

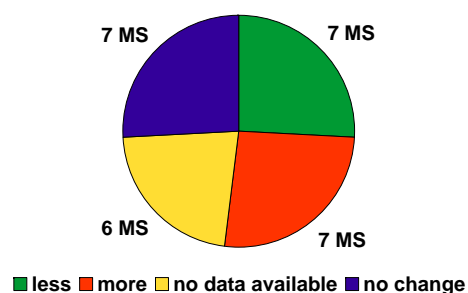
Introductory Note

This Management Summary is based on the document "Information on the Structure of the Civil and Public Services of the EU Member and Accession States" drawn up by the EPAN Human Resources Working Group during the Irish Presidency in 2004 and updated during the Luxembourg and Austrian Presidencies in 2005 and 2006.

European Civil and Public Services: The Figures

Due to methodological difficulties, there are presently no internationally comparable data on the size and weight of public employment available. Although the figures provided by the EU Member and Accession States in the 2005 and 2006 versions of the document "Information on the Structure of the Civil and Public Services of the EU Member and Accession States" are not comparable either, conclusions on the development in staffing levels can be drawn from these figures.

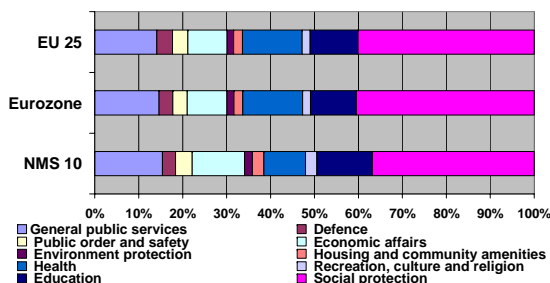
Development in Staffing Levels 2005 - 2006



The pie chart (including Bulgaria and Romania) shows that the number of people employed in the public service has increased within the last year in 7 Member States, whereas 14 Member States have managed to keep or even lower their staffing levels.

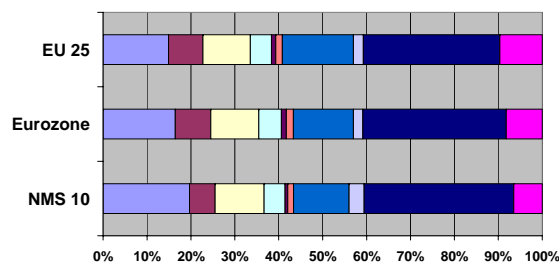
Nevertheless, the data reported by the Member States to the European Commission in accordance with the COFOG criteria (Classification of Functions of Government), which are publicly available, can shed light on the current situation regarding government expenditure on the civil and public services in Europe:

Government expenditure of Member States by COFOG functions as % of total government spending 2003



This chart shows the structure of government expenditure in the EU 25, the Eurozone and the new Member States. The differences between the Eurozone and the new Member States are obvious, particularly regarding spending on health, education and social protection.

Government compensation of employees by COFOG functions as % of total government compensation of employees 2003



This chart shows the structure of government spending on compensation of employees for the various COFOG functions in the EU 25, the

Eurozone and the new Member States. The spending patterns between the Eurozone and the new Member States differ particularly for the functions "General public services" and "Education".

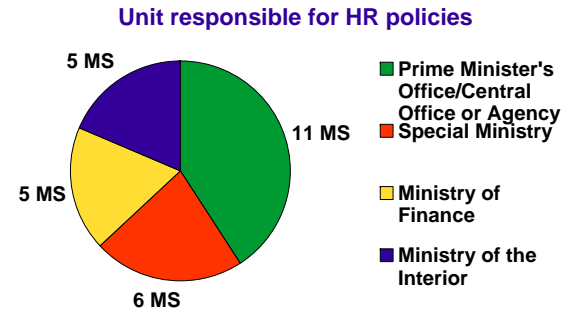
European Civil and Public Services: The Facts

Although the System of National Accounts already reflects a well-established international consensus concerning the components of the public sector, the definitions of "Government Organisation", "Civil Service" or "Public Service" significantly vary across the EU Member States. In some countries, for example, corporatised agencies are not within the scope of definition of the civil/public service, whereas in other countries not even classical core services such as the judicial or security services or the armed forces are within the scope of the national definition of civil/public service.

Yet, it can be noticed that in most Member and Accession States three more or less distinctive levels of public administration exist: the central, the regional and the local levels. As far as the central level of the European civil and public services is concerned, the number of Ministries greatly varies among the Member States: The majority of the Member States has 14 or 15 Ministries, whereas some have significantly fewer (10 to 12) and some others have significantly more (17 to 19).

The internal structure of the Ministries considerably varies among the Member States: In general, on the first level below the political level we can find functions like Administrative State Secretary or Secretary General with mainly coordinating tasks. The leading function, which means performing strategic as well as operative tasks, is exercised by a Director General who is usually supported by a number of Directors.

Further, it can be noticed that in each Member State a central unit responsible for the strategic coordination and implementation of HR policies exists:



This pie chart (including Bulgaria and Romania) shows that in the majority of the Member States these strategic tasks are performed either by the Prime Minister's Office (e.g. Austria, Estonia, Italy, Malta), by a Central Agency or Office (e.g. Romania, Slovakia, Sweden) or even by a special Ministry responsible for Public Administration (Belgium, Bulgaria, France, Luxembourg, Slovenia, Spain). In 10 Member States, this responsibility is either within the competence of the Ministry of Finance (Cyprus, Denmark, Finland, Ireland, Portugal) or the Ministry of the Interior (Germany, Greece, Hungary, Lithuania, The Netherlands).

Current and recent reforms in HRM

As regards the main efforts of these strategic units, 6 major reform trends in Human Resources Management can be observed in the Member and Accession States of the European Union:

- | Performance & pay
- | Leadership
- | Training & career development

- | Administrative capacity
- | e-Government
- | Recruitment

On top of the agenda, reforms related to **performance and pay** can be found: 14 Member States are currently introducing new or optimising already existing performance appraisal and management systems and reforming their salary systems. 12 Member States are currently investing in new programmes for **leadership development** and new **training and career programmes** for their employees. 11 Member States are engaged in efforts to increase their **administrative capacity** and efficiency by increasing the competitiveness of their civil/public service, by creating joint services or by increasing the quality of the services provided and at the same time by reducing headcount. 9 Member States are currently dealing with **e-Government** issues related to Human Resources Management (e.g. implementation of new HRIS, implementation of new electronic services) and 6 Member States have recently reformed their **recruitment** systems.

For further information, please refer to: www.eupan.org

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CIVIL AND PUBLIC SERVICES IN THE EUROPEAN UNION

FACTS AND FIGURES