

Joint declaration on leadership and management

EUPAN Directors General and TUNED

Helsinki, December 4, 2006

In the framework of the informal social dialogue between EUPAN and TUNED¹ and following the joint seminars held in Gateshead in December 2005 and in Vienna in May 2006, Finland has introduced the theme of leadership and management for discussion at the joint seminar held in Helsinki on 4 December 2006. The theme has been jointly prepared during the consultation process between the Presidency and the Troika on the one side and TUNED on the other side.

The objective of the European strategy on growth and employment (the Lisbon Strategy) is to make Europe better equipped to face the challenges of ageing population, rapid structural change, social inclusion and globalization. Directors General and TUNED are of the view that public administrations play an essential role in promoting growth as purchasers and providers of goods and services as well as in setting the overall framework for the functioning of the society. Therefore, excellent leadership and management in the public administration are of crucial importance.

On the basis of a case study report on leadership prepared by the Presidency and the ensuing discussions EUPAN and TUNED came to the following conclusions:

- Leadership issues are becoming increasingly important alongside the traditionally strong substance management in the public sector. Leadership of the entire operational environment includes management of human resources and acting as employer. Leadership plays a central role in engagement of employees and staff motivation, contributing to well being at work. This in turn determines the quality of administrations.
- Leadership and vision are needed in strategy formulation, which is the responsibility of top management, political and professional, interacting with each other. Leaders also act as role models for other staff in terms of upholding public sector values and principles. Leaders are responsible for promoting the public sector long-term general interest and collegiality at the workplace.
- Equally important are the leadership and social skills of middle management and immediate supervisors who implement the strategies and are in direct contact with employees. The importance of middle management is underlined by the modern leadership concept of increased delegation of power and responsibility. This in turn requires support and training of middle management in human resources management.
- The involvement of employees and their representatives, timely exchange of information and an open dialogue contribute to the reform work. Change situations call for clear and well-defined personnel planning.
- The demographic change is posing many challenges to public leadership. These include attracting younger employees, combating age discrimination, promoting better working environments, adapted working time arrangements, mobility and life-long learning opportunities, as well as transfer of knowledge.

¹ TUNED stands for the Trade Unions' National and European administration Delegation. It is composed of representatives of EPSU and CESI Secretariats and their national affiliates in the EU-25. It is led by EPSU.

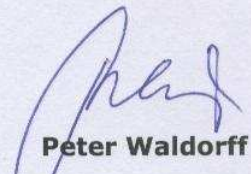
- In line with the Gateshead statement on equality and diversity, leaders and managers should combat in a planned way all forms of discrimination at the workplace. Training and guidance of managers and negotiators on equality and diversity should be encouraged to achieve this objective.

- HRM should become a key topic on the agenda of the top management, instead of being a mere administrative executive function.

EUPAN and TUNED wish that new dimensions of leadership are taken up by upcoming presidencies, with a view to develop broadly recognized perspectives for leadership. They consider this statement, as the ones on mobility and equality/diversity, to be part of their ongoing commitment to improving the process and content of European social dialogue in public administration. They look forward to the forthcoming German EU Presidency's report on social dialogue, to be submitted in June 2007 to the Ministers responsible for Public Administration and the Vice President of the European Commission responsible for Personnel and Administration, which will help further co-operation.



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