EU Pan WL Meeting in Vienna
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Steps towards the next EUPAN Strategy Paper
EUPAN Strategy Paper (07/16 – 07/19)

- First Strategy Paper (SP) in force during the Presidencies of SK, MT, EE, BG, AT, RO ends on June 30, 2019.
- New SP 07/19 - 06/22: FI, HR, DE, PT, SI, FR
- Austria will start with the evaluation of the SP in order to have a new SP by the end of the three-years circle (RO presidency) in June 2019.
EUPAN Strategy Paper (07/16 – 07/19)

- The preparation of the next (amended) SP should take into consideration:
  - evaluation of the previous SP
  - new trend analysis
  - new SWOT and stakeholder’s analysis
  - new playing field overview

- The EUPAN 5 Secretariat is responsible for the process to develop a new Strategy Paper.
Strategic domains and specific topics of interest for the future (2016 – 2019)

A. Change in the composition of workforce and its challenges (ageing, migration and work-ability requires workforce and labour market trend analysis & strategic planning, modernisation of HR Policy & Management, capacity building, motivation and health management, leadership (of change)).

- Capacity building, competence & career development, enhanced mobility and employability, lifelong learning, employee wellbeing and motivation for a professional and innovative civil service, and an attractive PA on the labour market.

- Leadership & management development and accountability for diverse, inclusive and continuous changing PA (including knowledge management & inter-generational/-organisational/-national cooperation).

- Demographic & workforce trend analysis on future (skills) requirements, and evidence based management for a future-oriented strategic HR and planning.
Strategic domains and specific topics of interest for the future (2016 – 2019)

B. Embracing digital (r)evolution in Public Administrations (it offers new opportunities for internal and public services, processes and involvement of citizens & stakeholders but requires new skills and competences, transparency, accountability, values and integrity).

- Effective, equal and demand driven high quality service delivery for citizens with stakeholders involvement, use of IT, use of behavioural insights & analysis.

- Open government, transparency and accountability, integrity, (data) protection & security.
Strategic domains and specific topics of interest for the future (2016 – 2019)

C. Lower economic growth and therefore growing financial constrains (it requires internal efficiency, efficient and effective public service delivery by outcome orientation & performance assessment).

- Professionalization of HR function and processes in PA
- Improving internal efficiency by organisational development of structures, steering & coordination instruments and culture, process redesign (including Reforms of PA and PA in life cycle of policy design).
EUPAN Strategy Paper (07/16 – 07/19)

Austria‘s first steps to evaluate the current SP:

- Analysis of the fit between workshop offers at EUPAN meetings and the areas mentioned in the strategy paper
- Short questionnaire survey on strategic areas
# Example Analysis EUPAN Strategy Paper

## Workshops Working Level Meeting: Slovakia, Malta, Estonia, Bulgaria

<table>
<thead>
<tr>
<th>Issue</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in the composition of workforce and its challenges</td>
<td>7</td>
</tr>
<tr>
<td>Demographic &amp; workforce trend analysis</td>
<td>1</td>
</tr>
<tr>
<td>Leadership</td>
<td>1</td>
</tr>
<tr>
<td>Service delivery for citizens</td>
<td>5</td>
</tr>
<tr>
<td>Open government</td>
<td>4</td>
</tr>
<tr>
<td>Professionalization of HR</td>
<td>3</td>
</tr>
<tr>
<td>Improving internal efficiency by organisational development</td>
<td>2</td>
</tr>
<tr>
<td>Embracing digital (r)evolution in Public Administrations</td>
<td>6</td>
</tr>
<tr>
<td>Lower economic growth and therefore growing financial constrains</td>
<td>2</td>
</tr>
</tbody>
</table>

12/10/2018  Analysis EUPAN Strategy Paper
Strategy Paper – Questionnaire

- Collection and analysis of attitudes towards the current EUPAN Strategy Paper
- Basis for creating a new or renewed Strategy Paper, which meets the future challenges of European Public Administrations
- Scaled questions on a 6-point Likert scale
- Open questions to enter specific suggestions
- Close cooperation with EUPAN 5
Draft Questionnaire – Examples

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly dissatisfied</th>
<th>Dissatisfied</th>
<th>Slightly dissatisfied</th>
<th>Slightly satisfied</th>
<th>Satisfied</th>
<th>Strongly satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>How satisfied are you with the current Strategy Paper?</td>
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<td>How satisfied are you with the slogan ‘EUPAN: working together for high quality public administrations and public services in Europe’?</td>
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<tr>
<td>To what extent should the current „strategic domains and specific topics of interest for the future“ be included in the next Strategy Paper again? Please rate the importance of the priorities below.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority</th>
<th>No important priority at all for the future work within EUPAN</th>
<th>Slightly important priority for the future work within EUPAN</th>
<th>Quite important priority for the future work within EUPAN</th>
<th>Important priority for the future work within EUPAN</th>
<th>Very important priority for the future work within EUPAN</th>
<th>Extremely important priority for the future work within EUPAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Change in the composition of workforce and its challenges (ageing, migration and work-ability requires workforce and labour market trend analysis &amp; strategic planning, modernisation of HR Policy &amp; Management, capacity building, motivation and health management, leadership (of change))</td>
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</table>
Thank you for your attention!

Federal Ministry for the Civil Service and Sport
DG III - Civil Service and Administrative Innovation

Sabine Piska-Schmidt
Tel: +43 1 71606 - 667198
sabine.piska-schmidt@bmoeds.gv.at