection system of the ministry (e.g. oral presentations, discussion rounds on specific subjects between the candidates, interviews, written tests)

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
In 2006 a working group on federal level worked out a method how to select executives most effectively. The group elaborated a specific job profile by identifying the core activities and corresponding competencies for this kind of job. On the basis of these job profiles a manual for interviews had been developed. This manual gives recommendations how to examine the competencies of a candidate and how to evaluate the results. In addition to this an IT-tool had been developed to support the systematic selection process.

Greece

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Public Administration in Greece comprises the following: Independent Authorities, Ministries Decentralized Administration, Local Governments, Legal Entities and SOEs'. Involved institutions: Supreme Council for the Selection of Public Sector Personnel (ASEP). The selection of public servants takes place either through comprehensive examination or a points' system, depending on the skills of the candidates and the qualifications required by the reception agencies. The Supreme Council for the Selection of Personnel (ASEP), which was established by Law 2190/1994, is a constitutionally guaranteed independent authority overseeing the selection process. Its mission is to ensure that principles of merit, impartiality and transparency are respected. It has authority for selecting the permanent staff of the whole public sector, controlling the procedures' legality and, respectively, identifying cases of illegal hiring of both permanent and non-permanent staff. Vacancies for permanent posts are always filled following a nation-wide announcement, in which the required qualifications and the relevant procedures are mentioned. The key requirement of transparency is met by publicizing, for every candidate, all the stages of the staff selection procedure.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
Since 2008 and especially after Greece was placed under the Fiscal Stability Mechanism, changes have been made at the employment relationships level, both in the public and the private sector. The most significant new measures related to the public sector, primarily aiming at cutting down the wage cost either by reducing the wage amount or by reducing the number of employees, are: 1. With the law 3812/2009, "Reform of the system for recruitment in the public sector and other provisions", based on which there will be no recruitment in the public sector without merit procedures, certain provisions of the law 2190/1994 (which introduced the Supreme Council for Personnel Recruitment in the Public Sector – ASEP- regulating the relevant recruitment procedure) were amended. With the new provisions, all legal entities forming the public sector are subject to ASEP, as the sole competent body for the control and implementation of personnel hiring procedures. Moreover, the interview phase, taking place in various hiring procedures for the recruitment of personnel, is abolished (with the exception of recruiting specialized scientific personnel) so that specific phenomena of hiring distortion are eliminated. 2. With the law 3833/2010 (as amended by a series of laws such as 4093/2012), reduction of total employment in the public and broader public sector through suspension or shrinking of recruitments (1 recruitment to 5 exits for the years 2010, 2012 and 2013-2016 or 1 recruitment to 10 exits only for the year 2011).

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods

Skills	WRITTEN EXAMS
Knowledge	WRITTEN EXAMS
Behaviours	INTERVIEWS- TESTS
Reasoning ability	WRITTEN EXAMS
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
Yes: Under the provisions of the law 3839/2010, there are special assessment methods for the selection of senior public servants	
Competencies (Capabilities)	Methods
Skills-	WRITTEN EXAMS- TESTS
Knowledge	INTERVIEWS- TESTS
Behaviours	INTERVIEWS- TESTS
Reasoning ability	INTERVIEWS- TESTS

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
Since the Fiscal Stability Mechanism has been put into force in 2010, public sector personnel recruitment has been severely limited therefore no valuable lessons and relevant experiences have been obtained.

Hungary

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed □ Involved institutions: Ministry of Public Administration and Justice, Office of Public Administration and Justice (central), all institution (decentralized)

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
Magyary Zoltán Public Administration Development Programme (hereinafter: Magyary Programme) is a comprehensive reform programme, which came to existence to renew the public administration. Magyary Programme determines four areas of development: 1. tasks, 2. organisation, 3. procedures and 4. staff. *Related to staff* an important aim of the Magyary Programme is to develop the staff system-management. New levels of the management of government officials are the followings: a) Strategic centre (Ministry of Public Administration and Justice) which, as part of its responsibility for the Government's public administration staff policy, identifies the main directions of the governmental staff strategy and prepares legal regulations concerning public service, provides support in the standard application of rules relating to public service, furthermore monitors the application of legal rules relating to public service. b) Methodological centre (Office of Public Administration and Justice) which, as part of its public service methodological activities, fulfils the tasks related to hiring, recruitment and the Hungarian Public Administration Scholarship Programme. New way of selection: The Hungarian Public Administration Scholarship Programme The National Institute of Public Administration successfully organised the Hungarian Public Administration Scholarship Programme in 2011 and 2012. The purpose of this programme was to provide for the availability of a generation of successors committed to national public administration who are professionally dedicated, speak foreign languages and also have experience in public administration abroad. The programme consists of two main phases; the first six-month phase serves as an introduction to central public administration in Hungary, while in the second phase, scholarship holders may acquaint themselves with the central public administration of EU Member States. 1,500 individuals submitted applications in response to the first Hungarian Public Administration Scholarship Programme in 2011; 270 of them were selected. As part of the programme, participants acquired experience in international public administration in 25 countries, most of them (56) in Germany. 226 persons completed the programme successfully; the Prime Minister's Office and the ministries have hired 210 of them as school-leavers, while another 20 are employed within the framework of the Roma programme. Selection by the Office of Public Administration and Justice It is a new but increasingly prevalent phenomenon in the system of public administration that, in the case of certain scopes, actual "headhunting" is or may be required which is not merely a sub-category of hiring but will require specific methodological and organisational development at the governmental staff headquarters (Office of Public Administration and Justice).

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	The methods possibilities are the followings: - pre-employment test, - interview - assessment centre
Knowledge	
Behaviours	
Reasoning ability	
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□ Yes □ No	
Competencies (Capabilities)	Methods
	assessment centre is typcally used

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
It is necessary to have *standards and methodologies* to fulfill a uniformed selection.

Iceland

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ x Mixed □ Involved institutions: _____.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
The selection/recruitment system in Iceland is highly decentralized, but over the last decade

there have been made certain changes which have slightly reduced the decentralization.

In 2002 the Ministry of Finance and Economic Affairs to launched a website which was designed to keep track of all vacancies within state agencies. All state agencies were required to use the website to advertise all vacancies. With this change, there was an increased overview of the number of employment as well as increased quality of advertisements as the agencies were required to follow a standard form.

Since 2008 all agencies have access to Oracle IT recruitment system at no charge. The objects of use of the system are to transform information in digital form, improve the quality of employment, and meet the needs of a more efficient process, simplification and harmonization of procedures, save time and money and enhanced quality of service. Each agency decides whether they use the system or not. Currently there are 41 out of 204 agencies using the system.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills	Mostly interviews
Knowledge	Mostly interviews
Behaviours	Mostly interviews
Reasoning ability	Mostly interviews
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.

□ Yes □ No x

Competencies (Capabilities)	Methods

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?

Like mentioned above. Iceland has a highly decentralized selection/recruitment system therefore it is not easy to access data regarding the quality of selection/recruitment within all agencies. While it can be concluded that increased standardization in the preparation of advertising and the use of recruitment system have led to improved quality in the recruitment process.

Ireland

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.

Centralized □	Decentralized □	Mixed X

The Public Appointments Service (PAS) operates as a shared recruitment service for the Irish Civil Service. The hiring Ministry prepares a job spec for PAS. PAS then conduct all the early stages of each recruitment competition: advertising, psychometric testing, and shortlisting. Once shortlisting has been completed, PAS hold the final interviews with staff from the hiring Ministry on the interview boards. The hiring Ministry make the final hiring decision.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.

Since 2008, there have been a number of changes to the selection system used by PAS.

There have been changes to the Top Level Appoibtments Committee (TLAC), who conduct the recruitment competitions for the most senior positions, Secretary General and Assistant Secretary:

- Personality tests have been introduced and the interview boards are provided with candidates' personality profiles to help inform the interview process
- The majority of the TLAC interview board consists of external members, i.e. non-civil servants. The TLAC interview board is also chaired by an external member

In the past, all candidates completed pen and paper psychometric tests as part of the recruitment competition. Recently, all psychometric testing has moved online, with all candidates receiving a direct link to the relevant test through their email.

As part of the application process, all candidates now complete a short screening questionnaire, which asks questions about their experience in areas relevant to the role they are applying for. The candidates' responses are used to shortlist candidates for interview.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills	Strategic cases – Candidates are given time to analyse a scenario and then must present a solution to the interview board
Knowledge	There are knowledge tests for some roles, e.g. candidates for some legal roles must answer a knowledge tests on relevant pieces of legislation
Behaviours	Behavioural competencies are assessed at interview
Reasoning ability	Verbal and numerical reasoning tests

Other (please indicate): Teamwork	Group exercise

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
X Yes □ No	
Competencies (Capabilities)	Methods
Personality profile	Personality test

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
The move to online psychometric testing has lowered costs and improved the efficiency of the testing process. It also makes the recruitment process more accessbile for candidates as they can complete the testing at their convenience. The introduction of personality testing for senior executive recruitment is a valuable new data source and has led to a more thorough assessment at interview stage.

Italy

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized X Mixed X Involved institutions: Presidency of the Council of Ministers - Department for Public Administration; Ministry of Economy and Finance - General Accounting Department; National School of Administration and other central and local public administrations.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
The Law Decree n° 95 of 6 July 2012 (ratified by Law of 7 August 2012, n. 135) envisages: i) the implementation of the reform of the Public Schools and public institutions for training, and other relevant structures, through government regulations;

ii) the reform of the recruitment and training system for managers and civil servants.

The criteria that the reform should follow are:

1. elimination of overlap and duplication of existing Institutions for training ;

2. identification and discipline concerning their missions and tasks;

3. concentration in a central School of recruitment and training for managers, civil servants and officials working in non-economic public organizations;

4. concentration in one structure, if already existing in the single Ministry, of specialized and permanent training for civil servants and officials working in non-economic public organizations;

5. lifelong training for civil servants with possibility to decentralize the activities and collaborate with Italian and foreign Universities;

6. revision of the assignments guidelines, aimed to the stability of the teaching workforce and the maintenance of Public Schools excellence;

7. training planning and economic resources management should consider the homogeneous areas and should take place coordinately, in accordance with guidelines established, in order to eliminate duplication and rationalize human and financial resources available.

According to the Law Decree n°95 , it was adopted the Regulations for the reorganization of recruitment and training system for civil servants and public training schools (Decree of the President of the Republic of 16 April 2013, n° 70).

The Regulations, that follow rationalization and reduction criteria, represent an important measure for a deep structural reorganization of the Public Administrations and of the human resources management . These measures aim mainly to recruit and train public managers, able to handle the future challenges.

In order to achieve these goals, four essential paths need to be taken:

a. redefining human resources in order to obtain, for the first time, the identification of the optimal needs of public administrations in terms of workforce;

b. planning of recruitment and identification of a "*Unified coordination system*" ;

c. guarantee lifelong training to public employees (especially managers and civil servants);

d. establishment of a "*Unified recruitment and training system*" aimed at reunifying and coordinating Public Schools. A Board guarantees the correct operation of the "*Unified system*" without neglecting the advantages of a system opened to public and private Universities (a sort of mixed model " ENA"- "Oxbridge").

In this context, the cornerstone of the new discipline is the "*Unified System*" which incorporates and reorganizes the various Training Schools (eliminating overlap and duplication of structures) A committee for the coordination of training and recruitment undertaken by individual schools guarantees the efficiency and uniformity.

The School of Public Administration (SSPA), now renamed National School for Administration (SNA), becomes the basis of such a reform and the headquarter of the Committee charged to

coordinate the directors of the Diplomatic Institute " *Mario Toscano*", the *School for Economics and Finance*, the *School of the administration of the Ministry of Interior* - SSAI , *The training Center of the defense*, the *Higher School of Statistics and Social and Economic Analysis* .

The regulations concern recruitment and training for managers and graduated civil servants.

They pursue two objectives:

i) planning of a more rational and efficient training;

ii) gradual centralization of recruitment carried out through a single, unified competition (currently each administration carries out, autonomously, a recruitment competition for civil servants and for the 70% of managers).

The recruitment, in particular, is planned according to a time schedule including the obligations that the Department for Public Administration and the Committee of the schools should meet to ensure the annual public calls (this is perhaps the most important innovation together with the unification in a single school).

This reform aims mainly to improve the quality of selection system through the identification of minimum entry requirements, enhancing the experience acquired within the administration also thanks to the provision of the minimum requirement of possession of a cultural diploma, such as the degree.

The SNA should represent a magnet for all the administrations, both at central and local level.

The recruitment plan is carried out every three years and considers both the fulfillment of the vacancies and the possible rationalization of the workforce. Furthermore, it is necessary to pay a special attention to new professional skills needed by the public sector.

Managers recruitment is progressively centralized in the SNA, raising the minimum percentage of managers to be recruited through the annual course (from 30% to 50%).

Moreover, for the first time, civil servants recruitment is concentrated in a unified competition (while the current procedure envisages that each administration carries out its own competitions) and the quota is 50% of the posts available for the initial economic position within the area whose access requires a graduation.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills	As regarding managers, the public competition is based on qualifications and tests that include 2/3 of written tests and n. 1 oral exam: • a written test with practical content, seeking to determine the aptitude of the candidates to the correct solution, in terms of legitimacy, the convenience and efficiency and cost-

	organizational issues, related to the institutional activity of the administration that announced the competition. • for technical management, the administration may forsee an additional compulsory written test, to be indicated in the notice of competition, aimed at verifying the attitude of the specific tasks related to that position. This test consists in resolving technical issues or problems related to the tasks the manager is responsible for. • an oral test, which consists of an interview on topics specified in the notice of competition aimed at verifing the qualifications and the competence of the candidate, as well as the ability to perform the management functions. In order to assess the knowledge of a foreign language at an advanced level, it is also foreseen the reading, the translation of texts and the conversation in the foreign language chosen by the candidate among those listed in the announcement. Furthermore, the oral exam aims also to test the advanced level of knowledge concerning the use of personal computers and common software applications (that will be tested also by a practical test). It verifies also the knowledge of the candidate about potential issues deriving from the use of the information tools such as network communication processes, the organization and resource management and the increasing of efficiency in offices and services • assessment of the applicant's professional qualifications. For higher level positions, that require an education higher : • written tests about theoretical and practical issues/items. • Aptitude tests to verify the candidate's maturity and competence • Oral test • Possible assessment of the applicant' s qualifications. For lower level positions, that require just compulsory school: • Qualifying examinations proposed by the competent employment center.

Knowledge	For managers the public competition is based on qualifications and tests that include 2/3 written tests and n. 1 oral exam: • a written test, with theoretical content, about the topics indicated in the notice • an oral examination on the topics indicated in the notice • assessment of the applicant's professional qualifications. For higher level positions, that require an education higher than compulsory schools: • two tests (written and oral) aimed also at verifying the knowledge of a foreign language (chosen among the ones indicated in the notice) • Possible balanced tests to solve within a predetermined time • Possible assessment of job titles.
Behaviours	This dimension is not assessed during the initial manager and empoyees recruitment since it is assessed when the employee is already part of the administrative structure.
Reasoning ability	For higher positions , that are the ones the require an education higher than compulsory schools: • balanced tests to solve within a predetermined time.
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
X Yes □ No	
Competencies (Capabilities)	Methods
	Access to a senior manager positions both in public administrations and non-economic public organizations, occurs for fifty percent of the positions, calculated with reference to those that become available each year for the retirement.

	It consists of a public competition based on qualifications and tests organized by the Administration, on the basis of general criteria established by decree of the President of the Council of Ministers of 26 October 2010, after consultation with the SNA. For fixed-term employment of senior manager, the following competences and skills will be considered and assessed : • appropriate professional positions that the candidate had been covered for at least five years •Further high education qualifications (post-graduate qualifications, or international publications) • proven managerial skills related to the position to cover.

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
It would be suitable that the public recruitment system, especially for seniors position, will be more oriented at enhancing the skills acquired by the candidate in the workplace, as well as theoretical knowledge of the subject. Furthermore, it would be necessary to promote a system of employee turnover within a single administration and more generally within the public administrations, encouraging at the same time the synergy between the public and private sectors. In a perspective of globalization, finally, it would also be appropriate to give effect to the possibility for employees to carry out a period of professional activity abroad.

Latvia

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.		
Centralized □	Decentralized X	Mixed □
Involved institutions: Each institution in responsible for the selection.		

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
- In the future open competitions are seen as a mandatory requirement in the public administration (not only in the civil service). At the same time selection methods like internal selection and headhunting are becoming more popular. Some institutions also outsource a part of the selection, for instance, testing English skills. - Since 2012 a new performance management system in the public administration has been introduced. Within the system there have been developed competency models, incl. behavioral indicators for 5 development phases. Those competencies also favour in the process of the selection. For instance, competencies like „analytical thinking", „conceptual thinking", „results-orientation" can be assessed within the selection process of policy planners. - Within the remuneration policy the salary component „experience in the service" will be replaced by the „experience in the professional field". It will also favour in recruiting professionals.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	Tests, written exams, interviews
Knowledge	Tests, written exams, interviews
Behaviours	Behavioral interviews
Reasoning ability	Presentations (followed by an interview-discussion), case studies, tests
Other (please indicate):	References

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□ Yes X No	
Competencies (Capabilities)	Methods
Note: the methods applied are the same nevertheless the accents change, for instance, behaviours/ competencies and reasoning ability are of higher value. It is planned to introduce a mixed selection process for the senior civil servants wherewith the State Chancellery will be the responsible institution.	

What valuable lessons could you identify from your experiences in improving the efficiency and

effectiveness of the selection / recruitment system?
- To ensure the efficiency and effectiveness within the selection process a move towards shared services are being made. For example, some ministries already are providing the selection for the subordinated institutions; the State Chancellery will provide the selection for senior civil servants. - It is important to strengthen the knowledge of the selection process both of personnel specialists and direct managers. For instance, there were provided trainings for personnel specialists on conduction the selection process, mostly behavioral interviews. - To enable professionalism, a knowledge test should be made for the entrants (one of the issues within the civil service reform). - In the selection process of senior civil servants more emphasis should be put on the assessment of competencies and reasoning ability rather than formal criteria, like, education and experience.

Lithuania

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed x Involved institutions: Civil Service Department, institutions.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
New selection system has started from June 2013. Selection system consists of two parts. First part: Centralised general aptitude test at Civil Service Department. Second part: Competition (interview) at each institution. The main diasdvantages were solved with new system: the lack of transparency of the competitions and not enough efficiency and flexibility of competitions (knowledge evaluation during recruitment process; the same recruitment procedures were for all positions; paper based test from 17 legal acts was refused; admission of the paper documents to the competition was refused).

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	
Analytical skills	Test
Particular skills required for certain position	Practical task

(typing, computer skills, presentation skills etc.)	
Knowledge	
Law, foreign language	Test, interview
Behaviours	
Communication, management	Interview (possibility to give a practical task), test
Reasoning ability	
Numerical, verbal, learning abilities	Test
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
X Yes □ No	
Competencies (Capabilities)	Methods
Management competencies: leadership, HR management, strategic thinking, financial management, communication and analysis.	Interview with practical tasks in Civil Service Department for checking management competencies for the applicants to the leading/managerial positions.

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
Procurement of tests from private sector has positive impact. In order to raise efficiency, communication with people is needed. Necessary to conduct training for staff responsible for personnel management in institutions. The additional assessment methods are needed for senior civil service.

Luxembourg

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed X Involved institutions: Ministry of Civil Service and Administrative Reform (central agency responsible for methodology, planning and implementation) and employment agencies

(responsible for defining job profiles and selection).

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
No fundamental changes have been made to improve the selection/recruitment system since 2008, except from minor procedural improvements by introducing a web-based application system enabling candidates to apply online for jobs in PA

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	written exams, interviews, placing candidates in real-life work situations
Knowledge	written exams
Behaviours	interviews
Reasoning ability	written exams
Other (please indicate): Language competencies (luxembourgish, french, german and english)	written exams, interviews, placing candidates in real-life work situations

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□ Yes X No	
Competencies (Capabilities)	Methods

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
As the changes made to improve the selection/recruitment system since 2008 have been implemented in favor of candidates applying for jobs in PA, it is now possible for the candidate to follow the recruitment procedure through the different phases and manage and update his personal data account according to his needs.

Malta

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed ✓ Involved institutions: Public Service Commission (PSC)[3], Public Administration HR Office (PAHRO) within the Office of the Prime Minister and line Ministry/Department.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
In 2007 the processing of Ministerial recruitment requirements became centralised through the introduction of the Capacity Building exercise by means of which, all Ministerial requests for human resourcing are submitted for approval by a committee composed of representatives of the Office of the Prime Minister and the Ministry of 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 Malta Public Service since 2008 concern the delegation of certain stages of the process, from the PSC to the respective head of department. The most significant changes, that 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 offers and/or members of the general public. The main goals of this initiative are 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 now select its 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. Through the above reforms the recruitment and selection process is rendered more expeditious.

[3] The Public Service Commission is an autonomous body appointed in terms of article 109 of the Constitution of Malta. It regulates staffing and discipline in the Public Service of Malta.

The process has been simplified and rationalised with the aim of empowering the head of department to manage in a timely manner and according to the particular needs of his/her department.

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, and in order to ease the shortage of staff in critical areas within the education and health sectors, arrangements were introduced so that retired officers beyond the national established retirement age could be engaged on classroom duties (e.g. Teachers, Kindergarten Assistants and Adult Educators) or in the medical sector (e.g. Nurses, Midwives and Medical Practitioners) directly by the responsible Ministries.

In the table below, please specify the competencies (capabilities) that are assessed in the selection of public servants and the assessment methods (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	Trade/skills test, office skills tests, short tests of writing proficiency
Knowledge	Interview, written exam, multiple choice questions
Behaviours	Interview
Reasoning ability	Interview, IQ tests
Other: Abilities required for the position	Interview

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□✓ Yes □ No	
Competencies (Capabilities)	Methods
Positions of Assistant Director	
Intellectual ability Leadership skills	Interview - The process is handled at Ministry level, with Selection Boards being established as vacancies arise, and chaired by the Permanent Secretary/Director General. Each

Management skills Position-related requirements	Selection Board assesses candidates in accordance with a set of centrally-established main selection criteria, sub-criteria and weightings that apply to all Assistant Directorships. The standard criteria, which are advertised with the call for applications, are intended to ensure uniformity of approach, transparency and a fair assessment of candidates. In 2012, in consultation with the PSC and in line with the principle of selection planning which represents good practice in staff selection, the selection criteria and sub-criteria for Assistant Director Positions were reviewed. The aim of this review was of focusing more on the core competencies required for the position rather than placing excessive weighting on personal attributes, and of offering more guidance for Selection Boards.
Headship Positions	
Integrity Competence:- e. Leadership skills f. Management skills g. Representational skills h. Analytical skills i. Knowledge, skills and experience specific to the job j. Any other position-related requirements Commitment in achieving results	The appointments to headship positions are made through a nomination process. Eligible candidates for such positions are required to sit for a psychometric test which forms part of the preliminary shortlisting process. Interviews are carried out by the Senior Appointments Advisory Comittee (SAAC) which is established by means of Article 9 of the Public Administration Act, CAP497. The Committee calls upon the advice and assistance of Permanent Secretaries in screening or shortlisting candidates but otherwise regulates its own procedure. Nominations are made by the SAAC to the Prime Minister who appoints public officers to headship positions after having sought the advice of the Public Service Commission in terms of Article 92(4) or Article 110 of the Constitution.

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
Achieving a balance between decentralisation of the selection / recruitment system and establishing an effective regulatory body is essential in the improving the efficiency and effectiveness of the process as well as ensuring consistency and fairness across-the-board. The thrust towards decentralisation should be accompanied by measures to enable the central regulatory body to be in a position to equip the individual HR units within Ministries and Departments with the appropriate tools to carry out their decentralised functions The provision of support, advice and specific training by the central regulatory body to the Individual HR units is essential.

Netherlands

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized **x**□ Mixed □ The Netherlands has a position-based system. Involved institutions: Central HR for policy making. De-central HR advising individual managers, making/selecting job profiles and supporting managers by selection interviews. Shared Services HR for search and communication of job profiles in relevant media, responsibility for the digital vacancy platform and coordination of group recruitment of trainees. The office for the Senior Civil Service (ABD) is responsible for development of procedures end for facilitating the process of recruitment, selection and assessment of top managers.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
Professionalization of the Shared Services HR, digitalization of the process of selection and recruitment; harmonization and improvement of the (duration of) procedures. Better governance, client orientation and measurement of client satisfaction. Shared strategy on campaigns, communication and recruitment channels (including job fairs, campus recruitment, in house days and social media). One website, one logo and lay-out for all vacancies in the national public administration. Research on labour market situation in general and for specific jobs with recommendations on media mix for recruitment. Development and implementation of a restricted common set of job families and profiles, with competences.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills	CV, Interviews
Knowledge	CV, Interviews
Behaviours	Interviews; (incidently: assessments)

Reasoning ability	Interviews
Other (please indicate):	Test and Assessment: standard by yearly selection of gropup of trainees for national PA; otherwise incidently

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
x□ Yes □ No	
Competencies (Capabilities)	Methods
Additional: After selection: What to improve?	Development assessment

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
Digitalization of the process and the administration helps to shorten the procedure. Shared Services can facilitate more efficient and use the shared expertise for all. Having a restricted set of common job profiles with competences makes making a profile for a specific job simple. One lay-out, logo, website is more efficient.

Poland

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized ■ Mixed □ Involved institutions: Head of the Civil Service (as an overseeing and coordinating body).

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
- A preferential procedure aimed at encouraging people with disabilities to seek jobs within civil service was introduced. - Standards of Human Resources Management in the Civil Service were established, including standards pertaining to the selection and recruitment process.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	Due to highly decentralized system of recruitment as well as differing requirement for different posts, it's impossible to list specific methods of assessment. Generally required competences include knowledge and skills depending on the specific post, usually knowledge of specific legal acts and skills pertaining to the duties performed. Methods of assessment vary between institutions – as long as internal regulations are in accordance with the Civil Service Act and Standards of Human Resources Management in the Civil Service and don't violate rules of the recruitment in the civil service, they are allowed. Most often used methods of assessment are written test and interviews (often structuralised). Language tests and practical tasks might be used when applicable. More sophisticated methods of assessment are rarely used. There is a trend of increased use of computer-assisted and internet based tests, but they still have only marginal prevalence - only few larger institutions implemented such systems so far.
Knowledge	
Behaviours	
Reasoning ability	
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
■ Yes □ No	
Competencies (Capabilities)	Methods
Leadership capabilities – assessed as an additional requirement.	Methods of assessment vary greatly, but most often assessment is performed by the certified psychologist using dedicated tests.

What valuable lessons could you identify from your experiences in improving the efficiency and

effectiveness of the selection / recruitment system?
Introduction of preferences for people with disabilities was generally received well and first reports indicate slim but noticeable increase of employment of disabled people. Nonetheless, it's still too early (the law come into force only late in November 2011) to accurately evaluate long-term effects on employment of people with disabilities or estimate how much of that growth can be attributed to the new regulation. Establishing Standards of Human Resources Management in the Civil Service was important improvement in the selection and recruitment process. Aimed at improving quality and promoting good practices in the selection and recruitment process, the document included both obligatory standards, as well as guidelines and recommendations. The Standards obliged institutions to implement the obligatory standards into internal regulations pertaining selection and recruitment, with the intention to improve standard of service and to promote good practices in the decentralized system of selection and recruitment. The Standards were to be implemented into internal regulations by the December 2012.

Portugal

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed ☑ Involved institutions: • Decentralized: all public bodies. • Centralized: General Directorate for the Qualification of the Employees in Public Functions (DGQTFP); • Centralized for top managers: Recruitment and Selection Commission for Public Administration (CReSAP)

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
Selecting and recruiting human resources in Public Administration is part of the management, which has undergone since 2009, a number of changes as a result of the transformations regarding the legal framework of job attachment, career and remuneration systems of staff fulfilling public functions. The new reforming context required an effective response regarding the challenges set by a society in which the development of the knowledge and the awareness of citizenship iimpose transparency and speedy processes. The foundations of the new recruitment and selection system rely on equal conditions and opportunities for all applicants, impartial and transparent treatment of applications, and neutrality of the selection boards as well as recourse to methodologies based on studies and technical research and the carrying out of a speedy, effective and efficient recruitment. The concept of «profile of competencies» is introduced, inseparable from the integrated human resources management. This one is related to the list of competencies and behaviours that are directly linked to the job post, identified as the most relevant to a quality performance, based on

the analysis of the function and professional context in which the same is inserted.

Two types of selection methods have been introduced: mandatory selection methods and optional or complementary selection methods. What determines which mandatory selection methods are applicable shall be the type of public employment legal relationship to be formed and the existence or not of identity of functions between the job post to be filled and the functions that the candidate is fulfilling or that lastly fulfilled.

The mandatory methods consist of knowledge tests and psychological assessment or in the CV assessment and competency interview. The optional methods are the professional selection interview, the competency assessment by portfolio, the physical fitness tests, the medical examination, and the specific training course.

The knowledge tests - Assess the academic and/or professional knowledge and the technical competencies required to carry out the job.

The psychological assessment - Assess abilities, personality characteristics and behavioural competencies of applicants and establish a prognosis of adaptation to the job post to be filled. This method ends always with an individual interview that aims at integrating and complementing the information collected. It permits to clarify aspects of motivational nature and approach personal and professional projects. The applicant is asked to report events that demonstrate attitudes and behaviours thus enabling to predict his/her future adaptation to the job post he/she is applying for.

The CV assessment - Assess, based upon the curriculum vitae, the professional qualification of applicants with regard to the job post to be filled.

The competency interview - Get information, through an interpersonal relationship, concerning professional behaviours related to the essential competencies to perform the job.

The professional selection interview - Assess the experience of the applicant and aspects of behavioural nature shown during the interaction between the interviewer and interviewee.

The competency assessment by portfolio - Confirm the experience and/or professional knowledge of the candidate, in specific specialised areas, namely of artistic nature, through the analysis of an organized collection of works developed during a given period of time.

The phsysical fitness tests - Assess the physical abilities of applicants, necessary to the performance of the activities of the job post to be filled.

The medical examination - Assess the physical and psychological health conditions of applicants required for the job post.

Specific training course - Promote the development of candidate competencies through the learning of contents and themes directed to the fulfillment of the function.

In view of a greater streamlining in conducting legal steps related to open competition procedures, and in order to safeguard rights and guarantees of the respective applicants, it is predicted that only one of the mandatory selection methods, knowledge tests or curricular assessment may be applied, whenever it deals with open competition procedures intended to the formation of public employment legal relationships for an indefinite period of time exclusively for applicants holders of prior public employment legal relationship formed for an indefinite period of time, including staff under a special mobility status.

As regards open competition procedures intended to the formation of public employment legal relationships for a definite or definable period of time, the organization may opt for using only one mandatory selection method, this being the case, the curricular assessment. For the applicants who are not holders of a public employment legal relationship for an indefinite period of time the applicability of mandatory selection methods (knowledge tests and psychological assessment) is maintained.

It should also be noted that when in a common open competition procedure reasons of speed are at stake, namely when the recruitment is urgent or applicants in number equal or higher than 100 have been admitted, the top manager of the service may phase the selection methods.

The application of the selection method relating to the psychological assessment is carried out by the entities concerned and with compliance with the following order of priority: by a public specialized entity, by the organization itself that intends to carry out the recruitment, by resorting to their own technicians who hold apporopriate academic and training qualifications and by a private specialized entity, with enough knowledge of Public Administration specific context.

The current system enables the formation of recruitment reserves when the number of successful candidates is higher than the number of job posts to be filled and it is valid for 18 months for identical job posts.

The weighting for the final classification, of each optional or complementary selection method shall not be higher than 30 %.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Technical competencies: Skills Knowledge	Knowledge tests / Interview of competency assessment / professional selection interview/ competency assessment by portfolio
Behavioural competencies	Psicological assessment examination; Interview of competency assessment; professional selection interview
Reasoning ability	Psicological assessment examination; Interview of competency assessment; professional

	selection interview
Physical condition	Medical examination selection/physical tests

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.
☑ Yes □ No In 2011 a specific and independent body in charge of the recruitment and selection of public sector top managers, the CReSAP (Recruitment and Selection Commission for Public Administration) was set up. This body may not request nor receive instructions from the Government or from any others public or private entities. This Commission seeks to identify the relative quality of applicants, shown through the combination of management and behavioural competencies, as well as their personality and character (emotional balance; pleasantness; sociability; adaptation to change; humility). According to the Regulation conducting legal steps for Recruitment and Selection Procedures, the selection methods include the carrying out of the curricular self-assessment and an assessment interview. This aims at obtaining information concerning professional behaviours directly related to the management and behavioural competencies deemed essential to the performance of the position and that are publicised in the public notice of opening the procedure. It is made up of competency assessment integrated by a set of tests enabling to identify the profile of competencies of the applicant and by a personal interview with the Selection Board members. The 1st phase of the process is composed of curricular self-assessment. The applicants respond to an on-line questionnaire of curricular assessment in which a set of detailed 12 performance criteria is set out based on descriptors. For each criterion, the potential candidate shall choose the descriptor that better shows his/her experience, competencies and professional abilities, referring always to his/her curriculum and not forgetting that all answers may possibly be the object of confirmation. The potential candidate is still requested to make a self-classification exercise based on his/her evaluation perception in relation to the profile of the position for which he/she applies. The candidate is still requested to fill in a form that complements the curriculum presented, by describing situations that he/she deems representatives and possibly presenting indicators of success in the various performance criteria: leadership, collaboration, motivation, strategic orientation, results orientation, citizen and public interest service orientation, change and innovation management, social sensibility, professional experience, academic training, further training and ability. In the 2nd phase of the selection process, the selection board selects up to six candidates chosen on the basis of the average classification obtained in the set of performance criteria and of the selection board members and submits them to an interview. The candidates are informed on the date of the interview through the respective electronic mail address. Following the interviews, the selection board decides on the list of three candidates, alphabetically ordered, which shall be submitted to the member of the Government.

The assessment of each member of the selection board ia also made on-line, directly in a platform and, on average, lasts between 15 to 25 minutes to make the assessment of each candidate.	
Competencies (Capabilities)	Methods
Leadership competencies	• Curricular evaluation, consisting of the analysis of the candidates curriculum and their self evaluation, both according to pre-defined frameworks. • Evaluation interview, developed in two phases: - Competency assessment, which includes a set of tests; - Personal interview which consists of an in-depth and structured analysis of the defined criteria, supported by the description of behavior in real situations experienced by the candidate.
Collaboration	
Motivation	
Strategic guidance	
Outcome orientation	
Citizen and public service orientation	
Management of change and innovation	
Social sensitivity	

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
The recruitment process of top managers through open competition procedure is relatively new, dates from December 2011. The objective is its professionalization, in which the appointments for top management positions are based only on the merit, competencies and individual skills of candidates regarding the position under open competition to the detriment of arbitrary and subjective criteria. Taking into consideration that the first recruitments started in 2012 not enough time has yet passed to be able to make a detailed analysis of the results of the new selection and recruitment system of top managers. However, we can state that the new system meets the requirements to improve its efficiency and effectiveness, namely: • Centralization of the recruitment and selection process, that enables the standardisation of procedures, selection methods and assesment criteria, that contribute for candidates being assessed under equal conditions. • Reinforcement of the publicising of the positions under open competition, generating greater opportunities for application • Effective use of the financial and HR resources • Concentration of the accumulated experience regarding recruitment and selection in a single body, which streamlines the creation of know how and specialization. • Creation of a Recruitment Management System based on an IT platform enabling the introduction of data relating to open competition procedures, as well as their processing, making available in time useful information for the political power, as well as allowing the potential candidate to insert on-line all curricular data, and attach supporting documentation of the respective academic degree. To this end, he/she has only to:

- ✓ First make the registration on the electronic site of the CReSAP, and identifying with the tax identification number;
- ✓ Introduce at any moment his/her CV in the platform, being allowed the respective updating;
- ✓ Respond on-line to the curricular self-assessment questionnaire

- Use of new selection methods, such as the curricular self-assessment and the description by the candidate of situations, which he/she deems representatives and, possibly, presenting indicators of success in the various performance criteria

- Availability of a help-desk to platform's users, by electronic means and in cmputerised form, which has been revealing a significant search.

- Candidates are informed on the date of interview through the respective electronic mail address, which allows for a reduction of costs and time saving.

- The assessment of candidates for each member of the selection board is made on-line, directly in the IT platform and, on average, lasts between 15 to 25 minutes per candidate.

- On the basis of this Recruitment Management System is possible to complete an open competition procedure in 25 days.

The use of information and communication technologies enabled to make the process speedier and transparent and therefore minimise possible corruption risks. The experience that has been gained throuhout 2012 clearly supports the advantages resulting from a practice of transparency and reporting regularly to government and citizens.

At the selection and recruitment of Public Administration public employees level, the current selection methods allowed for a better competency assessment of candidates, supported by a previously defined profile of competencies, with impact on the quality of recruitments made, as it contributes to selecting the better and right person to the function/job post in question.

Romania

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed X Institutions involved: local and central public institutions and the National Agency of Civil Servants (NACS).

For vacancies in central public authorities and institutions recruitment competition is organized by:

- NACS for general and specific management civil service positions;

- central public authorities and institutions with NACS endorsement for general and specific execution civil service positions;

- the Commission for Senior Civil Servants for this category of civil servants. Technical Secretariat of the Commission is ensured by NACS.

For vacancies in local public authorities and institutions recruitment competition is organized by:

- NACS for management civil service positions in the fields of child protection, computerized persons records, internal audit, financial-accounting, planning and architecture, human resources, European integration; for secretaries of municipalities and for execution civil service positions in internal audit;

- local public authorities and institutions; they have the obligation to inform NACS before organizing the competition.

NACS can delegate to public authorities or institutions the power to organize competitions for general and specific management civil service positions.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
- In 2008 came into force the Government Decision no. 611/2008 approving the rules on organizing and developing civil servants career. According to this regulation, the principles underlying the organization and development of civil servants career development are: competence, competition, equality, professionalism, motivation, and transparency. - the functions of the Informational Integrated System for Civil Service and Civil Servants Management and of the web portal designed in this regard have been extended with new features for the management of competitions. - the items for competitions dedicated to management civil service positions organized by NACS are generated randomly by the computer; this leads to a high degree of objectivity and impartiality of the proceedings of the competition.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills	Interview
Knowledge	Written test, Interview
Behaviours	Interview

Reasoning ability	Written test, Interview
Other (please indicate) IT skills	Computer test
Foreign language	Written test
Capacity for strategic planning and acting, creativity and proactivity, capacity to analyze and synthesize, capacity to coordinate	Written test, Interview

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
X Yes □ No Entry into senior civil servants category is through national competition organized under the law (according to Law. 188/1999, republished, with subsequent amendments and GD. 341/2007 on the entry in the category of senior civil servants, career management and mobility of senior civil servants).	
Competencies (Capabilities)	Methods
- basic theoretical and practical knowledge in the field of public administration in Romania and of civil service	Written test (includes practical items/case studies), Interview
- basic theoretical knowledge in the field of European institutions	Written test
- The knowledge of a foreign language of international use within the European institutions	Written test
- Ability to analyze and synthesize	Written test
- Ability to substantiate and present a strategic vision	Written test (includes practical items/case studies), Interview
- Predict the impact of decisions	Interview
- Exercising decision control	Interview

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
One of the lessons learned was the usefulness of introducing additional tests for certain skills and competencies (IT, languages). Also, in July 2013 NACS drew up a report on the difficulties of local public administration on HR management processes. The main issues identified in the report on the recruitment system were: - bureaucratic and time-consuming recruitment procedure; - limited options for selection of candidates;

- rigid selection criteria. The following measures were proposed: - creating a department within the NACS dealing only with open competitions; - improving recruitment competitions advertising; - rendering more flexible the criteria for selection of candidates.

Slovakia

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized x Mixed □ In our conditions, decentralized system is defined as a system, where the Act stipulates a way of publishing position, applying for a job, time for announcing the result of recruitment procedure. Other specifics about recruitment selection determines employer (methodology, planning, writing the job profile, conducting the interview, evaluation of result). Involved institutions: all government bodies

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
Until 2009, civil service employment relationship was established on the basis of appointment to a civil service emplyoment post on the day determined in the written decision on appointment and service oath. Nowadays the civil service employment is based on service contract, decision on appointment and service oath is not necessary anymore.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	test, interview
Knowledge	test, interview
Behaviours	test, interview
Reasoning ability	test, Interview
Other (please indicate): Special law can stipulate other precondition as language (this one and other preconditions can determine employer), healthy capacity to work, etc. Depending on the precondition, successful participant have to pass necessary	usually exam

procedure/exam.	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□ Yes No note: Our system does not officially differ between senior and junior positions. Anyway we differ between civil servants and civil servant managers. Due to the fact that each employer determines specifics of recruitment, we provide you the most used competencies and methods. Managers are generally required to have managerial skills, so except of other competencies in the selection procedure, the focus is on their behaviour and reasoning ability.	
Competencies (Capabilities)	Methods
x	x

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
x

Slovenia

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed ☒ Involved institutions: _____. 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 Ac, hereinafter - ERA) that is used in the private sector and partly also in the public sector and the Civil Servants Act (hereinafter: CSA) 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 Q 3). 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. The proceedings for professional-technical work posts follow the law for the private sector (ERA).

Open competitions for civil servants and special open competitions for senior civil servants are regulated by the CSA and the whole procedure is prescribed by the Decree on the Procedure of Filling a Vacancy in State Administration and Judicial Bodies. This procedure is explicitly determined by the CSA, and accordingly, selection of the most suitable candidate must be ensured. As the basis of suitability, the candidate's professional qualifications are considered in so far as they enable efficient and successful work performance.

The CSA specifies obligatory announcements of open competitions, explicitly determining that the proceedings for new employment of an official are conducted as an open competition. Open competitions must be publicly announced in the following places:

- for state administration bodies on the website of the ministry competent for administration;

- for other state bodies and local communities on their websites.

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.

In Slovenia we don't have a central agency or department responsible for human resources at the central level of government. However, the Public Sector Directorate within the Ministry of the Interior aims to co-ordinate the management of human resource policies in the central public administration. The Ministry of the Interiror is responsible for HR policy in central Public Administration. Each Ministry is responsible for its personnel. Public Sector Directorate, as a cross sectional service of Public Administration, has the mission to promote and evaluate implementation and development of new public management models, based on solutions that ensure overall coherence of the system, within a perspective of innovation, modernization and quality with a view to developing human resources as well as promoting and protecting citizenship. Human Resources Policy is decided at central level. The Directorate provides support to Government in defining policies namely in the field of Human Resources. However implementation policies are decentralized. Each Ministry/Service is responsible for the recruitment, promotion, mobility and training of its staff.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

The criteria for selection are determined before publication of open competition, otherwise the criteria are determined later but before the beginning of the selection procedure.

The procedure of an ongoing open competition referring to the selection procedure is conducted by the competition commission appointed by the principal or civil servants authorised by the principal to conduct the selection procedure. The rule of open competition is to select among candidates who fulfil the competition criteria and demonstrate in the selection procedure that they are the most professionally qualified for the official work post. The selection procedure is conducted in two phases: the first phase determines which candidates, on the basis of the evidence submitted, satisfy the competition conditions, and afterwards which candidates prove to be the most professionally qualified for the official work post for which the open competition was published. Within the selection procedure it is possible to use different selection methods, such as:

- testing the professional qualifications on the basis of the documentation submitted;

- written tests of qualifications;

- oral discussions.

The basis for selection procedures are predefined criteria that can be defined as particular, special and functional knowledge, skills and competences, and characteristics in work post systematisation. The criteria can be determined for each selection procedure separately and must correspond to selection procedure phases through which elimination of candidates takes place.

Competencies (Capabilities)	Methods

Skills	
Knowledge	
Behaviours	
Reasoning ability	
Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
☒ Yes ☐ No Senior Civil Servants (directors-general, secretaries-general, directors of government offices, directors of bodies affiliated to the ministries and heads of administrative units) are selected through open competition. The main role in this procedure has an independent body – the COUNCIL OF OFFICIALS, which has 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 SCS position. On completion of the tests and evaluations carried out by a Competition Commission, those directly responsible for the management position (Prime Minister, Minister and Secretary-General of the Government) make the final selection from a shortlist of candidates, made by Official Council. The Government takes the final appointment decision and senior managers are appointed for a period of 5 years. Their assessment (annual) and management are the responsibility of the immediate superior. There is the possibility of horizontal career development (change of position, but the whole selection procedure must be performed). The structure of the Council should guarantee the political and professional objectivness in a selection proceedure. The Council never directly faces the candidates, for that purpose special commissions are appointed by the Council, composed of the members of the council, officials employed in public administration bodies and external experts from individual departments. The special open competition commission shall determine which candidates satisfy the conditions required for the position and which of candidates are suitable for the position in view of their professional qualifications, and submit the list of suitable candidates to the functionary to whom the official in the position will be responsible. So, the selection from among the suitable candidates is performed by that functionary. The law also allows the possibility that none of the candidates is chosen for the post. In such a case, the functionary may request that the Council conduct the procedure again. With regard to selection procedures, attention should be drawn to the selection of officials for the highest posts that are conducted in compliance with the rules laid down by the Council of Officials. 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* http://www.mpju.gov.si/fileadmin/mpju.gov.si/pageuploads/Uradniski_svet/Standards.pdf according to the categories of officials in the positions entered into force in 2011.	
Competencies (Capabilities)	Methods

*Standards of professional qualifications according to the categories of officials in the positions with selection criteria and methods of qualification testing for position officials in state administration	*

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
Regardless of good practise to selection procedures of Senior Civil Servants (see Q 4) on the basis of standards of professional qualification, in our opinion attention should be drawn to formulating Competency model, competency profile of workplaces in state administration. The model will provide sufficient flexibility to define specific competencies for all types of work, so that they could be used for human resource management also in the are of recruitment and selection: in this case, the employer knows exactly what type of worker is needed for a specific job or role in the organization.

Spain

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed □X Involved institutions: __INAP, Ministries and other public organizations _____.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
None

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).

Competencies (Capabilities)	Methods
Skills	
Knowledge X	Tests and written exams
Behaviours	
Reasoning ability	

Other (please indicate):	

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□ Yes □ No X	
Competencies (Capabilities)	Methods

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?

Sweden

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized X Mixed □ Involved institutions: _250 executive agencies_____.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
None, most major reforms were carried out in the 1990's.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods
Skills	Professional skill is the most important factor in Swedish recuitment. Skills are assessed in the selection process in all possible ways. Methods are chosen/used due to the actual skills demanded for each post. Tests may be used, references are always taken.

Knowledge	Assesed in the same way as skills, only knowledge relevant for the actual position counts.
Behaviours	Social skills are assessed in different ways when relevant. Psychologists/consultants may be involved.
Communication	Good writing skills are often important. Tests may be used also primary work may be assessed.
Other (please indicate):	Time in service, experience may count if professional skills are assesed as equal.

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
□ Yes XNo	
Competencies (Capabilities)	Methods

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?
The shift from career based systems to a system focusing the individual's capability to perform and deliver results has many advantages: - It is much easier to get the right competence in the right place. - Recruitment has become much more professional. - Line management has achieved more influence over the composition of staff. - The focus on competence and skills enables an inclusive approach towards increased diversity. - Pay levels become based on skills, results, responsibility and market factors.

European Commission

Please indicate the selection/recruitment system used in your PA and the institutions involved in the selection / recruitment process.
Centralized □ Decentralized □ Mixed X Involved institutions: EPSO for competitions, operational Directorates General for selection and local HR for recruitment and identification of the needs.

What changes have been made in your PA to improve the selection/recruitment system since 2008? Please also indicate the main goals.
EPSO's new selection procedures Streaming up the selection and recruitment process (cost and timing) Make better use of the selection lists Professionalization of the jury members

Goals	Objectives
Engage with candidates	• Attract the appropriate candidate pools for each selection procedure. • Manage interactions with candidates positively and proactively, based on good customer relations management.
Adapt and improve selection methods	• Progressively improve selection methods and tools based on our experience and best practice. • Further develop in-house tools and expertise in selection, occupational psychology, psychometrics and other relevant fields.
Improve the recruitment process	• Working with Institutions to better identify needs and align supply and demand for laureates. • Engage with institutions in simplifying and speeding up recruitment.
Improve organisational effectiveness	• Re-engineer existing processes to make them more cost-effective, efficient, agile and rapid. • Engage and mobilise our staff in implementing EPSO's mission, vision and objectives. • Develop Key Performance Indicators to measure input, output and outcomes.
Diversify and support new business	• Define and provide a catalogue of existing and new services for Institutions and EU bodies.

In the table below, please specify *the competencies* (*capabilities)* that are assessed in the selection of public servants and *the assessment methods* (tests, written exams, interviews and etc.).	
Competencies (Capabilities)	Methods

Skills	All with CBT and EPSO assesment centers. *Analysis and Problem Solving* *Identify the critical facts in complex issues and develop creative and practical solutions* *Communication* Communicate clearly and precisely both orally and in writing Delivering Quality and Results Take personal responsibility and initiative for delivering work to a high standard of quality within set procedures Learning and Development Develop and improve personal skills and knowledge of the organisation and its environment Prioritising and Organising Prioritise the most important tasks, work flexibly and organise own workload efficiently Resilience Remain effective under a heavy workload, handle organisational frustrations positively and adapt to a changing work environment Working with Others Work co-operatively with others in teams and across organisational boundaries and respect differences between people Leadership Manage, develop and motivate people to achieve results
Knowledge	
Behaviours	
Reasoning ability	
Other (please indicate):	Cf FAQs in annex.

Do you apply special (different) assessment methods in the selection/recruitment of senior civil servants? If yes, please indicate.	
XYes □ No	
Competencies (Capabilities)	Methods
See attached document	Selection procedures for senior officials follow a centralised method (coordinated by DG HR), which entails the following steps: - agreeing (the recruiting DG and DG HR) a relevant Vacancy Notice and publishing it (internally, inter-institutionally, or externally). - valid applications are assessed first by a pre-selection panel (set up by the recruiting DG), followed by a reasoned opinion of the Consultative Committee on Appointments (CCA), comprised of high-level Commission officials. A rapporteur is associated to the entire selection procedure. - The candidates having reached the CCA level are, prior to the CCA interview, invited to attend a one-day assessment centre (an individual report is provided by external consultants). - Further to the CCA interviews, all shortlisted candidates are further interviewed by the relevant Commissioners. Nomination is then made by the Commission (acting in its collegiate nature).
General principles: all actors involved are responsible for ensuring the recruitment of candidates to senior official posts of the highest standard of ability, efficiency and integrity. The CCA provides an opinion on candidates preselected by the individual Directorates General. Merit is the dominant criterion in decisions on senior official appointments.	

What valuable lessons could you identify from your experiences in improving the efficiency and effectiveness of the selection / recruitment system?

Appendix 3 – EUPAN members' responses to thematic paper on Staff engagement in times of change – motivation

Austria

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
Good **working conditions** as well as high **job satisfaction** are considered **main goals in Austrian Federal Public Administration** and thus many efforts are taken to ensure motivation within our staff. These measures though are not embedded in a framework of reward but **aim equally at all employees**. The salary system in the Austrian staff regulations is designed to provide remuneration in accordance with the value of the position held, it does not include a general compensation mechanism for individual high performers. However, for rewarding outstanding performances single premiums may be granted. These are awarded in line on a case-by-case basis according to the achievement.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		
Work content:		
Job security:		
Social guaranties:		
Development, internal mobility and career opportunities:		
Competence and performance based management system:	**Reward** Both for officials and for contract staff a monetary reward for special performances (e.g. probation in a special project or suggestions for improvement), which are not rewarded according to other regulations, is provided. For fixing the amount of the reward the limitation of the financial means by the budget has to be taken into account.	

	Performance bonus Furthermore special performance bonuses are provided for contract staff. Like the reward these bonuses are intended for special performances which are not specified in the law. The clearly defined amount of the bonus of 10 to 50 % of the monthly remuneration (including allowances) of the contract agent per year ensures the character of a single premium for outstanding performances and avoids the distribution in a non-selective way. For the purpose of the performance bonus every superior has limited financial resources (0.25% of the sum of the remuneration of the contract staff) at her/his disposal.	
Training:		
Organizational culture (style of management, working environment and cooperation):		
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** x **Indication, elaboration:**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the

results are used further.
There are anonymous attitude surveys among federal public employees held periodically (every 3 to 5 years) which cover motivating factors at work as well as some other work related topics. The surveys are designed by the Federal Chancellery/DG III in cooperation with all Austrian Federal Ministries but are proceeded online and analyzed externally by the Statistics Austria (responsible for performing scientific services in the area of federal statistics). The results are provided to the employees as well as reflected and taken into account by the HR-Units within the ministries.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?

7. What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

Belgium

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
A major reform of the career system is being put in place at the moment. The former system of progression within the career was based on bonuses linked to the achievement of certified trainings. This achievement gave right to a bonus during 6 years and the possibility to be promoted to the upper salary scale after those 6 years. This system of certified trainings wasn't really satisfying and has been abolished. The new system gives a possibility of accelerated progression in the career in function of the individual achievements.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	Remuneration supporting comparison with private sector. Free public transport from home to job.	Important opportunities of teleworking. Flexibility of working hours. Holiday system with various

		family life oriented specificities.
Work content:		Project working.
Job security:		Statute
Social guaranties:	Group insurance. Interesting pension level.	
Development, internal mobility and career opportunities:	Career progression acceleration in function of achievements.	Close support and coaching by the superior within the „development circles”. Fluent mobility possibilities.
Competence and performance based management system:	Career progression in function of achievements and competences.	
Training:		Broad individual training possibilities monitored through the „development circles”
Organizational culture (style of management, working environment and cooperation):		Teamwork. Team buildings.
Other motivators:	Discounts on social, commercial, cultural activities and events	

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes x **No** □ **Indication, elaboration: Partially regulated by laws. Sufficient.**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant’s position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
Top managers are appointed for a limited mandate of 6 years with a specific system of	

remuneration and pension.	

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Motivation and engagement are evaluated through the „development circles". Those are organized yearly on the basis of an evaluation interview and functioning interviews. Those „development circles" are the responsibility of the hierarchical superiors.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
No specific link.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
Non-monetary factors of motivation and engagement are much more effective than monetary ones.

Cyprus

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
In the Cyprus Public Service there is no formal framework/strategy for a motivation system. In general, the working terms and conditions in the public service have always been considered to be very favorable and satisfying for the employees (tenure, working hours, salaries, etc). However, these terms and conditions are part of the employment contract and apply to all employees, therefore they are not viewed as specific incentives for rewarding employee performance or for increasing their motivation/engagement. Furthermore, the Cyprus Public Service is currently undergoing reform and the intention is to adopt a framework of incentives (especially non-monetary ones since due to the fiscal consolidation the monetary benefits have been-and will increasingly be- reduced) that will help promote desirable principles and behavior in the public service. The adoption of a motivation framework will be promoted through the implementation of the new performance appraisal scheme that will also be adopted in the following years.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		
Work content:		
Job security:		
Social guaranties:		
Development, internal mobility and career opportunities:		
Competence and performance based management system:		
Training:		
Organizational culture (style of management, working environment and cooperation):		
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** □ **Indication, elaboration:**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

Croatia

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
No.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		The Civil Service Act stipulates that necessary organizational and technical conditions must be met for a civil servant to be able to perform his/her tasks in accordance with the working principles and standards required in the civil service. In addition, healthy working conditions must be ensured, without exposure to circumstances which could endanger his/her health or safety.

Work content:		
Job security:		- a civil servant is guaranteed protection from any unjustified or unnecessary transfer or removal from the job post - a civil servant may be assessed with the grade „non-satisfactory" (the consequence of which is termination from civil service) only if he/she was cautioned in writing about the possibility of being negatively assessed not less than three months before the expiry of the assessment period, and even after that the civil servant failed to remedy the deficiencies and irregularities in his/her work - a civil servant may appeal to the second instance body against the decision on termination from civil service (by exceptional dismissal or the decision of civil service tribunals)
Social guaranties:	- financial aid envisaged by the Collective Agreement (help in case of a sick leave longer than 90 days, emergence of severe disability of a civil servant, underage children or spouse, birth of a child, death of the spouse, a child, a parent etc.)	- right to a medical check-up once every three years. - increase of the number of days of statutory leave entitlement considering special social conditions (depending on the number of children, persons with invalidity, persons with a physical disability) - paid leave for contracting marriage, birth of a child, severe illness or death of a close relative, and similar (Collective Agreement for Civil Servants and State Employees)
Development, internal mobility and career opportunities:	A civil servant may be promoted through the assignment to a higher post within the same category (a higher-level post within the same sub-category or a post in the higher sub-category) or through transfer to a higher category of posts (Civil Service Act).	**The Civil Service Act envisages the possibility of**: - a transfer of a civil servant to a different work post in the same of in a different state body, in the same or a different place of work, as well as a transfer to a local or regional self-government body or to public services, and vice versa, to a work post for which the same

		educational level and necessary duration of professional are stipulated - a temporary assignment of a civil servant to a job in another state body, in the same or a different place of work, in order to perform tasks which require special knowledge, skills and competences - a temporary assignment of a civil servant to a job outside the civil service in an administrative body of a local or regional self-government unit, a legal person vested with public powers in the Republic of Croatia, or an international organisation or to work on international projects, in order to perform tasks which require special skills and professional experience
Competence and performance based management system:	A civil servant may be promoted regularly if his/her work has been graded as “exceptional” once or as “exemplary” twice in succession, or at least three consecutive times as “successful” or higher (Civil Service Act)	To a civil servant who received the annual grade „exceptional”, the basis for the calculation of annual leave is increased by 3 days, to the civil servant who received the grade „exemplary” by 2 days, and to a civil servant graded as „good” by 1 day (Collective Agreement for Civil Servants and State Employees)
Training:	- a civil servant may be sent for training to relevant EU institutions and services, public administration bodies of EU Member States and candidate countries, and other international institutions, for a maximum of six months. During training, the civil servant enjoys all the rights arising from employment in the state body where he/she works, and upon return from professional training at the expense of the state budget the civil servant is obliged to remain in the civil service one year continuously from the day of return from training, or 2 years if the training lasted longer than three	- a civil servant may get the approval for participation in organized training programmes within the civil service, as well as outside it, in order to develop his/her professional competences which are relevant for performing tasks in the state body where he/she works or in the civil service in general - a civil servant may also get the approval for participation in a training programme not intended for the civil service, if its duration does not significantly affect his/her regular performance of tasks in the state body - a civil servant is entitled to

	months - a civil servant is entitled to apply for a paid study leave for the purpose of professional or university studies at home or abroad, typically for the duration of one academic year at the most. During paid study leave the civil servant is entitled to remuneration amounting to the basic salary of the work post to which he is assigned, without any supplements, and the cost of education shall be paid from the state budget.	apply for an unpaid study leave for the purpose of professional or university studies at home or abroad, typically for the duration of one academic year at the most. During unpaid study leave the rights and obligations arising from civil are suspended.
Organizational culture (style of management, working environment and cooperation):		- possibility of introducing flexible working hours - continuous mutual cooperation of all state bodies in the performance of their tasks
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes ☒ **No** ☐ **Indication, elaboration:**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Not for all categories of civil servants and state (contract) employees. However, in the process of assessing managing civil servants there is a criterion of „motivating civil servants", i.e. as a part of the overall assessment of the managing civil servant it is assessed how successful he/she has been in the application of available motivation techniques and motivators to produce, direct and maintain the desired behavior of civil servants, and encourage them to perform their tasks in order to achieve the goals set.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
Since Croatia has not regulated the system of rewarding civil service, i.e. of increasing their salaries based on their performance, and since even measures to reduce the salaries of civil servants and other public sector employees were taken over the past year due to the persistence of economic crisis, it is extremely important to establish a good system of non-material rewards which would satisfy both sides. The Civil Service Human Resources Management and Development Strategy is currently under preparation in Croatia for the next medium-term period, which is, inter alia, aimed at enhancing the rewards system.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

Denmark

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
The collective bargaining between the Ministry of Finance and the Danish Central Federation of State Employees' Organizations in February 2013 resulted, amongst other issues, in an agreement on a framework for employee competence development and a more trust-based cooperation between employer and employee in the public sector. In addition can be mentioned, that in June 2013, a principle agreement was reached between the Danish Government, Danish Regions, Local Government Denmark and most of the staff organizations in the public sector on the de-bureaucratization and an increased use of trust-based management in the public sector. One of the aims of the agreement is to improve the motivation of the employees in the public sector by finding ways to widening the room for self-management and replace the focus on rules and procedures with a stronger focus on goals and results.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	E.g. compensation for overtime, whether it is additional pay or extra time off.	Many workplaces across the public administration provide the employees with fringe benefits like fresh fruit, coffee,

		physiotherapy and health initiatives. In addition, it is possible by local agreement to allow employees days of on the day of their wedding, when they move, in case of death in the nearest family etc. Finally, some workplaces in the public sector operate with the so-called “flextime”, which allows the employees to have a high degree of flexibility in the planning of their working hours.
Work content:	The current pay system, the so-called “New Pay”, allows for the use of locally negotiated functions-related and qualification-related allowances.	The assignment of greater responsibility or new assignments can be seen as a non-monetary reward. The same way increased trust by the management and appraisal is used as part of an informal reward system.
Job security:	Employees in the public sector have no guaranteed tenure as the Danish flexicurity model is based on the combination of a highly flexible labour market, social security for employees and an active labour market policy. Also, there is no general retirement age regarding employment in the state sector. It is possible to make an agreement to the effect that employees above the age of 60 work part-time, while at the same time maintaining their existing pension rights, and that managers above the age of 55 transfer to a lower-ranked position, but receive pay and/or pension-related compensation. In addition, it is possible for employers to grant employees above the age of 62 one day off per month and a severance benefit to be disbursed if the person in question postpones his/her retirement until a	Any dismissal of an employee by the employer must be based on a reasoned argument relating to the circumstances of the institution or to the conduct of the employee. For civil servants, the employer’s notice of dismissal is three months. For the vast majority of staff employed under a collective agreement, the rule is that the notice of dismissal is gradually increased from one month to six months depending of the duration of the employment.

	specified date.	
Social guaranties:	The majority of central government employees are normally entitled to full pay during sickness. Employees in the state sector will normally be allowed time off with pay on the first and second sickness day of a child. Moreover, both father and mother are entitled to two care days with pay per year per child up to and including the calendar year in which the child reaches the age of seven. In regards to maternity/paternity leave, the mother has a right to take pregnancy leave with pay six weeks before childbirth. After the birth of the child, the mother is entitled to fourteen weeks maternity leave with pay, and the father is entitled to two weeks paternity leave with pay. Lastly, the mother and the father are, each of them, entitled to six weeks parental leave with pay as well as an additional six weeks leave with pay to be shared between them. The mother and the father are jointly entitled by law to a total of 32 weeks parental leave on benefits. From these must be deducted the number of weeks the parents have been on parental leave with pay. The remaining number of weeks of parental leave on benefits may be shared by the parents as they please. The parents earn pension rights during both paid and unpaid periods of leave. Finally, parents have the right to a partial paid “child-leave”. In general, the same rights are	All employees in Denmark have a statutory right to five weeks holiday. To the extent the employee has been employed in the previous calendar year, the person of interest will receive holiday with pay. The vast majority of employees in the state sector are, furthermore, covered by collectively agreed rules according to which they earn a 0.42 special holiday per month. It means that an employee who has been employed throughout the previous calendar year has the right to a week of holiday with pay.

	granted to adoptive parents.	
Development, internal mobility and career opportunities:	Employees who improve their competencies and/or responsibilities can be rewarded with a qualification and/or functions-related allowance to reflect the increased responsibilities.	The Ministry of Finance has launched a number of programs aimed at identifying and developing employees with talents for leadership as well as new leaders and head of departments. The Ministry of Finance is currently working on a new framework for the development of top executives.
Competence and performance based management system:	As part of the current pay system for the public administration, New Pay, which was established in 1998 and now covers approximately 86 % of all employees in the state sector, a larger proportion of the individual pay development has been decentralised to the individual workplace. This includes the use of performance-related pay, one-off payments, qualifications-related allowances and functions-related allowances.	The Ministry of Finance is working on a concept designed to combine performance with development and pay as part of the yearly appraisal interviews between employer and employee. The concept is currently being tested within the Ministry of Finance.
Training:	As the competence of the employee is increased due to training and development the employee will have a stronger position in the yearly negotiations on pay with the local manager and increase his/her employability. From this perspective, training can be seen as a monetary reward that also benefits the organization through a better educated workforce. As mentioned above, competence development became a central part of the collective bargaining between the Ministry of Finance and the Danish Central Federation of State Employees' Organizations. As part of the agreement between the parties, a total of 58 million DKK a year is being earmarked for competence development. The funds are financed as a joint	Employees in the public sector are being offered a vast number of different tools to develop their competencies. Many of these tools are being provided as e-learning courses in the online joint catalogue "Campus" that is administered by the Ministry of Finance and local HR-professionals. In addition to the formal training, employees in the public administration will often receive informal training through transfer of knowledge from colleagues and the rotation of tasks.

	venture between the parties and administered through the Fund for the Development of Workplaces in the State (25 million DKK) and the Competence Fund (33 million DKK).	
Organizational culture (style of management, working environment and cooperation):		Most workplaces in the public administration host social happenings for the employees such as a yearly summer party, Christmas party, office development days, teambuilding exercises etc. Many of the types of events will be co-financed by the employees.
Other motivators:		The Ministry of Finance has a strong focus on good management as a way to motivate staff through among other things committing to a clear organizational direction.

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes x **No** □ **Indication, elaboration:** There is no specific law regarding the allowed extent of non-monetary rewards in the public sector in Denmark. Instead the individual institutions must follow the more general regulatory standards for appropriation, wages- and terms of employment and collective agreements. In this way the legal regulation includes several different regulatory standards and altogether the main rule regarding non-monetary rewards is that the allowed benefit must be linked directly to official business and in the interest of the employer. Non-monetary rewards must contribute to the improvement of the performance and be financially justifiable.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
Most top executives in the public administration have some form of performance-related pay included as an addition to their basic salary (up to 25 % of the basic salary). The release of the performance-related pay will often be determined according to the successful implementation of the	Very few top managers – depending on their job description - are being provided with an official car including a driver.

targets stated in the contract.	

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
All public workplaces are required to conduct an employee satisfaction survey every 3 years. In most cases, the surveys are conducted by HR professionals within the respective institutions, but in some cases, the surveys are outsourced. In addition to the employee satisfaction survey, it is mandatory by law for all public workplaces to perform an assessment of the workplace which – among other things – includes the absence due to illness. The findings of the surveys are to be is applied prospectively within the workplace to improve on employee satisfaction and working conditions. Finally, annual employee development interviews are being held in the state sector between local managers and employees.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
The economic crisis and the related budget restraints has increased the importance of non-monetary rewards such as employee development and job security as well as the focus on leadership and the coupling of performance and pay in the Danish public sector. This development is exemplified in the results from the latest collective bargaining process between the Ministry of Finance and the Danish Central Federation of State Employees' Organisations in February 2013, where a total of 58 million DKK a year was earmarked for employee competence development.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
A survey on the motivation of state sector employee motivation conducted in 2006 showed that monetary rewards are far from being the most important motivating factor for the employees in the public sector in Denmark. Non-monetary aspects such as work content, good leadership, social guaranties, career opportunities and organizational culture all rank higher for most employees. One of the reasons for this is the way the Danish system is build with centrally organized unions and settlements, which limit the possibilities for individually negotiated monetary rewards. In this way pay is only in a relatively limited scope used to reward employees in Denmark. Nevertheless there currently is a tendency towards more individually negotiated pay on basis of the current implementation and development of the regulation known as "New Pay". Over the last couple of years we have seen a tendency to higher wages and performance based pay especially for the top level managers such as head of departments and permanent secretaries. The reason for this focus on higher wages for top level managers is based on the idea that a more efficient public sector

requires the best leaders and that in order to attract the best leaders one must raise the wages for the most specialized employee group such as top level managers.

Estonia

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
The new Civil Service Act was implemented in 2013. The goal of the new law was to decrease the number of monetary rewards of civil servants and to make civil service more similar to contract law. Because of that civil servants lost some job security (the redundancy benefit was decreased) and benefits supporting career (career-based additional salary, holiday, and pension). Ten additional holidays were taken away (before there was possibility to get 10 more days in addtion for the tenure, all together 45 days). In addition, the holiday pay was taken away. At the same time, according to new law it is mandatory to do evaluation and development interviews with employees.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	Transparent salary system (every ministry and agency has the obligation to compile the salary guide)	Flexible working-time Telecommuting
Work content:	Non	Interesting job
Job security:	Non	Non
Social guaranties:	Non	Non
Development, internal mobility and career opportunities:	Non	There are no constraints by the law anymore for the mobility, but it’s not used much
Competence and performance based management system:	Non	The obligation to have evaluation and development interview with employee

Training:	The central budget for trainings has increased but it's coming from European funds	Non
Organizational culture (style of management, working environment and cooperation):	Non	The development of middle-level on top-level managers
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** □ Non-monetary rewards are regulated by law in some extent. For example, the employee measurement interviews are mandatory according to law and there is a general training regulation. The current regulation has some flaws but no law is perfect and can never be. **Indication, elaboration:** The regulation is rather general and gives wide framework. The system in Estonia is decentralised and ministries and agencies can decide which non-monetary rewards they are using when following the law. For example, there is no regulation about the flexible time but in the framework of Civil Service Act it is possible to use flexible working hours.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
Non	Better development and training program with more individual approach.

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Centrally the civil servants motivation and their engagement are measured after every two or three year. Then the service is outsourced to get the comparison with other companies in the Estonian labor market. The results are used for planning the development activities for civil service and as the input for the activity plan of the Public Administration and Civil Service Department in the Ministry of Finance. Some ministries and agencies are measuring the motivation more often and then mostly HR professionals are doing it by themselves. The results are used for the development-program for the specific ministry or agency.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
As in many other states in the European Union, Estonian PA stands with the challenge that civil servants should do more with less. The new Civil Service Act lost almost all monetary rewards and the real-earning of civil servants hasn't reached to the pre-crises level. At the same time, the work-load is getting more intensive. Because of that, it is very difficult to keep civil servants motivated and the civil service images attractive enough. Especially in the recurrent economy and convalescent labor-market. Thus, the non-monetary rewards have an important role during the times of changes, but only balanced with the monetary rewards. The topical question is how to keep salary competitive enough in the condition of increasing work-load. Non-monetary rewards don't have needed impact when salary level is not competitive (see the answer to point 7).

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
The level of salary should be competitive enough, then it is reasonable to talk about the non-monetary rewards. If the salary level is under the crtitical level (doesn't afford a certain level of standard of living) the focus of the HR department and the management should be on the salary system administration and on the workforce planning to find resources needed to keep salary level competitive. If the level of the salary is not competitive enough it is irritating for employees to hear about the non-monetary rewards.

France

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
Traditionally, in France civil servant motivation rely on two pillars: 1° Satisfaction to work for the general interest; 2° Career system which is organised by the statutory rules. The first one is today considered as limited to motivate civil servants and to recruit the young managers at the end of their studies. The second, the system of career, must always be improved..

We consider that motivation is necessary for the good functioning of the public administration and is a mean to ensure quality and efficiency in the civil service.

Since 2006, the issue of individual or collective motivation is at the core of HR policies. Those HR policies have concerned initially the issue of remuneration. The deployment of a performance related pay is, until now, the more important aspect of the wages reform. The setting-up of a clear and objective link between individual assessment and the performance related pay.is still a challenge to address.

With relation to motivation, several policies were carried out. Two social agreements were signed between public employers and social partners:

- one about health and security at work (signed in 2009 by the government and the trade unions) The financial crisis has triggered many changes in work environment and has had also an effect on the work organisation and the well being of employees.

- the other one is about gender equality policy (signed in March 2013) : reducing inequalities between men and women, and fighting against discrimination. These two topics can indeed be considered as strategic in terms of employees motivation.

Other levers are mobilised to motivate civil servants:

Issues like the modernisation of the hierarchical relationships in the administration,and the improvement of the professional paths are discussed by senior civil servants (directors and managers) of the French administration with trade unions, with the objective of increasing employees' motivation.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).

In our opinion, non monetary rewards must be distinguished from non monetary measures. We have listed monetary measures and this list does not concern the rewards.

As non monetary rewards we can include: medals or certificates and letters of congratulation which can be deposited in the individual file of a civil servant. It seems to us that there is a limited interest in such a list of rewards.

Motivational factors	Monetary measures	Non-monetary measures
Working Conditions:		Fighting against red tape : the current government has decided to massively simplify procedures ans rules. Improving internal communication.

Work content:		1° Giving sense to jobs content (autonomy, diversity of the tasks, importance to work for the society and the common interest); 2°Simplifying the legislative rules. the legislative rules change too often and participate therefore in increasing complexity for both citizens and civil servants). 3°Optimasing the use of new technologies.
Job security:		Reinforce the rules of ethics for civil servants and their neutrality towards the political power. The aim is to reinforce the independence of civil servants.
Social guaranties:		
Development, internal mobility and career opportunities:	Setting a new balance between men and women by; - Reducing the gender pay gap; - Increasing the numbers of women among the top managers	- Organising professional paths and promoting diversity in recruitment. - Encouraging mobility within public administration (law on mobility and professional paths of 3 August,2009): less regulatory obstacles to move between statuses/categories (“corps”), creation of an online-market place for public job offers (the BIEP) with a part dedicated to TPMs. - Setting a policy of merging statuses/categories (“corps”) of civil servants.
Competence and performance based management system:		
Training:		
Organizational culture (style of management, working environment and cooperation):		

Other motivators:		Improving the image of the State (as employer). This is also,a source of motivation.

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** □ **Indication, elaboration:** Some measures must clearly be implemented by the law, because they are in link with the statutory principles, or because they must be applied to all employees. For example, if we consider rules about job security, working conditions (this subject is often technical, especially regarding to health and security at work and employees of the private sector are also concerned). Others measures are established by the secondary legislation (the secondary legislation power is in the hands of the Prime minister who has the power to establish the rules to implement the law voted by our Parliament. The Prime minister can also delegate to other ministers his power to elaborate the secondary legislations. But each minister receives a delegated power, strictly in the field of competencies of his ministry).

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
• A new allowance scheme (it concerns all civil servants but has been firstly implemented for top executives), the "PFR": remuneration is now based on tasks and results. • Creation of a special allowance of performance for top executives (in relation with the yearly evaluation interviews, which is slightly different for TPMs, including the evaluation of leadership skills and of what one has achieved compared to one's initial objectives)	• Encouraging mobility (law on mobility and professional path from 3 August 2009): less regulatory obstacles to move between statuses/categories ("corps"), creation of an online-market place for public job offers (the BIEP) with a part dedicated to top managers (TPMs). • Setting-up of a policy aiming at merging statuses/categories ("corps") of civil servants and also for top executives: it increases the cross-ministerial mobility and to allow more diversified professional paths. • Setting-up of a policy aiming at increasing mobility between the different statuses/categories ("corps"), in order to diversify the pools from which the State recruits. • Setting-up of a policy that modernises statutory instruments in general. • Special monitoring of the TPMs' s career and professional path led by the Directorate General for Administration and the Civil Service (DGAFP) and the

	services of the Prime Minister. • Identification of future high potentials in the different ministries (definition of required profiles and skills, process of selection and job allocation) and preparation through training for their future responsibilities (by strengthening managerial skills in particular). • Training and coaching for TPMs have been also professionalised, with the creation of special programmes focusing on required skills for TPMs (leadership, strategic vision, ability to promote modernisation, to promote project management and partnership).

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
After several years of experimentation, the procedures of individual assessment has been implemented for all State civil servants.. Every year, each civil servant has a discussion with his manager. The assessment process establishes a strong link between professional promotions, performance related pay, and also the training that the civil servant needs. The content of the interview has been defined by the statutory rules. The discussion covers the following topics: professional results, the annual goals to reach, and the individual career perspective. For those who have to manage a team, a question about the way they manage their team is added to the questionnaire. After each individual interview, a report must be made. This report is written by the manager who has conducted the discussion. It is signed by the civil servant and his direct manager. This report is also approved at the second hierarchy level (manager's manager).

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
Especially in this time of crisis, there is a need to assert values and committments of the civil service. The unanimous view is that the demand for public service does not decrease (on the contrary), which makes even more essential to maintain the mobilisation of civil servants. Above mentionned measures are important, considering there is a need not only to share values of the civil service, but also to support culture of effectiveness and efficiency.

Those measures contribute to optimise management and allocation of human ressources (mobility policy), to maintain a certain degree of quality.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
Lessons learned are : - Necessity to share values and commitments in the public service to mobilise civil servants: For the record, the European social partners,on Wednesday 12 December 2012 and represented by EUPAE for the employers and TUNED for the trade unions, have signed an european framework agreement for a Quality Service in Central Government Administrations. - Necessity to maintain a strong policy in favour of training: ability for leadership, ability to manage change, etc. - Strenghten HR capacity by using different kind of tools such as : mobility and professionnal paths, working conditions, gender equality, job content,etc..

Finland

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		
Work content:		
Job security:		

Social guaranties:		
Development, internal mobility and career opportunities:		
Competence and performance based management system:		
Training:		
Organizational culture (style of management, working environment and cooperation):		**1) Creation of a new administrative culture:** The following things are highlighted in the creation of a new kind of administrative culture: - the courage to try new and to get rid of old - strengthening of strategic agility - supporting multivoicedness and different opinions - encouraging new partnerships - support for moving the emphasis from resource ownership to results and information sharing. **2) Management practices / Leadership** Enabling leadership that is based on trust, which manifests itself in: 1. Self-management, in which people connect to what is important for them in their work and bring their skills to the use of the community 2. Shared leadership, in which personnel begin renewing their operational culture and themselves

		3. Leadership, in which space is created for collective leadership beside line management 4. Highlighting the customers in operations and building services in cooperation with them. **3) Customer orientation** A new kind of customer-orientation in the public sector means that the users of public services are utilized as resources that are essential for the reformation of services and the creation of innovations. **4) Management by results** In order to create an innovative operational culture, the guidance system should promote systematic change in the government. Management by results and the **management agreements** are an essential tool in strengthening the innovation prowess of the government and in the implementation of new operating models.
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** □ **Indication, elaboration:**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
The Ministry of Finance has provided State agencies with a free of cost tool for measuring job satisfaction. The Ministry of Finance has provided State organizations from the year 2004 onwards with a further developed VMBaro -personnel questionnaire system. http://www.baro.vm.fi VMBaro/The Job Satisfaction barometer is web-based questionnaire system with which separate agency can do their job satisfaction survey to their whole staff. There are 1-2 weeks of response time. The research information will go to a common one a study database. After that the agency can print research information of their own employees with numerous regular reports. System gives compare information of administrative sectors, of different types of agencies and of whole State.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

Germany

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
The Act to Restructure Civil Service Law which is applicable for the civil service at the federal level, entered into force in February 2009. The aim was among others to modernize the career and salary system in making it possible for high performers to be promoted while they still serve their probationary period, for example. Besides, the individual performance-related pay has been further developed; it 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. Also the salary schedule for civil servants had been redefined 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 now. Finally there had been many measures to improve the balance between work and family life, e.g. possibilities of part-time work, telework or mobile work have been extended.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		Part-time work, telework, mobile working; Support by stronger use of IT; Occupational health and safety
Work content:		Job rotation; more responsibility and autonomy
Job security:		Life tenure for civil servants and in fact also for public employees with contracts of indefinite duration
Social guaranties:		Statutory social insurance for public employees. Independant social security system specifically for civil servants; pensions and accident compensations are paid by the employer. Civil servants are in addition to their private health insurance entitled to allowances from their

		employer.
Development, internal mobility and career opportunities:		Career opportunities are linked to the staff-budget and therefore quite limited
Competence and performance based management system:	Development of performance-related pay. Restructuring the salary schedule with performance-based-advancement	
Training:		Special training for executives in order to enable them to motivate their staff. Training measures for employees in order to at the same time qualify them and enhance their motivation.
Organizational culture (style of management, working environment and cooperation):		Executives are requested to lead employees with appreciation and to communicate in an open and constructive way.
Other motivators:		Enhancing the work – life – balance, e.g. by implementation of a service of consultation and placement for employees with family members (children, parents of the employee) in need of care. Health promotion is becoming increasingly important also in view of ageing staff as part of larger demographic trends; all federal agencies are required to introduce a long-term and assessable program for promoting employee health as part of their personnel and organizational development. Progress on health promotion is evaluated in an annual report providing an inventory and assessment of health promotion measures and sick leave taken in the direct federal administration.

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes, partly X □ **No** □ **Indication, elaboration:**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
There is no systematic evaluation of public servants' motivation in the PA. Internal regulations in the PA provide bilateral talks between executive and employee about the cooperation once or twice a year. These talks are compulsory and should give both sides the opportunity to evaluate their cooperation and to improve things if necessary. Some ministries also use employee surveys to evaluate the public servants' motivation.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
There is a variety of measures applied in the PA in order to create an adequate balance of work and family life for the employees. This aspect is getting more and more important and has a huge impact on satisfaction and contentment. In times of an ageing workforce and changing values the interest in most flexible working conditions is increasing. The federal government has therefore developed the model of a demographically sensitive HRM, which provides the federal agencies with ideas for the implementation of a life-stage oriented personnel policy.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
It is a proven fact that non-monetary rewards are by far more sustainable than monetary rewards. Monetary rewards have a short term impact whereas non-monetary rewards have a longer and deeper effect. The executives play a key role in the cooperation between employee and employer. Missing or poor communication, bad working atmosphere, lacking decision-making power, lack of understanding etc. cause a decline of motivation and can lead to absenteeism. This is why we want

to strengthen the leading skills of executives by training and coaching measures.

The federal government has elaborated a manual for executives with concrete advice how to cope with difficult situations in everyday work to foster an appreciative and respectful working culture.

Greece

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
In Greek plublic adminsitration specific motives are granted to civil servants according to legal provisions or administrative practice. In November 2011, a significant reform took place regarding the monetary measures of motivation. More precisely according to law 4024/2011 a performance related bonus is provided to civil servants in cases their unit fulfills 80% of their annual goals. Moreover civil servants in order to be promoted from rank to rank –and consequently their remuneration to be increased – their annual performance plays a crucial role, because only a specific percentage of employees manage to promote each year. These changes were adopted in order to improve work efficiency.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	- Overtime payment	
Work content:		
Job security:		
Social guaranties:		
Development, internal mobility and career opportunities:		- Thank – you letters - Praise - Appointment to a more high profil unit
Competence and performance based management system:	- Faster promotion - Bonuses	- Appointment to a committee

Training:		- Leaves granted for educational and scientific reasons
Organizational culture (style of management, working environment and cooperation):		
Other motivators:		- Official leaves - service related

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** □ √ **Indication, elaboration:** As it has already been mentioned motives are granted to civil servants according to legal provisions or administrative practice. The non – monetary rewards mainly are not legally granted. Giving non – monetary motives depends on the administrative culture of each organization.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
Allowance to heads of units	No differentiation

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
In public administration there isn't a cohesive system of evaluating public servants' motivation and their engagement with the organization.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
In our days non – monetary rewards play a crucial role, because they are the best available tools for determining work efficiency and conduct a successful leadership of the organization.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
In my opinion non – monetary rewards could be equally effective as the monetary ones when the organizational culture promotes conscientiousness and cooperation.

Hungary

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
Magyary Zoltán Public Administration Development Programme (hereinafter: Magyary Programme) is a comprehensive reform programme, which came to existence to renew the public administration. Magyary Programme determines four areas of development: 5. tasks, 6. organisation, 7. procedures and 8. staff. *Related to staff* Magyary Programme has a detailed target system to renew the staff and introduce the job-based system. Now it is in progress to examine the possibility to introduce the new job-based system. The staff – if the new system will be introduced – will receive the right image of the value of its work, of its place filled in the organization, furthermore the new system will provide sufficient motivation for quality career planning, training planning tasks. Well established job-based system is the basis for value-based, result-oriented human resource management functions (workforce planning, selection, development, compensation and remuneration, performance management, career management, etc.).

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		
Work content:		For example: Professional participation in an increasing

		number of EU projects are available
Job security:		The recent economic crisis has triggered a lot of changes in the Hungarian public administration. In recent years some measures have taken effect in the Hungarian public sector. Though these measures the state tries to find another job through a so called “career bridge program” for the civil servant mostly affected by these measures.
Social guaranties:	According to the Act of Public Officials the employer can provide for government officials reimbursable or non-reimbursable social welfare benefits, cultural and health benefits. Such new benefits may be in particular housing, housing construction (under preparation) and acquisition support, establishing a family support, holiday allowance.	
Development, internal mobility and career opportunities:		A new tool for developing internal mobility – beside secondment, posting, and transfer – is the so called „secondment in the interests of the Government”. According to this new tool the Minister in charge of quality policy and administrative personnel policy is able to second a government official from a central state administration body to another. The duration of this secondment may not exceed one year (it could be extend once with one year). After the end of the secondment, the central government administrative body under the original job appointment is required to employ the government official. The intention of the Hungarian government is to create standard and flexible careers

		for public and civil servants within the three governmental segments (PA, police, army).
Competence and performance based management system:		New performance based evaluation system has been introduced this year. The fundamental objective of the performance evaluation system now placed on new foundations is to effectively contribute to the goals of the organisation through the improvement of the performance of public officers and the development of the skills necessary for their scopes (knowledge, skills, competencies, abilities, social roles, self-image, character traits, *motivation)*, while its fundamental task is to determine through the combined application of evaluation factors and measuring and evaluation methods to what extent and how effectively the given public officer has contributed to the attainment of the goals of the organisation.
Training:		New system of further training was introduced last year. 2013 is an transitional year with transitional rules. From 2014 it will start the credit-based system, based on individual training plans and normative financing. National University of Public Service is primarily responsible for the further training.
Organizational culture (style of management, working environment and cooperation):		Code of Ethics was accepted this year by the Public Body of the government officials.
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** □ **Indication, elaboration:** **-**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
	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.

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
The Ministry of Public Administration and Justice lead a comprehensive engagement-measurement program in public administration in 2011. The measurement investigated the public officials' factors of satisfaction and her/his opinion about the organization. Since 2011 there hasn't been such a comprehensive engagement measurement program in public administration, though it is planned to conduct also an engagement-measurement survey in 2013.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
According to the Magyary Programme it is crucial to have a clear understanding of the attitude and commitment of the staff members in the course of an extensive process such as the implementation of Magyary Programme (whether we speak of staff administration or career reform). Since besides the measurement is 2011 there was another commitment-measurement in 2008, the results of the two measurements were comparable. 22,583 staff members completed the questionnaires in 2011 which, given the size of the base multitude, represents an exceptionally high ratio. The Magyary Programme determined the following findings on the basis of the result of the

survey:

– the ratio of committed staff members is 58% which is almost the same as the Hungarian average (57%) and represents a significant improvement as it was 40% in 2008;

– the greatest strengths of state administration are: mutual respect and appreciation amongst staff members, features of the physical environment and the tasks that almost two thirds of public administration workers are happy to perform day after day;

– in the context of benchmark figures (2008 state administration average, 2010 Hungarian average), in addition to the strengths mentioned above, the criteria of senior management, human-centred approach, processes and line manager, too, were evaluated in a more positive light.

The dimension of benefits emerges most markedly as an area in need of development (the deviation from the other two results is 7 and 31 percentage points, respectively).

These data constitute the starting point for future improvements to increase employee satisfaction in the public sector institutions.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
Agreeing with the discussion note, even if there is no possibility to conduct monetary rewards certain non-monetary rewards (such as positive feedback, allocation of more complex tasks, flexible working hours) can also very effective motivate the staff.

Ireland

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?		
No, there have been no major changes since 2008. With the onset of the financial crisis, reforms have focused on reducing expenditure and increasing efficiency. For example, civil servants' pay and pensions have reduced while working hours have increased which should support the drive towards greater productivity . As part of the development of a HR Stragery for the civil service, consideration will be given to the development of staff engagement initiatives in the coming years.		
What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		Most employees can avail of flexi time, which allows them to work their required hours any time between 8am and 7pm. This is not possible in some areas, e.g. if employees are in a

		customer facing role.
Work content:		
Job security:		The vast majority of civil servants are permanent employees, with strong legal protections on their job security.
Social guaranties:		
Development, internal mobility and career opportunities:		
Competence and performance based management system:	Salary increments are linked to the performance management system, PMDS. All civil servants are on a salary scale. In order to progress to the next point of the scale, the employee must receive at least a 3 rating on a 5 point scale.	
Training:		
Organizational culture (style of management, working environment and cooperation):		
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.	
Yes X **No** □ **Indication, elaboration:** Non-monetary rewards are not regulated by law. However, employees' terms and conditions, such as working hours and job security, are afforded strong legal protection. For example, the Government was required to pass legislation to increase working hours in 2013.	
Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.	
No, motivation and engagement are not measured on a whole of civil service level. It is the responsibility of individual Ministries to measure staff motivation and engagement.	
How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?	
Engaging staff in times of change is important and gaining staff's buy-in is often a crucial factor in the success of a change programme. However, we have not been able to offer non-monetary rewards to staff during our reform programme. We have placed more emphasis on involving staff in the change process and keeping them informed of progress on a regular basis. Giving staff a voice and helping them to understand the reasoning behind the change are useful ways of engaging staff in the change process.	

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
The psychological contract is just as important as the formal employment contract. Employees may believe their Ministry has a number of informal obligations to them that is not covered in the formal contract, such as a commitment to their career development and maintaining work / life balance. When considering changes to the motivation framework, it is important to consider both the formal and informal obligations.

Italy

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
In 2009 the Italian government approved Legislative Decree 150/2009 (the Reform Decree), implementing Law 15 of 4 March 2009 on a comprehensive reform of the public administration encompassing a revision of all aspects related to the civil service, with a view to improving labour productivity as well as efficiency and transparency, with the purpose to give answers to citizens. The means for attaining these goals is the recognition of the merits and shortcomings of executives in the public sector and of all government employees. The reform has provided a reinforced selection mechanism for economic and career incentives, with a view to rewarding the most worthy and skilled employees, encouraging commitment and deterring cases of malpractice; a performance assessment system that helps public administrations to reorganise their activities according to targets and to an overall enhancement

requirement.

An additional remuneration has been provided by law on the attainment of planned results and management savings.

Unfortunately, the economic crisis and domestic public finance problems caused a corrective manoeuvre that limits considerably the availability of resources for the remuneration of civil servants.

In 2010 a law has stipulated, among the measures, to curb spending and the blockage of collective bargaining at national level until 2013 (now extended to 2014). So, due to the blockage, the system of remuneration has not been implemented. The system, however, had envisaged, among others things a wage increase based on merit and access to high-level training professional growth and higher-level assignments. The selective distribution of incentives through certified assessment systems to reward individual and office performance foresaw merit-based brackets for the allocation of incentives: not more than 25% of civil servants get half of the available incentives; 50% receive the remaining half of incentives; the other 25% of civil servants get no incentives.

Not more than 5% of the civil servants who are in the highest bracket can obtain an additional annual bonus for excellence.

[From: OECD 2010 - Modernising the Public Administration - A Study on Italy]

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).

Motivational factors	Monetary measures	Non-monetary measures
Working Conditions:	x	
Work content:		
Job security:		x
Social guaranties:		x
Development, internal mobility and career opportunities:	x	x
Competence and performance based management system:		x
Training:		x
Organizational culture (style of management, working		X

environment and cooperation):		(Public administration nurseries)
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes X **No** □ **Indication, elaboration:** Also collective agreements or a specific decision of the PA can regulate non-monetary rewards.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
Yes (depends on the possibility to be applied to a higher level position)	**no**

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
As mentioned above, a totally new national performance assessment system has been created, including non managerial staff. It includes a central National Commission for Evaluation, Transparency and Integrity, who establishes guidelines and oversees their implementation and local Independent Evaluation Bodies in every administration, who has the task to ensure the correct implementation of the performance management cycle. The National Commission has the task of disseminating and validating assessment methods and performance standards, while local Independent Evaluation Bodies endorse the individual personnel evaluations made by managers, produce the performance assessment of internal structures and propose the assessment of top managers' performance to the administrative- political leadership of the administration. [From: OECD 2010 - Modernising the Public Administration - A Study on Italy]
How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
Staff commitment is evaluated through the assessment system. The collective agreements, within the frame of specific provisions of law, define – among other issues– the salary increases and the detailed rules for disbursement of the awards. Due to the blockage of collective bargaining

system, non – monetary rewards are the only one considered at the moment. .

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

Iceland

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
In recent years first steps have been taken in developing centralized motivational framework in Iceland. An example of this are the minimum requirements within the field of HRM that all state agencies are meant to fulfill. All agencies are devised to have a human resource policy that include at least these minimum requirement; *stating that all employees have up to date job descriptions, all employees undergo annual job discussion where job descriptions are reviewed, their performance discussed and decisions made on career development for upcoming season*. Since 2008, the Icelandic governmental structure has been going through some critical changes in the wake of the financial crisis. The focal point is doing more for less, while maintaining the same quality of services to citizens. Using HRM in more strategic way is one of the methods used to achieve this goal, by stressing the importance that ministries and agencies create value through people, practices and processes, bearing in mind that people are the competitive edge of any organization. It is stressed that agencies use workforce planning and strategic ways to promote right skills and competencies that are necessary for the agency to achieve its goals and meet quality requirements.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	None	
Work content:	None	Variation of specilized jobs and the opportunity for professional development within given field of interest and speciality.
Job security:	None	In time of constrain it has been stressed by the government that layoffs should be considered one of the last

		measures for agency managers to take.
Social guaranties:	Pension scheme with 3.5% difference in public sector contributions. Different payment to sick leaves funds organized by unions. With more rights for Sick leave in the public sector than in the private sector.	Parental Leave – Attending sick children, VIRK (VIRK info), Surveys have shown that employees value highly the work-life balance they experience working within the public sector.
Development, internal mobility and career opportunities:		Decentralized process which is organized within in each agency.
Competence and performance based management system:	None	None
Training:	None	Training is Decentralized
Organizational culture (style of management, working environment and cooperation):	None	Decentralized process – different within agencies.
Other motivators:	Educational funds are financed through collective agreements. Both agencies and their employees have the opportunity to apply for monetary grants to support their job development.	

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** □ x **Indication, elaboration:**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
No	No

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
On a yearly basis all public servant´s participate in a satisfactory survey, organized by the Ministry of Finance and Economic Affairs. The survey results are used as a valuable input in agencies policy making.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
In time of constrains agencies have taken different measures to provide non-monetary rewards. Survey results, measuring employee satisfaction have shown that many agency managers have started to use non-monetary rewards in more systematic ways than before. Survey results have also shown that in time of constrain, when the agenda involves doing more for less, employees appear to appreciate increased flexibility and opportunities for career development within the workplace more than before.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
One of the more valuable lessons that can be drawn from increased use of non-monetary rewards in PA is how useful systematic use of them has proven to be. Surveys have shown that in agencies where agency managers systematically apply the methods of modern human resource management, like the methodology of motivation, there is on average higher job satisfaction than in those agencies where managers do not apply the methods of human resource management in a very systematic manner.

Latvia

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
Since 2008 there have been reforms to revise the remuneration system – within the period from 2008 – 2011 several measures were taken to decrease the salary and lessen the social guaranties due to the economic austerity; since 2012 several measures have been resumed. Since 2010 there is a unified remuneration system in the public administration (Law on Remuneration of Officials and Employees of State and Self-government Authorities); also the motivation framework (mainly monetary motivation) is based on equal conditions. Within the performance management system individual assesment plans are set and based on the competencies appropriate development actions planned. Strategy for Human Resources Development 2013-2019 was adopted by the government on

February 2013. A group of measures are planned to have professional and motivated employees, for instance, additional training in the School of Public Administration especially for newcomers and managers, flexible working time, supervision service.

There has been already introduced a pilot project of talent management for middle and lower level managers. Competencies like leadership, results-orientation, management skills and change management, creative thinking will be developed both by providing trainings and dealing with specific projects.

Many instruments of motivation depend on the culture of the institution and line manager. In the survey of public employees satisfaction (2012) it was found out that respondents appreciated the esteem from manager, engagement, communication skills and trust granted within the decision making process.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).

Motivational factors	Monetary measures	Non-monetary measures
Working Conditions:		Flexible working hours
Work content:		Professional training
Job security:		Mobility within the civil service and to/from international organizations
Social guaranties:	Restrictions within the austerity period	Some additional guaranties, like health/ life insurance for special groups
Development, internal mobility and career opportunities:	Cuts of budgets for training&development within the austerity period	Mobility within the civil service and to/from international organizations Individual development plans within the performance management system
Competence and performance based management system:	Renewal of performance bonus	Individual development plans within the performance management system
Training:	Resuming as an integral part of development	In-service training becomes more popular

Organizational culture (style of management, working environment and cooperation):	Trainings to senior and middle level managers	Enabling cooperation among institutions (networks of experts), incl. social media
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes X **No** □ **Indication, elaboration:** Some of them are stated in the Law on Remuneration of Officials and Employees of State and Self-government Authorities, for instance, additional holidays.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
No	

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Yes, it is mainly done by HR professionals within the institutions. The State Chancellery in cooperation with Phd student did a survey on public employees satisfaction with HR policy, incl. motivation, in 2012.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
The practice depends on the instutions. Many of them had gone through the changes of organisational culture wherewith the employees had been treated as values and not just resources, for instance, giving positive feedbacks.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
Monetary rewards not always play the crucial role within the motivation system; job content and relationships with line manager and colleagues are also important.

Based on the survey of public employees satisfaction (2012) it was concluded that respondents appreciated the esteem from manager, engagement, communication skills and trust granted within the decision making process. 47% of respondents see distance work as a tool of motivation.

Luxembourg

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
In the framework of the general reform of civil servant status, a personal development system is being implemented including precise job descriptions and being linked to the overall strategy of the organisational unit. In addition to this, new possibilities of internal mobility (horizontal as well as vertical) have been implemented. Finally, work balance between professionnal and personal life has been improved.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).

Motivational factors	Monetary measures	Non-monetary measures
Working Conditions:	competitive salaries	implementation of new forms of leave types, telecommuting, adapted office hours
Work content:		modernisation of procedures and communication forms
Job security:		life tenure job security
Social guaranties:	housing subsidies	general social security system, pension system,
Development, internal mobility and career opportunities:		extended mobility possibilities (horizontal and vertical), professional development
Competence and performance based management system:	promotional rewards	
Training:		implementation of lifelong learning principles, adapted training possibilities
Organizational culture (style of management, working		management by objectives, leadership development

environment and cooperation):		
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes X **No** □ **Indication, elaboration: Civil servant status and secondary reglementation**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
na	na

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
The evaluation is done on the basis of a three-year cycle by the middle and top management.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
The link between motivation system and staff engagement in times of change is inherent and was one of the main reasons of the ongoing reform process. The role of non-monetary rewards is important in order to promote employability meanwhile maintaining conditions of well-being at work.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
Monetary and non-monetary rewards constitute the basis to find consensus between the exigence of performance and efficiency on the one side, and possibilities of professional development on the other side, in respect of social dialogue.

Lithuania

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
There have been no major changes of motivation system since 2008. Due to financial crisis, reforms have most focused on cuts of salaries (basic salary, qualification class) as well as on reducing expenditure, including for training of civil servants. However, a new performance culture is being created towards to the results-oriented public service – civil servants should sign annual agreements on individual tasks (results) which should be achieved in their job. All achieved results are evaluated during civil servant's performance assessment.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		Part-time work; Leave due to the transfer; Day off for the work on holidays or weekend; 3 additional days for annual leave; Offer a vacant career civil service post for a former career civil servant dismissed from office because his position was cancelled.
Work content:		Annual agreements on individual tasks; Note of acknowledgement; Personal gift.
Job security:		Civil servant's status restoration; Appointment to the equal civil servant's position.
Social guaranties:		Unpaid leave (not exceeding 3 months); Leave for the improvement of qualification; Educational leave; Leave due to transfer of a career civil servant to another post; Unpaid leave due to the participation in EU funded projects.
Development, internal mobility and career opportunities:		Promotion of career civil servants and their temporary transfer to another civil service

		post.
Competence and performance based management system:		-
Training:		Internal training according to the functions; Self-training.
Organizational culture (style of management, working environment and cooperation):		Team based working; Thank you letters; Verbal acknowledgement; Public compliment; Various events; Verbal encouragement; The right atmosphere at work creating and maintaining.
Other motivators:		State awards for the civil servant's outstanding civil service; Guarantee of the posts and the established remuneration in the some cases (for instance, if civil servants, with the consent of their immediate superior, go to a health care establishment or to a state or municipality institution or agency; in the event of the death of civil servant's close relative; oth.).

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes X (partly) **No** □ **Indication, elaboration:**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
	Training programme for **leaders** of organizations.

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Civil servants' motivation is evaluated ad hoc voluntary as well as it is not set in the legal acts. Usually it is done by civil servants of Civil Service Department or outsourced.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
Engaging staff is very important not only in times of change. However, the economic crisis, with its imperative to reduce costs and to balance short and long-term performance effectively, gave leaders a great opportunity to reassess the combination of monetary and non-monetary incentives that will serve for institutions best through and beyond the downturn. Institutions around the country were cutting back their financial-incentive programs and it has created the need to use other, than only financial rewards, ways of inspiring, motivating servants. At the same time country was required to ensure optimal performance of institutions and, with lower costs, continues to effectively meet the public interest. The institutions need to do more with less. Therefore, the importance of non-monetary rewards has been increased.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
Financial rewards have great effect, but mainly generate short-term boosts of efficiency. Meanwhile, the non-monetary rewards have deeper and longer effect. Lithuania conducted survey on motivation in 2009 and according to the results of this survey the most motivational measures used in times of change were verbal encouragement (86,5 proc.), appropriate working environment (80,7 proc.) and recognition and public reporting of personal input (58,5 proc.).

Malta

(Incorporates the position of the Maltese Government)

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
The improvements that have been registered in the motivation systems within the Malta Public Service include the introduction of family-friendly policies such as flexible hours and teleworking, which are aimed at motivating the beneficiary employees by promoting a healthier work-life balance. Family-friendly measures are regulated by Chapter 5 of the Public Service Management Code (PSMC). The increase in such measures emanates from Government's policy is to strengthen family-friendly measures across the public sector with a view to enhance equality and employment, while fostering an inclusive society. The Maltese Public Administration is aware that increased responsibility attracts the engagement of high flyers and fosters motivation. In this view, in the past years, the recruitment process has

included a number of positions on contract aimed at offering eligible employees the opportunity to apply for managerial positions. Such positions may include a performance bonus which, in conjunction with the added responsibilities, serves as motivator. Additionally, the eligibility for the filling of positions of Assistant Director (which also includes a performance bonus) has been broadened to a wider range of employees.

The Public Administration acknowledges also that structured mobility may also be a motivator through retraining and multi-skilling initiatives. In this light, through the latest Collective Agreement, Government and the signatory Trade Unions agreed to establish a mechanism enabling structured mobility of non-specialised grades.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	A disturbance allowance is granted to employees in eligible grades / positions on account of duties outside one's normal working schedule.	*New family-friendly measures have been introduced to further enhance employee engagement.*
Work content:	An acting / deputising / substitution allowance may be granted, when an employee is assigned higher duties according to the exigencies of Service.	*Positions on contract offer eligible employees the opportunity to apply for managerial positions*
Job security:		*A public officer in a non-specialised grade may request to be transferred to a different Ministry / Department.*
Social guaranties:[4]	N/A,	*N/A*
Development, internal mobility and career opportunities:		*Paragraph 13.4 of the Collective Agreement for Employees in the Public Service establishes a mechanism whereby structured mobility of non-specialised grades, whenever possible and appropriate, can be affected*

[4] In Malta there are no social services exclusive to public officers. Consequently, since such services are available to every citizen, these cannot be considered as a motivating factor to public officers

		across the Public Service.
Competence and performance based management system:	The engagement contracts of officers in headship positions as well as other positions in middle management include a performance bonus.	*Clerical and administrative employees' tasks are regulated and monitored by a Performance Management Plan, which is subject to periodical reviews and which is eventually taken into consideration on the occasion of progression and promotion.*
Training:	The Centre for Development, Research and Training, which caters for public officers' training needs and offers sponsorships to Public Employees who wish to attend courses, seminars and conferences, both locally and abroad, which are relevant to their duties.	
Organizational culture (style of management, working environment and cooperation):		*The Maltese Public Administration has an ongoing Employee Support Programme through which employees are assisted in addressing psycho-social issues that may hinder their performance at the workplace.*
Other motivators:	Provision 1.2.2.8 of the Public Service Management Code establishes that, in specific cases, where it is found impossible to recruit required personnel within the standard pay packages normally payable by Government for a particular position, a 'market correctivity allowance' is granted in addition to the basic remuneration.	

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.

Yes ☑ **No** □

Indication, elaboration:

Non-monetary rewards are regulated by the Public Service Management Code (PSMC). By virtue of Directive 1 dated 5 March 2010 issued by the Principal Permanent Secretary (the Head of the Public Service), the Public Service Management Code (PSMC) and all the rules, policies and instructions contained therein were assigned the status of a directive in terms of the Public Administration Act.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
The Maltese Public Administration allows for particular monetary measures which serve both as motivators as well as a measure to attract employees to middle and top management positions. Such measures come in the form of a Performance Bonus, which is tied to Headships and middle management positions. Appointments to Headship positions are made on the basis of a 3-year Performance Agreement. The Agreement includes a performance bonus (1-15% of salary) that is subject to a performance review procedure. Additionally, on completion of 6 years creditable service in the Headship position (which is higher than the substantive grade), the officer is entitled to be tenured to a substantive grade in the same salary scale as his/her position.	Since 2012, officers in top management positions are eligible to apply for 4 months unpaid parental leave, prior to which, top managers had to relinquish their contractual position to benefit from parental leave. Headship positions contracts include also fringe benefits such as the use of a fully-expensed vehicle and free telephone facilities.

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Motivation and engagement of Public Officers is measured on an ad-hoc basis through the Management Efficiency Unit by means of opinion polls. Additionally, in recent years, the Government of Malta introduced the Common Assessment Framework (CAF), which is a self assessment tool designed for quality management and continuous improvement. The criteria contained in the CAF encompass employee motivation and engagement.

How is the motivation system (framework) linked to the issue of staff engagement in times of

change? What is the role of non-monetary rewards during such times of change?
The Public Administration HR Office (PAHRO) values the importance of understanding and meeting the needs of employees especially during times of change. Gauging the importance of addressing the psycho-social and disability needs of its employees, PAHRO launched the Employee Support Programme (ESP) in 2010. The ESP was established to identify and respond to the needs of employees experiencing personal, emotional or behavioural problems which negatively impact their work performance. The Programme is designed to deal with a broad range of difficulties such as work-related or emotional stress, mental health difficulties, family problems, bereavement and terminal illness, addictive behaviours and disability issues. Following a preliminary assessment, employees are referred to one of the six partner organisations which collaborate with PAHRO in this programme.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
a. The increasing popularity of measures which promote a healthy work-life balance underlines the importance of non-monetary rewards. b. Experience has also shown that committed employees highly value recognition as against monetary rewards.

The Netherlands

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
Working indepent of place, time and system by IT tools and flexible offices, equipment and working places.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	Medical check up; fitness facilities; ICT facilities (laptop/ smartphones/ tablets etc). Public transport is covered.	Flexible working times. Teleworking, working at home. Flexible offices
Work content:	Promotion within salary scale. Incidently: bonus in money, dinercard	Positive feedback. More responsibility, specific

	or something else.	tasks, broader area. Interesting projects in frontline. Opportunity for visiting interesting congress or event.
Job security:	From temporary contract to unlimited assignment as civil servant	Other tasks in same organisation/unit
Social guaranties:		Member of specific network; Vitality check
Development, internal mobility and career opportunities:	Mobility bonus by change of organisation on same level of salary/job. Job and career coaching facilities, training to enhance mobility (personal branding/ social media etc). Career scan facilities (Loopbaanscan) by A+O fonds Rijk.	Career development assessment; Job rotation or exchange. Seconded to other organisation (even outside national PA) with right to return.
Competence and performance based management system:	Moving to other job on higher level or similar level elsewhere. Yearly increase of salary in case of sufficient performance.	Identified as potential for next step in career. Intervision or intercoach; 360 degree feedback; development assessment;
Training:	Average investment in training/ employee was €1595 in 2012. Specific or generic training or development programme by experts (external). Visiting an international conference or a study visit abroad.	Training on the job, supervision. Colleagues train colleagues. Stage or traineeship in other (part of) organisation or external.
Organizational culture (style of management, working environment and cooperation):	Represent the organisation in external (international or European) network or working groups; being parts of missions or collaboration between organisations. (in fact non-monetary measures for the individual, but with costs for the organisation)	Project and programme management or participate in broader programme or project (e.g. organisation wide)
Other motivators:	Work –life balance improvements such as: parental leave, care-time for family members in need (in fact non-monetary measures for the individual, but with costs for the organisation)	

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.

Yes □	**No** x□
Indication, elaboration:	

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
Participation in international training & development activities	High level programme management Temporary appointment as extraordinairy professor

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Second yearly survey on motivation and mobility within whole public administration with reports for each level of administration (outsourced) which allows also some longitudinal comparisons. Furthermore, we have a standardised model for employee satisfaction (including motivation elements) that each part of the public administration can run (digital tool) at the moment they like. The questionnaires have a common starting point, but are custum based, and can differ among central government employers. Most of them do this once a year. Results are only available for the own organisation and overall for the whole Ministry or whole national public administration. The results are used to reflect on the current situation and to propose and implement further measures in the own organisation. On the level of the whole Ministry or national public administration the results are used to improve or renewal the HR strategy in general or specific HR policies or their implementation.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
As a thermometer to measure changes in motivation or staff engagement during a certain period. The questions are not directly related to specific changes (e.g. the crises: zero line for salaries in national public administration during several years). But indirectly they can be related to changes during the researched period.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
Most of the civil servants in the (national) public administration do have a so called civil service motivation, which means they want to work in the public service because of the role of the government in society and the content of the work. They wish to contribute to societal development, some of them choose a job in the public administration because of the image of job security. Monetary rewards are hardly a factor to choose for the public administration. Lower qualified jobs differ a bit as they are mostly higher paid than the private sector.

Norway

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
We can identify one basic change: the pension system reform of 2012. The goal is to give the employees motivation to stay longer, to postpone the retirement. Too early to measure outcomes, but the tendency is that the average retirement age is increasing.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		Improved flexibility on working time and place.
Work content:		
Job security:		Improved security after 22. July 2011
Social guaranties:	Pension system reform	
Development, internal mobility and career opportunities:		More focus upon career and internal mobility
Competence and performance based management system:		More focus upon leadership and ability to reach goals after 22. July 2011
Training:		Development of competence a permanent goal.
Organizational culture (style of management, working environment and cooperation):		Management more focused upon goals
Other motivators:		Seniors are allowed more days off work. Free cell phones..

		Access to free fitness one hour a week.

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Some of the rewards, like senior days off work, are part of the main collecitve agreement. Others are regulated by administrative decrees.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
Performance related pay	

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
The Ministry of Government Administration, Reform and Church Affairs evaluate the servants' motivation every third year in a survey. Why do they choose to work in the public administration? Job satisfaction is measured in different terms.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
Maybe we can say that our system tries to engage the staff not only in times of change, but as a permanent factor.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

Poland

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
In May 2012 the Head of Civil Service, the central organ competent in the civil service issues, has issued Ordinance on the HRM Standards in the Civil Service. This document has been prepared with the intention of supporting the offices in the accomplishment of their objectives by improving HR management and increasing coherence of HRM across the civil service corps (HR management is a highly decentralised process in Poland; Head of Civil Service is responsible for administering the HRM process, while the key role, including motivating, at a given office is played by Director General of the office). The Standards contain recommendations in five areas; motivating is one of them. Within each area, standards have been divided into the obligatory directives, that offices are obliged to implement and the voluntary ones, that implementation has been left to the DGs' discretion. In the area of motivation, the obligatory directive is the introduction of a system of regular feedback to regularly assess work results and method of the civil servants work. Among the voluntary ones, that when implemented could contribute to improvement of the office functioning, are recommendations on: – application of a concrete rules when fixing a basic salary of a civil servant; – application concrete principles and criteria when granting bonuses; – implementation flexible solutions concerning work time and methods, along with other solutions allowing to reconcile work obligations with private and family life; – using non-material motivational tools, such as: approval, distinction, building a friendly team atmosphere, streamlining communication, enabling self-development, directing to training, assigning new interesting tasks, broadening the scope of responsibility, optimizing work organization. This year, Civil Service Department in the Chancellery of the Prime Minister in Poland, that provides the service to the Head of Civil Service, has conducted the evaluation of the standards implementation among the government administration offices to check the degree of the implementation of that new instrument (all but one obligatory standards were to be implemented within 6- or 12- months since the standards entered into force). The intention of such a monitoring is *inter alia* to recognise the "weak" areas and provide the offices with additional support in fulfilling the standards and improving the quality of human resources management in the civil service. The main reason for issuing the standards and in consequence for improving the motivation system within the civil service, was to improve the human resources management in the government administration. In result well-qualified employees, providing high quality services to citizens, are to be attracted and sustained in the civil service. Due to economic crises, since 2010 Poland's total pay budget for public administration (which includes the civil service) has been frozen and since 2009 there is no automatic increase of individual pay. In addition, it has been decided to extend this freeze until 2016. According to the report, developed by the World Bank, on reforming government pay setting practices in Poland, salaries for the highest-level professionals and managers, are three times higher in the private sector than in the civil service. What's more, many additional benefits, such as special pension scheme for government employees, that still attract people in other European countries to work in the civil service, despite the relatively low remuneration, do not exist in the Polish civil service. The government as an employer is gradually losing its attractiveness from the point of view of well-

qualified employee, when compared to the private sector. Today, due to economic slowdown, which limits employment opportunities in the private sector, retaining the well-qualified employees actually is not a problem for the Polish government. However, the gradual loss of the experts seems to be a serious risk in the nearest future. Steps already undertaken are to diminish the expected outflow to private sector or possibly to prevent it entirely.

What monetary and non-monetary rewards are used in your Public Administration (PA)*? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	• a bonus for long-term employment with the civil service in the amount of 5% of basic monthly salary after 5 years of work (the bonus is being increased by 1% for each subsequent year in employment up to the level of 20% of the basic monthly salary); • an anniversary award amounting to: – after 20 years of work - 75% of the monthly remuneration; – after 25 years of work - 100% of the monthly remuneration; – after 30 years of work - 150% of the monthly remuneration; – after 35 years of work - 200% of the monthly remuneration; – after 40 years of work - 300% of the monthly remuneration; – after 45 years of work - 400% of the monthly remuneration. • an additional annual remuneration; • financial resources for covering the costs of transfer to another office in another town/city (monthly allowance to cover the	• a leave due to the transfer amounting to the total of four days; • free hours in the number of overtime hours worked upon the order of a superior for civil service employee; • free hours in the number of overtime hours worked at night – time for civil service employee; • a day off for the work on Sunday for a civil servant; • an additional one day of annual recreation leave after five years of employment in the civil service for a civil servant (the annual recreation leave increases by one day each year of employment until it reaches the length of twelve days);

	costs of renting accommodation, a single transfer allowance amounting to triple monthly remuneration, reimbursement of the transfer-related travel costs of the civil servant and of the members of his/her family and the reimbursement of the costs of his/her property transport)	
Work content:	• an award from an award fund within Civil Service for particular achievements in professional work	
Job security:	• a pecuniary benefit from budget resources throughout a period not longer than six months in case of dissolving the employment relationship due to liquidation of the office (provided that transfer to another office was not possible)	• limited, enumerated, in the Act on Civil Service, reasons for dissolving of the civil servant's employment relationship that takes place with a three-month notice; • very limited, enumerated in the Act on Civil Service, reasons for dissolving of the civil servant's employment relationship without notice;
Social guaranties:	• single severance pay amounting to triple monthly remuneration for civil service corps member whose employment terminated as a result of retirement or the acquisition of the disability pension due to the incapacity to work (if a civil service corps member has been employed in the civil service for a period of at least 20 years, the single severance pay amounts to six months' remuneration; • rights to financial benefits from the social insurance in case of illness or maternity;	

	• bailout to the recreation leave of the civil service corps member employed in the office and his/her children and a spouse if he/she is dependent on the employee of the given employee; paid ones in the year;	
Development, internal mobility and career opportunities:		• paid free 28 days for PhD dissertation and defence of doctoral thesis; • paid free 21 days for elaboration of master's thesis, providing that the employer directed the employee for the MA studies; • on request of the employee – unpaid leave; • on request of the employee, in order to carry out the work for the other employer - unpaid leave, that is included in the work period of determining employees' rights;
Competence and performance based management system:	*Not available*	*Not available*
Training:	• trainings in the Civil Service treated as equivalent to performing professional duties, as a result participation in trainings for the Civil Service is free of charge for a civil service corps member; • covering by the office, all or some costs of the participation of a civil service corps member in trainings and courses other than those envisaged for the civil service (bailout to postgraduates studies/ doctorate studies/ additional foreign languages courses etc.) – the final decision is taken	• directing for training events in accordance to individual program of professional development (the participation in trainings for the civil service is treated as equivalent to performing professional duties);

	by the Director General of the office	
Organizational culture (style of management, working environment and cooperation):		• internal solutions implemented within the growing number of offices aiming at reconciliation between work, private and family life (a room for a parent with a small child, flexible working time; teleworking, part-time job, individual working schedule etc.); • complex information on human resources management program, implemented in every government administration office, informing *inter alia* on priorities and areas of HRM such as motivating, development and training, annual targets and timetable of HRM implementation
Other motivators:	*Not available*	*Not available*

*Although some solutions are applicable for widely understood public administration, most data is applicable exclusively for civil service – government administration

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes X **No** □ **Indication, elaboration:** All above mentioned non-monetary rewards are regulated by the Act of the Civil Service, Labour Law or secondary legislation. Using of non-material motivational tools in the civil service, such as: approval, distinction, enabling self-development, directing to training, assigning new interesting tasks, broadening the scope of responsibility, optimizing work organization, is recommended by the Head of Civil Service in the HRM Standards in the Civil Service (so called, soft law).

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers*?	
Monetary measures	**Non-monetary measures**

	•

*Both – monetary and non-monetary measures are applied to the civil service corps' members regardless of the position they hold. The types of measures are dependent on the status of employment: civil service employee (labour law employee) vs. civil servant (public law employee).

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
There are no surveys being conducted in order to measure the motivation and engagement of all members of the civil service (Polish civil service counts approx. 122 000 people employed in the central and regional level across the country).

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
Monetary rewards seem to be recognised as one of the most motivating factors across the civil service. Frozen remuneration, reduced or eliminated additional monetary rewards, slowly contributes to the gradual decrease of staff engagement. It occurred to be obvious that in times of crises the technical possibilities of the government as an employer are highly limited. Therefore role of the current motivation standards, namely non-monetary rewards, is growing. Implementation and observation of the non-monetary rewards by the government could oppose negative trend noticed in slow decrease in motivation across the civil service.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
As it was underlined in the *Public Sector Compensation in Times of Austerity*, published in 2012 by OECD, "the challenge for government is to remain competitive and to modify their compensation programmes to meet the differentials in pay offered by the private sector. It occurs to be particularly important to recognize practices that take advantage of the range of non-monetary rewards".

Portugal

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
No reform regarding motivation has been made, despite the existence of measures, which may lead to employees' motivation. Neverthless, it is also true that since 2010 a number of them have been suspended, particularly those of monetary nature, due to budget consolidation effort and since 2011 owing to the Portuguese Financial Assistance Programme.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	n.a	Several types of working time: • Flexible working hours; telework; • Continuous work day (reduction of the normal working hours by one hour for employees with children until 12 years of age or irrespective of the age provided that they have disability or chronic disease) • Specific working hours on a part-time basis or with flexibility • Part-time work • Possibility to shift to the following month up to the limit of seven hours the positive balance of the preceding month that does not correspond to overtime work. • Employees holders of disability or chronic disease may shift to the following month up to a limit of ten hours. • Grant of the student worker status for those who wish to continue studying. • Extra holidays according to: - the age (1, 2 and 3 extra days until have completed 49, 59 years old and after having completed 59 years old respectively) and to - the length of service (one day of holidays per each 10 years of actual service). • Grant of unpaid leave without limit of time. • Public employee with reduced working capacity can benefit from special working conditions in the sense of his/her adaptation to the workplace. • Workplaces, which comply with hygiene and safety conditions. • Joint celebration of feast dates to enhance conviviality and a good interpersonal relationship

Work content:	n.a.	The trend in the last years, due to the freeze of admissions in PA, and whenever possible is for the staff adaptability and versatility to the detriment of automated day-to-day tasks. The fact of the work content being diversified calling for the use of several competencies and stimulating the obtaining of further knowledge has been pointed out as a motivational factor. Neverthless its greater or lesser use depends on the managers's leadership style.
Job security:	n.a.	The staff appointed (integrating the Armed Forces, the State Intelligence and Security Services, criminal investigation, public security, inspection and diplomats) and up to now public employees under contract for an indefinite period of time enjoy of job security .
Social guaranties:	• Granting of social benefits in three distinct contingencies: family charges; charges in the disability area and charges in the dependency area. • Protection in the first contingency aims to compensate charges arising from childrens and education maintenance promote birth rate and contribute to funeral expenses, covering the following benefits: ante-natal family allowance;family allowance; award for studies; funeral allowance. • The protection in second contingency aims to compensate charges of families resulting from situations of disability of their descendants, covering the following benefits: bonus of the family allowance; allowance for attendance at special educational	• The retired persons maintain the capacity of beneficiaries of the health subsystem to which were bound, on the date of the change to this situation, and the right to the respective benefits. • The members of the family of workers or of retired persons deceased maintain also the capacity of beneficiaries of the health subsystem to which were bound and the right to the respective benefits. • All public employees, as beneficiaries, are entitled to the Public Administration Social Services benefits, irrespective of the social protection system by which they are covered. • All public employees as beneficiaries, are entitled to State Health System (ADSE) benefits or to other Public Administration health subsystem by which they are bound, compulsorily or by choice, irrespective of the social protection system by which they are covered • Possibility of the public employees who terminate the employment contract by mutual agreement

	establishments; lifetime monthly allowance. • The protection in the third contingency aims to compensate family charges arising from the situation of disability of their descendants for reasons exclusively imputable to disability covering the following benefit: allowance for assistance to a third person. • The protection in these contingencies is materialised through the grant of cash social benefits. • Grant of unemployment allowance and the unemployment social allowance, previously non-existent in PA.	benefitting from the State Health System (ADSE), provided that the respective monthly deductions are made. • Possibility of the employees under an unnpaid leave status continuing to make deductions for the respective retirement systems, thus ensuring a pension of value higher than that they would have without said deductions.
Development, internal mobility and career opportunities:	Since 2009 up to 2010 public employees under mobility in other organization could contracting a higher salary than that of the service of origin. Since 2010 this monetary advantage has been frozen and the career development opportunities with direct impact on the remuneration are restricted due to the national economic and financial context.	• However, even with the financial constraint mentioned mobility continues to be implemented and regarded by the public employees as a useful tool to the enrichment and professional development, and therefore advantageous and beneficial. • Setting up of multi-disciplinary and multy-generational teams promoters of professional and personal development and therefore of staff satisfaction, as well as knowledge management within organization.
Competence and performance based management system:	Since 2010 the change of the pay scheme as well as the performance bonuses (a monthly salary) under the performance based management system (SIADAP) have been frozen.	In spite of monetary efects of SIADAP being frozen, the performance assessment continues in force. However, as from 2013 will be made every two years. • Regular monitoring on employees' performance and consequent feedback on how effectively they are performing in their functions/ job posts, what they need to do to improve it and motivate them to do

		it. • Individual merit recognition within organization made available by performance assessment while one of the extrinsic motivators factors. • Possibility of staff attending training courses to improve their performance/competencies according to results achieved. • Setting up of clear goals and objectives, achievable and in a participative way.
Training:	Payment to the public employee for the training service externally provided, either in a national or international context.	Taking into consideration, *inter alia*, the personal and professional fulfilment of public employees, they are entitled to attend internal and external training courses with direct relevance to the respective functional areas, as well as to self-training. In this case the public employees benefit within the normal working period from a credit of 35 hours for calendar year for their self-training that corresponds for all legal purposes to the actual and effective performance of functions, nevertheless said self-training is financed by the trainee.
Organizational culture (style of management, working environment and cooperation):	n.a.	The organizational culture differs from organization to organization and can be either a motivational factor that leads public employees to wish to remain in the same organisations or lead to the opposite direction. For these situations contribute greatly the management/leadership sytle of middle and top managers (more flexible or centralising, reducers of creativity and autonomy of collaborators) and the inter personal relationship between staff.
Other motivators:	n.a.	• Grant of greater autonomy and accountability as to the performance of work. • Good acceptance of innovative proposals by public employees with repercussions on the improvement of services.

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes X□ **No** □ **Indication:** With the exception of measures of a managerial nature, dependent upon the managers' leadership style (such as grant of greater or lesser autonomy, accountability, creative environment, setting up of working teams, etc.), all the aforementioned non monetary measures are regulated by law. The legislative framework concerning this matter seems sufficient. **Elaboration:**

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
Top managers are entitled to: • Higher wages than middle managers and general staff • Representation expenses. • Management bonuses • An indemnity whenever termination of the limited executive tenure is caused by abolishment or reorganisation of the organic unit or due to the need to re-orientate management of services and provided that the manager has held the position for at least 12 successive months.	• Exemption from working schedules, without prejudice to the observance of the general duty of assiduity and the compliance with the weekly working time, and without entitlement to the pay of an extra remuneration outside the normal working hours. • Car service and driver • Mobile phone within a set expenditure ceiling. • Benefit from legal assistance and exemption from court fees in proceedings related to the fulfilment of the position and professional activity

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Public servants' motivation is not evaluated. This kind of evaluation in the current crisis context with stringent austerity measures does not seem the appropriate time to do it. However public servants' engagement with the organization is evaluated, up to 2012 on an annual basis and from 2013 every two years, in the scope of performance assessment by the line manager.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
In spite of the motivation framework being not fully operational, in the part related to the monetary measures, during the budgetary consolidation period the impact on the staff engagement has not been proportional. In fact, within the crisis context the non-monetary rewards play an important role.

In this regard, it is incumbent upon the managers to enhance their application, within the legally permitted and their margin of discretionary powers.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
In spite of the absence of evaluations on this matter in public administration, in the form of surveys, inquiries, interviews, the perception is that both monetary and non-monetary rewards are important, but in a recessive environment the monetary ones play a particular role, like the grant of performance bonuses or the change of pay step. The job security, the working conditions and the work content come in second place.

Romania

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
The provisions related to staff motivation in the Romanian public administration were changed after 2008, by Framework Law 330/2009, repealed by Framework Law 284/2010 on the unitary pay system for staff paid from public funds, which inventoried certain allowances and bonuses/awards granted to employees paid from public funds. Implementation of Law no. 284/2010 is carried out in stages, by means of annual laws on ways to increase salaries of civil servants. **Reasons for change:** On the one hand, Law 330/2009 and Law 284/2010 were set out to provide a common and consistent pay system and to motivate staff paid from public funds. Moreover, Law 330/2009 suspended some bonuses for civil servants such as the supplement related to the position and or the supplement corresponding to the salary scale initially set out in Law. 188/1999 on the Statute of Civil Servants, republished, with subsequent amendments. Since 2009, due to the difficult economic situation, most of the financial rewards were canceled. This change in motivation framework was due to factors external to the civil service system.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	The staff that, according to normal business hours, operate at night, between 22.00 and 6.00 benefit from an increase of 25% of base salary if the time worked represent at least 3 hours of work at night during the normal working hours. Civil servants benefit from an bonus for dangerous or harmful	Overtime (over the normal 40 hours per week) is compensated by time off within 60 calendar days after overtime (Labour Code). Also, time off for dangerous or harmful work conditions is granted annually.

	work conditions of up to 15% of base salary, according to the time worked.	
Work content:	*General aspects:* Remuneration is granted according to class and professional level of the civil servant, i.e. the level of education and length of service in corresponding specialty, which is reflected in the complexity of his/her work. The amount of basic salaries and of monthly allowances for each position, both between fields and within the same field, is based on job assessment, the differentiation being made according to the following criteria: - Knowledge and experience; - Complexity, creativity and diversity of activities; - Judgment and impact of decisions; - Influence, coordination and supervision; - Contacts and communication; - Working conditions; - Incompatibilities and special regimes. The differentiation between basic salaries and monthly employment allowances is based also on the level of administration: central, territorial and local levels. *Specific aspects:* - The salary level coefficient for auditors contains a bonus for work complexity and for the position of public manager contains the bonus for public managers. - For civil servants performing preventive financial control activities the base salary is be increased by four successive	There are no differentiations by complexity of work, but recognition of the quality of work done, achievements may be a measure.

	salary levels. - Staff who manage EU funds, have a salary increase of up to 25 salary levels subsequent to the level already held. Certain categories of civil servants i.e. having control tasks (e.g. competition inspectors and integrity inspectors) have a higher salary level.	
Job security:	-	The principle of stability in civil service stated in the Statute of Civil Servants.
Social guaranties:	- Blind people or people with severe disability working within normal working hours receive a bonus of 15% of base salary. - Deductions for income tax for civil servants supporting children.	- Maternity/paternity leave
Development, internal mobility and career opportunities:	- Bonus for seniority; - Salary increase following promotion in a higher professional degree; - some bonuses for civil servants such as the supplement related to the position and or the supplement corresponding to the salary scale were suspended; - Fast promotion is regulated but has not been implemented yet; - ways for career development: promotion (higher education level, higher seniority and in management positions) with the corresponding increase of salary	The principle of stability in civil service. - Mobility within the civil service (done by delegation, relocation, transfer, movement to another unit or to other structure without legal personality within the same public institution or authority, temporary appointment to a management position); - Internal mobility (done by delegation or temporary or permanent movement).
Competence and performance based management system:	The remuneration system is career-oriented. Since 2009, due to the difficult economic situation, most of the financial rewards were canceled. However, rewarding competence and performance	Performance appraisal in order to measure the achievement of individual objectives and granting the performance qualifiers.

	is made by bonuses. - the authorizing officers may grant monthly bonuses up to 2% of salary expenses for staff within the budget. Bonuses may be granted during the year to employees who performed or directly participated in obtaining outstanding results for the institution. The bonus amount is two months' basic salary per year.	
Training:	- Public authorities and institutions are required to provide in their annual budget amounts needed to cover professional development of civil servants organized in the interest of the public authority or institution or at their initiative. - Public institutions can cover the cost of professional development programs. - Paid leave for training, (Labour Code). - Civil servants who continue their studies in order to promote benefit from study leave. If the head of the public authority or institution considers that the studies are useful for the institution in which the civil servant works he/she can be granted their basic salary and, where appropriate, the seniority allowance during the period of study leave granted, within 30 working days per year	Under the legislation, civil servants have the right and obligation to continuously improve their skills and to follow training. - The content of professional development programs; - Unpaid leave for training; - Study leave.
Organizational culture (style of management, working environment and cooperation):	Since 2009, due to the difficult economic situation, most of the financial rewards were canceled. - These aspects are not covered; - They are specific to each organization.	Elements of organizational culture differ from one public institution to another, and can switch from motivational factors for some employees to demotivation elements for others. -Improving the management of public institutions by implementing management internal control; - Compliance with the Code of Conduct for Civil Servants; - Encouragement of inter-and

		intra-departmental collaboration in public institutions; - Working environment: technical facilities, designing office space; - Team building.
Other motivators:	- Annual leave allowance; - Holiday allowance granted until 2010	---

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes x **No** □ **Indication, elaboration:** Some motivational factors mentioned above are regulated for employees in public administration, through laws and government decisions. Non-monetary rewards differ from one public institution to another according to their organizational culture.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
The rewards for management civil servants aren't different from the ones for execution civil servants. The amount of basic salaries and monthly allowances for each position is based on job assessment, the differentiation being made according to the following criteria: - Knowledge and experience; - Complexity, creativity and diversity of activities; - Judgment and impact of decisions; - Influence, coordination and supervision; - Contacts and communication; - Working conditions; - Incompatibilities and special regimes. The differentiation between basic salaries and monthly employment allowances is based on the level of administration: central, territorial and local levels.	The rewards for management civil servants aren't different from the ones for execution civil servants. Motivation intrinsic to the activity.

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
The degree of motivation and of engagement of civil servants is evaluated annually during the performance appraisal process. This assessment is performed by the direct supervisor. The results are reflected in the qualifier obtained for meeting performance objectives ("very good", "good", "satisfactory", "unsatisfactory"). The results are used to improve performance, to establish training needs for the next year and for promotion to a higher position. Measuring the degree of motivation and engagement of civil servants is done by the management due to lack of funds for outsourcing these activities.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
Given the elimination of monetary rewards due to the current economic situation the role of non-monetary rewards has greatly increased. Some of the non-monetary motivational factors mentioned above (1) performance appraisal and granting qualifiers, (2) improving the management of public institutions by implementing management internal control, and (3) job security led to rendering public administration more efficient.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
A study conducted by NACS in 2013 showed that the HR staff in local public administration believes that civil servants are demotivated. However, the appropriate use of non-monetary rewards can be an important motivator, even in the absence of monetary rewards. The study also shows that training and development is an important motivator for civil servants.

Spain

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
2007 Public Employees Basic Law (2007-EBEP) ruled and fostered a new public employment system, which should be develloped at central, regional and local level. Public Employment Reform in Central Administration has not been held yet, due to the public spending cuts in Spain, in order to strengthen budgetary discipline After report from the Public Administration Reform Commission (2013), new strategic meassures in Public Employment should be develloped. Specifically, as far as the improvement of the motivation

system is concerned, there will be measures, such as new career opportunities and performance appraisal system.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		Public employments have the right to have ensured a balanced personal, family and work life.
Work content:	Post-related pay as a supplementary pay	
Job security:		Public employments have the right to receive effective protection with regard to occipational health and safety
Social guaranties:		Public employments have the right to Social Security benefits
Development, internal mobility and career opportunities:	Career-related pay as a supplementary pay	
Competence and performance based management system:	Performance-related pay (generally, desnaturalised)	
Training:	No	Public employments have the right to further training and continuing improvement of their professional knowledge and habilities, preferabily during working hours.
Organizational culture (style of management, working environment and cooperation):		
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.

Yes □	**No x□**
Indication, elaboration:	

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
There is no evaluation of public servants' motivation and their engagement with the organization in Central Administration. The are some surveys held by the Centro de Investigaciones Sociológicas (CIS), an independent entity assigned to the Ministry of the Presidency, which responsible for carrying out studies that provide accurate diagnoses in order to guide the work of the public authorities in charge of the different administrations. The last survey concerned to public employment was published en 2006.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
2007 Public Employees Basic Law (2007-EBEP) ruled and fostered performance assessment as a new axis of Spanish public employment system. To come into force, this specific issue of 2007-EBEP requires requires legislative development in each Public Administration, including Central Government level. There has been held Pilot experiences on performance assessment sice 2011. Pilot experiences aims to prepare Central Administration for internal but deep change in Human Resources Management. The main aim of this pilot test is getting enough experience, building up know how and prepare organization for new regulation on this issue, via implementation of real performance assessment execution in some selected Units, spreading performance assessment culture and testing methodology and tools. After report from the Public Administration Reform Commission (2013), performance appraisal system will be develloped.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

Sweden

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
Yes, the system of individual and differentiated pay is further developed towards a direct dialogue on pay setting, between managers and individual staff members. Today more than 50 % of the individual pay increases are set in such a dialogue. Furthermore the managers' role as employers is continuously strengthened. This is one of the prioritized aims in the current employer policy decided by all heads of agencies in the central government administration. In line with this, members of staff are becoming more and more empowered due to the continued professionalization of the administration and due to the new types of management.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	Individual Pay	Good work environmant Modern equipment Freedom of expression Longer summer holiday Possibility to work from home Flexible working hours (except for staff working on schedules like policemen, warders etc) Non regulated working time (for many but not all of the workforce)
Work content:	Connection between level of responsibility – pay level Connection between profession – pay level	Interesting and meaningful tasks Personal and professional responsibility

Job security:	Income protection Early pension benefits Contribution to start a small business	Job security agreement provides: Support in finding a new job Prolonged notice time in case of redundancy
Social guaranties:	Parental benefit supplement in case of parental leave or child care leave Sick leave benefit Disability pension Pension to survivors Personal illness insurance	Parental leave Possibility to invest in pension funds
Development, internal mobility and career opportunities:		Generally wide definitions of tasks provide opportunities for development within each position.
Competence and performance based management system:	Individual pay	Dialogue between each manager and staff member about objectives, individual contribution and development.
Training:	Pay and fees paid by the employer.	A legal right to take study leave (as for all over the labour market)
Organizational culture (style of management, working environment and cooperation):		Large personal responsibilities. Generally good cooperation climate. Focus on results. Few levels of hierarchy. Clear cut division between policy making (politicians) and delivery (agencies) gives no political involvment in daily businesses.
Other motivators:	Paid physical training Paid health care	Working for the public.

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.

Yes □ **No** x

Indication, elaboration: Some of the non monetary benefits are regulated in agreements between the social partners at national level. Some are regulated in collective agreements on agency level or are individually granted by employers' decisions.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?

Monetary measures	Non-monetary measures
No	No

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.

Normally surveys are made about the staffs opinions on not only motivation, but also on leadership, organisation, efficiency etc. Such surveys are carried out with intervals of two to three years and are purchased by each agency. Normally private companies carry out the delivery.

SAGE has conducted national surveys on attitudes in central government about attitudes of newly employed staff and managers. Such surveys are decided from time to time and are delivered by external providers.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?

Change is constantly present. We have not chosen to reduce pay levels according to change parameters since the Swedish government staff allocation competes with the labour market as whole. Instead better work methods, use of technology and redundancy are the main means to increase efficiency.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?

As a general pattern people respond that non monetary factors are more important for motivation than pay. Even though the pay level is of importance. On the other hand in a profession based system people are well aware of possible pay levels and what the may expect.

Slovenia

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
General reform to improve the motivation system hasn't been carried out. Incentives are used in the framework of austerity measures and Public Finance Balance Act. In 2008, a new public sector salary system was introduced which ensured various forms of performance remuneration.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:	- Allowances for complexity of work; - bonus for specific working conditions (only on diplomatic and consular representations abroad); - bonus for dangers and special burdens.	- Training programmes; - appropriate business premises and office equipment; - modern computer equipment with advanced IT applications; - periodical medical examinations and treatment of individual employees; - additional days of leave for certain categories of employees; - use of the surplus of working hours in form of leave of absence
Work content:	- Bonus for work performance from increased workload (due to austerity measures there is bonus freeze); - payment of overtime work.	In the framework of job requirements, wishes and interests of employees are normally taken into account.
Job security:		- Internal mobility: employment is provided to the employees whose work would become unnecessary due to the reorganization in the public

		sector; - additional legal protection of older workers and additional days of leave of absence.
Social guaranties:	Employment includes all forms of insurance and provides social security during and after employment period; - insurance for injury at work.	
Development, internal mobility and career opportunities:	- Civil servant legislation enables and provides career development; - internal mobility; - allowance for specialisation, master's degree or PhD, if such is not a condition for occupying the position; - promotion in the position or title.	- Superior monitors the work of the employee and conducts annual interview with him/her; - possible candidacy for jobs in diplomatic and consular representations.
Competence and performance based management system:	- Transfer to a more demanding post is one of the key motivating factors; - payment of regular work performance (due to austerity measures the payment is frozen).	In relocating staff, competencies of employees are taken into account.
Training:	- Co-financing of additional training and foreign language courses; - trainings performed by external institutions.	- A system of internal training, which is mandatory for staff, is implemented permanently; - training programes in the EU institutions are carried out (costs are covered by the EU); - free of charge training programmes.
Organizational culture (style of management, working environment and cooperation):	- Position bonus.	- Management is adapted to organizational changes and austerity measures. Major management decisions are communicated to the staff through meetings and intranet; - reinforced implementation of project management in order to improve business processes (staff actively participates in working groups and task forces)

		which facilitates horizontal and partly vertical promotion; - organization and rationalization of work.
Other motivators:	- Cofinancing of study tuition and foreign language courses for family members (on diplomatic and consular representations abroad); - parking place.	The employees who work diligently and are responsible for the achievements of their service are granted recognition in writing, which is also one of the motivators for successful work.

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **<u>No</u>** □ **Indication, elaboration:** In principle, the current legislative framework is appropriate. Non-monetary rewards are mainly regulated by internal acts of the employer where there is possibility of discretionary use and are not prescribed as a compulsory part of the legislation.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
- Position bonus for civil servants on position working posts; - higher salary class.	- Recognition for good management; - additional training for top managers; - special medical examination for top managers.

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Systematic measuring of public servants' motivation is carried out through annual interviews. Some institutions also conduct surveys on employees' satisfaction.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?
In times of change, monetary rewards are frozen. Therefore, non-monetary incentives (eg: recognition for good work, commendation, training programmes, transfer to other post in accordance with the interests and competencies of the employee) have an

important effect on employees' motivation.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
In times of change, civil servants appreciate correct and timely information on anticipated changes. Therefore frequent exchange of information with their superior is important for them to realize that changes are necessary and that their work in changed circumstances or conditions is still needed. The employees should not be burdened with the uncertainty of employment. Monetary incentives have a strong but short-term impact, while non-monetary awards have a weaker leverage effect but long-term impact which strengthens commitment of employees toward the organization. Among the strongest incentives for employees are streamlining and simplification of work processes and monetary awards on the basis of clearly defined criteria for exceptionally good work performance. Training is also an important motivator.

Slovakia

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
Yes, new Act on Civil Service was put in force in November 2009 and stipulated: • broader and more flexible legal framework for the professional education of civil servants • broader independency for the civil service offices regarding the personal policies • the increase of salary by 1 % of the salary tariff on yearly basis • abolishment of the system based on the yearly performance assessment connected to the financial evaluation of civil servants • tele-work and home office work • broader scope for the social dialogue • possibility of PRP up to 100% of salary tariff (before it was 70 %) • civil servant is entitled to 5 weeks paid holiday per year, after reaching 33 years of age. *Before: civil servant was entitled to 5 weeks paid holiday at least after 15 years of a civil service employment relationship or an employment relationship.*

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**

Working Conditions:	• possibility of PRP up to 100% • the increase of salary by 1 % of the salary tariff on yearly basis	• shorter working time (37,5h/week) • 1 week longer holiday • tele-work and home office work • unpaid time off (on performance of function irreconcilable with performing of civil service; performance of a function in a trade union; to civil servant who follows husband/wife working as public/civil servant in abroad; on European Unions´ programmes of development assistance)
Work content:		
Job security:		
Social guaranties:	•Contribution to Social Fund • Supplementary pension saving • Discharge benefit (1 salary stipulates the Act, 1 salary over the Act determines higher collective agreement) • Severance allowance (Act stipulates 2 or 3 salary depending on the lenght of) • Possibility of receivin g 1 salary when reaching 50 years of age (this has to be agreed in collective agreement of lower degree)	
Development, internal mobility and career opportunities:		• Mobility within civil service
Competence and performance based management system:		

Training:		• Free education at least 5 days/year • Possibility of extending qualification
Organizational culture (style of management, working environment and cooperation):		• Some organisations have casual fridays
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes □ **No** □ **Indication, elaboration**: Non-monetary rewards are directly regulated by the acts (Labour Code, Act on Civil Service) and by the collective agreement of **higher** degree which is generally binding (shorter working time, longer holiday).

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
In fact, we do not apply different motivation according to the public servants 'position but motivation is determined by the acts, collective agreement of **higher** degree relates to all public servants. Collective agreement of **lower** degree (agreement between trade union and particular employer/organisation) relates only to employees of particular organisation. It may happen that public servant in the same position have a bit different conditions/motivation as the other public servant in the same position.	

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
No, we do not measure public servants´ motivation and their engagement.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?

Taking into consideration that the last pay increase was in 2009 (only by 1%), to keep public/civil servant motivated is more difficult than in the past. On the one hand non-monetary rewards should support loyalty to employer, on the other hand to motivate young people to enter public administration and to maintain professional PA. Non-monetary rewards should also give them positive feedback that employer appreciate their work and are important for organisation.

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
x

European Commission

Have there been any reforms within your country to improve the motivation system (framework) since 2008? If yes, what changes to the motivation system (framework) have been made? What reasons could you identify for these changes?
There is no central decision/rules int he Commission on motivation system or policy on non-monetary rewards. Nevertheless, some actions are taken by local services linked to staff engagements / motivation, in accordance with Staff Regulations. Some of them are listed below as examples.

What monetary and non-monetary rewards are used in your Public Administration (PA)? Please provide the list of monetary and non-monetary measures (means) of motivation according to the motivational factors (fill in the attached table).		
Motivational factors	**Monetary measures**	**Non-monetary measures**
Working Conditions:		Flexible working arrangements allowing to achieve work-life balance
Work content:		1. The latest satisfaction survey carried out within DG BUDG showed that one of the most important factors of motivation was the feeling to effectively contribute to the objectives of the DG/the Institution; at the same time, this element was one of those showing the highest satisfaction rate. 2. Appointments as Deputy Head of Unit, Head of Sector/Section or Team Leader
Job security:		Yes

Social guaranties:		
Development, internal mobility and career opportunities:		Certification procedure to become Administrator. New short-term traineeships are offered to staff within the same DG, the objective being to (1) network, (2) get to know better the work and the concerns of counterparts in other Units and (3) explore opportunities for internal mobility. The Director General launches every year a call for expression of interest for internal mobility which is highly encouraged. A Career Guidance Officer is available in the DG for interested colleagues.
Competence and performance based management system:	The promotion system based on the comparison of merits between officials within the same grade.	The new appraisal system, which is disconnected from the promotions, allow to give a more valuable and constructive feedback.
Training:	Possibility to be reimbursed for registration fees when attending external training approved to be in relation with the occupied post.	Possibility to follow training in view of future career opportunities. This includes the offer to follow external management courses for staff with management potential.
Organizational culture (style of management, working environment and cooperation):		The traineeships mentioned above contribute to break the silos and to create a more collaborative working environment. According to the latest satisfaction survey carried out within some DGs, the working atmosphere is the most important motivation factor and at the same time the element with the highest satisfaction rate.
Other motivators:		

Are non-monetary rewards regulated by laws in your PA? Please also indicate if the current legal regulation is sufficient and if not, please elaborate.
Yes X **No** □ **Indication, elaboration:** Implementing rules have been adopted on flexible working time, teleworking, performance management, as this part of our Staff Regulations.

Do you apply different monetary and non-monetary measures (means) of motivation according to the public servant's position? If yes, please indicate what measures (means) are applied to the top managers?	
Monetary measures	**Non-monetary measures**
The promotion system is different for 1/ senior managers 2/ contract staff	

Do you evaluate (measure) public servants' motivation and their engagement with the organization? Please note down who evaluates motivation and engagement (e.g. the services are outsourced or are conducted by HR professionals within the institution, or other), how often you do it and how the results are used further.
Staff opinion survey done by central service (DG HR): one chapter concerns motivation & staff engagement. Six questions were used to measure the level of public service motivation: 1. Serving the European public interest is an important drive in my daily life (at work or outside work) 2. What I do should contribute to the welfare of European citizens 3. To me, serving the European public interest is more important than helping individual persons 4. I am prepared to make important sacrifices for the good of the European Union 5. Making a difference in European society means more to me than personal achievements 6. It is important that officials account for the resources that are used 2. On engagement / commitment Organisational commitment (OC) refers to the degree of loyalty that staff / employees feel towards their organization. This is a multi-dimensional concept, with three main sub-dimensions: o Affective commitment o Normative commitment o Continuous commitment Affective commitment (AC) reflects positive emotions toward the organisation. Normative commitment (NC) refers to normative (values) identification with the organisation. Continuous commitment (CC) is the individual's investment in the organisation as a reason to

remain loyal to the organisation, which may reflect a more economic or exchange perspective than

the first two dimensions.

Below are the questions that were used to measure each of these sub-dimensions.

I am willing to put in a great deal of effort beyond what is normally expected me from

in order to help the Commission to be successful

I find that my values and the Commission's values are very similar

I am proud to tell others that I am employed by the Commission

Deciding to work for the Commission was definitely a mistake on my part (invert)

It would not take much to cause me to leave the Commission (invert)

There is not much to be gained by staying with the Commission indefinitely (invert)

Several DGs also have internal surveys where this issue is also tackled.

How is the motivation system (framework) linked to the issue of staff engagement in times of change? What is the role of non-monetary rewards during such times of change?

What valuable lessons have you learned while conducting monetary and non-monetary rewards in PA?
Please find answer provided by one service after a short survey on rewards (paper done for a University degree). The participants have been asked to give their view about potential reward possibilities to be used. You will find the diagnosis table attached (see below).

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Description of the potential reward	extrinsic/ intrinsic	Measures	Favourable points	Costs	Difficulties/Comments
Flexible working hours	extrinsic	Flexible work schedule for all staff members including core hours (presence of staff requested)	Better reconciliation of professional and private life Compensation of overtime in half or full days (max. two days per month)	Already in place No additional costs, but should not conflict with the interest of the service	Already in place Over interpreted as a right to do, not as a reward for extra effort There is an automatic cut off for more than 15 hours of carry-over, need of approval by line managers as regards compensation in half or full days
Part-time arrangements	extrinsic	Reduction of weekly working hours	Better reconciliation of professional and private life Staff regulations offering the following possibilities: 50% , 60% , 66.67% , 70%, 75%, 80% or 90%	Both for employee and employer: reduction of salary and reduction of workforce	Already in place Staff regulation request specific conditions for part-time arrangements (children younger than 12, seriously ill or disabled relative, training participation and staff older than 55)
Teleworking	extrinsic	Working from home on a regularly basis on a different work schedule if necessary	Better reconciliation of private and professional life Teleworking is limited to 50% of working team, good for integration in the team, no isolated staff working from home	Already in place for about 120 staff in Eurostat Should not conflict with the interest of the service Costs involved are mainly cost for IT equipment as tokens	Already in place Over interpreted as a right to do so far, replaces often former part-time working arrangements, not seen as a reward for very good performance Needs the agreement of the line manager

				for the connection to the Commission network and laptops	Very controversial result in reward survey No cooperative approach available yet, dealt by line managers on case by case basis without central comparison of requests
Feedback/Recognition for achievement	intrinsic	Constructive feedback about work achievements	Recognition for staff member Possibility to further improve More often than once a year	Already in place, but only on a yearly basis during appraisal dialogue with line manager Line manager's intervention is needed, but on spontaneous basis	Very positive and concordant feedback received by reward survey, but risk of different perception of different people in our multi-cultural environment
Wellbeing	extrinsic	Actions, best practices and policies around the following four pillars offered: (a) health of the staff member, (b) support for spouses and families, (c) balance between private and professional life and (d) working environment	Health of staff member Integration of the family Reconciliation of private and professional life Pleasant working environment	A lot of offers already existing and paid from central service, e.g. DG HR: (a) Medical service, smoking ban in Commission buildings, (b) language courses and career training courses offered to spouses, childcare facilities, European School; (c) all flexible working arrangements as mentioned above; (d) anti-harassment and	Difficult to add valuable things to the Commission package, but Eurostat has its **own wellbeing room** where sport activities are offered from staff to staff for free, e.g. Yoga and gym classes Requesting the responsible services for improvement of the **food quality** in the canteen Two **video-conference facilities** in Eurostat available in order to participate in meetings without need for a mission or a travel Interpreted as standard factors of working life in Eurostat, given for all staff, can not be used as reward

				anti-discrimination policy, social workers of the Commission and cafeteria and canteen facilities in the Commission buildings	
Possibility to growth or to develop	intrinsic	Learning and development possibilities in the job or for other jobs: participation in standard learning and development actions (catalogue of the Commission) including language training; in specific trainings designed by Eurostat; in training organised in the framework of ESTP Career paths	Further personal development, life-long learning	Training and mission budget of Eurostat Career paths to be further developed	Eurostat staff participates in average in 7 days training/year. Difficult to use as a reward, but some possibilities for training outside the standard catalogue or participation in an ESTP training (ESTP = European Statistical Training Programme, organised for the statisticians of the national statistical offices of the EU Member States, but one place per course is reserved for Eurostat) linked with a travel to the place of the course (often organised in Member States)
Working atmosphere/work climate	extrinsic/ intrinsic	Anti harassment and equal opportunity policy To feel good at work and to be accepted by colleagues and hierarchy. Open and transparent	Fair and correct treatment Recognition of staff member in general, increasing motivation and commitment Been a serious partner	Anti harassment and equal opportunity policy already in place None	Difficult to use as a reward, all staff will benefit, but nevertheless emphasising the involvement of line managers and the correct implementation of all policies are important

		communication at work	for the hierarchy having access to all relevant information		
Facilities and equipment	extrinsic	Physical working environment; office space and furniture respecting healthy, ergonomic, light and sound conditions	Feeling at home in the office, having an own office and the necessary IT equipment	Costs are for central services: rent for the building etc.	Eurostat is situated in a building which offers offices with outside view and offices with view in a shopping mall. Better situated office could be a possible reward, very difficult to put in place, hot discussion topic when a reorganisation of Eurostat is followed by staff moves in order to reflect organisational structure in office distribution.
Modern IT equipment	extrinsic	Modern employer offering modern IT equipment to its staff	Both for employer and employee: better availability (reachability) of staff during missions, trainings and even on the way to and from the office	Administrative costs and some support costs	Could be used in my view as reward, so far only senior and line managers have smart phones in Eurostat; The distribution of I Pads and I Phones to staff as a reward could work for additional motivation, however different perception is highly probable.
Work itself	intrinsic	Doing something useful for the society, making the world better	Having an interesting job and understanding the importance of the work, even if it only a little contribution to something bigger	No direct costs, but involvement of line manager in order to show the links and give some autonomy and responsibility to the jobholder	Difficult to use as a reward, but emphasising the involvement of line manager could increase motivation and job satisfaction Need of enrichment of the job if possible
Business trips	intrinsic	Representing	Recognition and	Mission budget	Business trips to a nice place could

(called mission in Commission language)		Eurostat to the outside	potential increase of job satisfaction		be used as reward, but tricky because of different perceptions of staff and the need of correct skills to represent Eurostat externally.