



**13<sup>th</sup> Meeting of Ministers  
Responsible for Public Administration  
in the Member States of the European Union**

**Berlin, 22 June 2007**

**Resolution**

At their 13<sup>th</sup> meeting on 22 June 2007 the EU Ministers Responsible for Public Administration, with the participation of the Vice-President of the European Commission, adopted the following resolution:

**I**

**Being aware**

that public service and public administration

- need to prove their effectiveness as the driving forces of European integration and cooperation between the EU Member States also in the future,
- are of vital importance for implementing the Lisbon Strategy to strengthen the economic capacity and social cohesion within the EU,
- remain the core elements of good governance,
- are faced with outstanding challenges caused by demographic change,

**The Ministers and the Vice-President of the European Commission note with satisfaction**

that the European Public Administration Network (EUPAN)

- has continued and further developed the informal cooperation between EU Member States and the European Commission since the 12<sup>th</sup> meeting of Ministers in Mondorf-le-Bains on 8 June 2005, supported by the European Institute of Public Administration (EIPA) with its specific expertise,
- has taken appropriate organizational measures for integrating the new Member States into the EU and the existing forms of information and experience sharing within the network,
- has been successful in implementing the 2006/2007 Medium-Term Work Programme and thus has contributed to implementing the Lisbon Strategy.

**In particular, the Ministers and the Vice-President of the European Commission commend**

- the activities of the UK, Austrian, Finnish and German Presidencies to enhance cooperation within and between working groups in line with the priorities of the Medium-Term Work Programme,
- the comprehensive and frequent exchange of expertise and experience within the network through good practice sharing, conducting practice-oriented studies on working-group level and applying and developing the Common Assessment Framework (CAF) as well as through organizing the 4<sup>th</sup> Quality Conference for Public Administration in the EU under the Finnish Presidency in Tampere in 2006;
- the initiatives aimed at enhancing cooperation with representatives of the Trade Unions' National and European Administration Delegation (TUNED) within the framework of the

network, for example the Danish initiative to organize the common Conference on Diversity and Equality in Copenhagen in October 2007.

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Against this background, the Ministers with participation of the Vice-President of the European Commission agree on the following priorities for the future work within the network in general and for the 2008/2009 medium-term programme to be drawn up under the Portuguese Presidency in particular:

### **1. Enhancing efficiency of management and governance:**

- Enhancing public services, taking particular account of the demands of citizens and private businesses;
- Introducing strategic management in public administration, taking cross-sectional tasks, international cooperation and crisis management into account;
- Raising the quality level and efficiency in public administration through advanced training, measures to increase the motivation of staff members and regular benchmarking including the development of performance indicators;
- Promoting project-related and team-oriented forms of work with a view to improving efficiency and enhancing communication within the public administration;
- Consistently promoting transparency, ethics, integrity and confidence-building in the public service and in the relationship between public administration and the public;
- Making systematic use of information and communication technologies for an economic, swift and demand-related discharge of tasks;
- Openness to change and reforms in order to meet new challenges;
- Enhancing the mobility between public administrations of EU Member States.

### **2. Sustaining efficient administration in view of demographic change:**

- Ensuring efficient and effective organization of public administration,
- Ensuring the sustainability of pension systems,
- Ensuring and improving public services while taking account of necessary adaptations to a changed age structure of the population,
- Providing for training, integration and promotion of applicants from all population groups and both genders to guarantee equal opportunities for recruitment and retention in the public service,
- Promoting flexibility with regard to forms of work, pay systems, working conditions and career models while taking account of changing personnel structures in the public service,
- Ensuring good working conditions and improving health management in the public administration,
- Maintaining the attractiveness of the public service as an employer.

### 3. Priorities in the various areas of activity of EUPAN:

- Innovative Public Service Group (IPSG)

An integrated strategy should be developed for the following areas: ensuring customer satisfaction, guaranteeing high-quality public services (Citizen Charters) and good practices. It should also serve as the basis for further developing the Common Assessment Framework (CAF) and implementing it throughout Europe; it should also be taken into account when preparing the 5<sup>th</sup> Quality Conference under the French Presidency in 2008. The main theme of the conference will be "The citizen as the main focus of quality-oriented public administration" and will particularly focus on citizen involvement and association in quality-oriented public administration. In this context also best practices in meeting the challenges of demographic change should be presented.

- Human Resources Working Group (HRWG)

Also in the future, work should be guided by the possibilities of guaranteeing good quality and competitiveness of the public services. Therefore, activities should focus on motivating staff, increasing job satisfaction, continuous benchmarking, basic and advanced training, improving the leadership skills of senior staff as well as on gender-oriented assignments to management positions. The same applies to sustainable pension systems, ethics and integrity as well as promoting mobility in the public administration in the EU.

- E-Government Working Group (EGovWG)

In view of the key role e-government plays in modernizing public administration and its contribution to reducing bureaucratic burdens, more and wider use should be made of the ICT expertise obtained by the EGovWG within EUPAN.

- Directors of Institutes and Schools for Public Administrations (DISPA)

There should be a more systematic sharing of experience concerning the training and coaching of public administration staff, particularly at senior levels, taking into account the priorities defined by the working groups of EUPAN, as well as an analysis of the possibilities of setting up a comprehensive EU Trainer/Task Force Database.

- Directors and Experts of Better Regulation

Continuous emphasis should be placed on sharing experience and comparing strategies and instruments for better regulation, regulatory impact assessment and regulatory cost estimates, as well as on achieving a better understanding and wider acceptance of these approaches in public administration. Specific attention should be given to the measurement of administrative burdens, also considering both the Action Programme for reducing administrative burdens by the European Commission and the conclusions on the 25 % reduction by 2012 of administrative burdens by the European Council.

- European Social Dialogue

The European Social Dialogue plays a significant role in the continued process of improving public services in the Member States of the European Union. Over the past few years, encouraging results have been achieved in the social dialogue between EUPAN

and the Trade Unions' National and European Administration Delegation (TUNED). The Ministers welcome and approve the Action Plan aimed at further developing and improving the European social dialogue between EUPAN and TUNED, which is laid down in the Report of the Ad hoc Group on Social Dialogue and which has been adopted by the Directors-General at their 48<sup>th</sup> meeting.

In the light of these priorities the ministers invite the Directors-General to review the structures and methods of cooperation between the working groups.