



**Information on the
Structure of the Civil and
Public Services of the EU Member
and Applicant States**

June 2005

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Background

This information booklet has been prepared by the Irish Presidency in order to provide collective information on the structure of the civil and public services of the Member States, New Member States of the European Union along with the three Applicant Countries.

The 28 countries were approached in December 2003 and requested to supply relevant information by 16th January 2004.

The Luxembourg Presidency has asked the Member States and Applicant Countries in March 2005 to check that the information given in 2004 is correct and if necessary to forward new or additional data by 8th April 2005.

The present document includes all updates received by 15th April 2005.

The information has been broken down into 6 different sections:

1. Structure of public service
2. Number of public servants
3. Number of Ministries
4. Structure within each Ministry
5. Department with responsibility for HR policy
6. Current HR reforms

Austria

www.bundeskanzleramt.at/en

1. Structure of public service

The Federal Ministries and the authorities subordinated to them are entrusted with conducting all business on behalf of the Federal Administration. The Federal Ministries are subdivided into Directorates-General, Divisions, Directorates and Units. Subordinated authorities, offices and other administrative bodies are headed by one senior civil servant who is in charge of their management.

The tasks of the Federal Administration are either performed directly by federal authorities or indirectly by Province Governors and province authorities subordinated to them. The members of the Province Governments are assisted by Province Government Offices which are headed by directors. The 84 district authorities and their branch offices are subordinated to the province authorities. Besides the Federal Government and the Province Governments, 2359 towns and local communities carry out administrative tasks.

2. Number of public servants

There were 153.762 Federal Government employees in 2003.

3. Number of Ministries

- Federal Chancellery
- Federal Ministry of Foreign Affairs
- Federal Ministry of Education, Science & Culture
- Federal Ministry of Finance
- Federal Ministry for Health & Women
- Federal Ministry of the Interior
- Federal Ministry of Justice
- Federal Ministry of National Defence
- Federal Ministry of Agriculture & Forestry, the Environment & Water Management
- Federal Ministry of Social Security, Generations & Consumer Protection
- Federal Ministry of Transport, Innovation & Technology
- Federal Ministry of Economics & Labour

4. Structure within each Ministry

Heading the Ministry we have the Federal Minister, who is supported by one or more State Secretaries - these are political posts. At the moment there are 2 state secretaries in the Federal Chancellery, 2 in the Federal Ministry of Transport, Innovation and Technology, 1 in the Federal Ministry of Finance and 1 in the Federal Ministry of Social Security, Generations and Consumer Protection. Following the Minister and the State Secretary a General Secretary (facultativ) can be installed along with Directors General in the different directorates.

Each Ministry has several (obligatory) Directorates General (in German: Sektion).

Directors General are again subdivided into:

(facultativ)	Divisions (in German: Gruppen) - Head of Division,
(obligatory)	Directorates (in German: Abteilungen) - Director,
(facultativ)	Units (in German: Referate) - Head of Unit.

A distinction between senior managers and line managers is not made in Austria. We have functioned related authorisations, which are awarded by the Minister.

5. Department with responsibility for HR policy

The Federal Chancellery plays a coordinating role as far as the Federal Administration is concerned (service regulations for the federal staff, administrative reform, controlling, training, salaries, etc). The Minister is supported in some tasks by the Under-Secretary of State. Each Ministry is responsible for its personnel. There is no central personnel department.

6. Current and latest HR reforms

- The different pension systems (for the Federal Administration) in Austria have been harmonised by 1 January 2005.
- New service regulations for the federal staff are being elaborated. The aim is to have one uniform service regulation for all federal employees which is geared to the private sector (with special regulations for some areas such as police, judges, tax investigators, etc).
- As a result of the separation of the Universities from the Federal Administration on 1 January 2004 personnel engaged at the universities are no longer part of the public sector. Private law has to be applied. The employer is now the university.

Belgium

<http://www.belgium.be/eportal/application?languageRedirected=yes&pageid=aboutBelgium>

1. Structure of public service

Belgium is a federal country and has a federal state level, 3 communities and 3 regions. Belgium is also divided into 10 provinces and 589 local authorities (communes) with their own administration.

2. Number of public servants

Federal Level:

- federal public services : 59662 (1)
- organisations of public interest : 20.823 (2)
- scientific institutions : 2735 (3)
- autonomous public companies : 107.434
- special corps (justice, army, police,...) : 77.575

Communities and Regions:

- ministries : 26.809
- organisations of public interest : 55.169
- scientific institutions : 304
- education : 279.736
- Community commissions : 1.200

Provinces: 17.283

Communes: 268.560

All figures as at 1/1/2001 (except for provinces and communes: 30/6/2000 and federal level (1),(2), (3) at 2005-01-01.

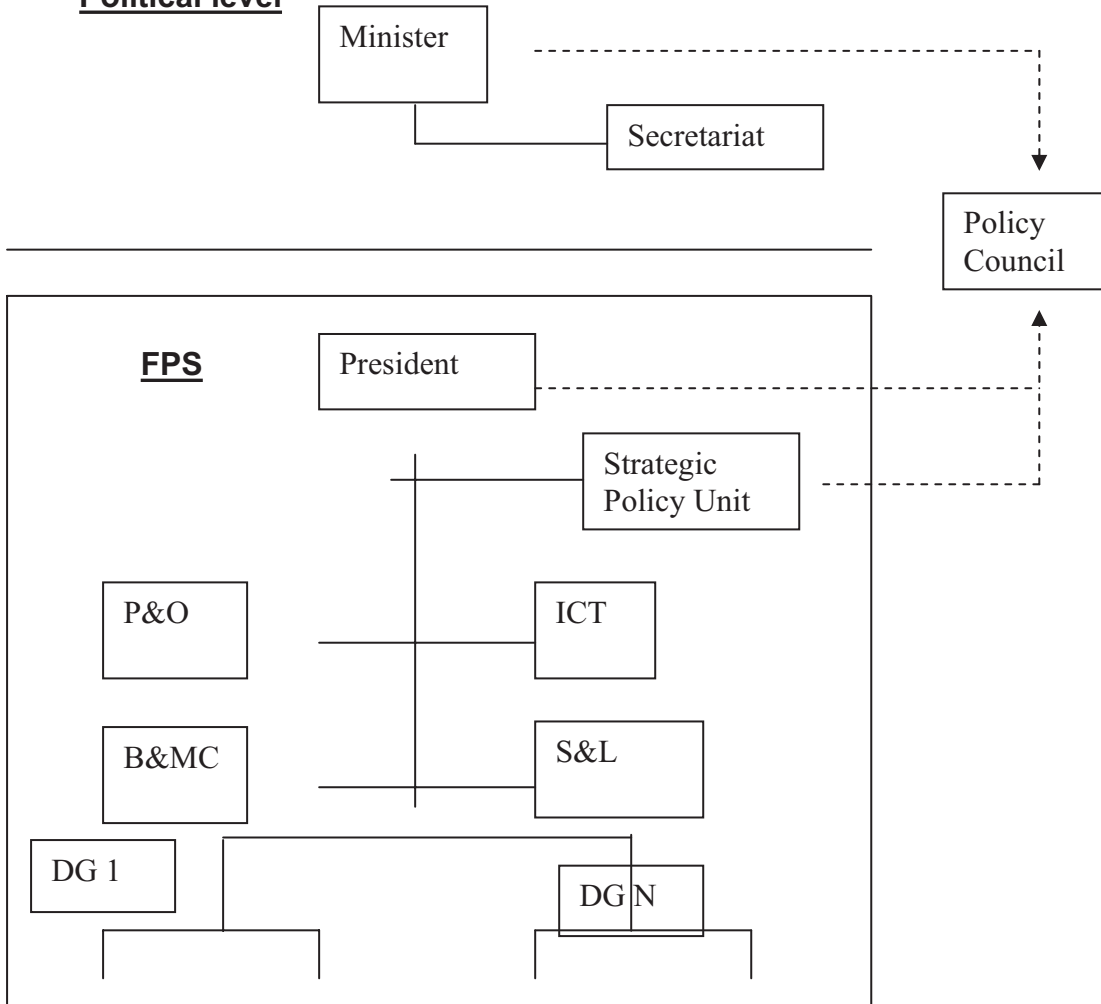
3. Number of Ministries

- FPS Chancery of the Prime Minister
- FPS Personnel and Organisation
- FPS Budget and Management Control
- FPS Information and Communication Technology
- FPS Foreign Affairs, Foreign Trade and Development Cooperation
- FPS Interior
- FPS Finance
- FPS Mobility and Transport
- FPS Employment, Labour and Social Dialogue
- FPS Social Security and Public Institutions of Social Security
- FPS Health, Food Chain Safety and Environment
- FPS Justice
- FPS Economy, SMEs, Self-employed and Energy
- FPS Defence

- PPS Social Integration, Combating Poverty and Social Economy
- PPS Sustainable Development
- PPS Science Policy

Structure within each Ministry

Political level



Notes:

- P&O = Staff service Personnel and Organisation
- B&MC = Staff service Budget and Management Control
- ICT = Staff service Information and Communication Technologies
- S&L = Staff service Secretariat and Logistics
- DG 1, ..., DG N = Executive Directorates General

5. Department with responsibility for HR policy

The Federal Public Service Personnel and Organisation and the Minister of the Civil Service have responsibility. The headlines (statute, selection rules, training, personal development, careers, remuneration, evaluation rules, top-managers,) are organised at central level (FPS P&O). Effective HRM is realised at departmental level.

6. Current HR reforms

- Personal development: systems of careers, remunerations.
- Evaluation.
- Top-managers: selection, mandates, evaluation, management plans.
- e-HR implementation.
- Personnel planification.
- New career system for the level A.

Cyprus

<http://www.cyprus.gov.cy>

1. Structure of public service

The Cyprus Government is made up of 11 Ministries, which are in turn broken down to specific Departments/Services. Each Ministry has its own administrative team of staff, and each Department/Service has its own organizational structure which is strictly hierarchical, with clear lines of responsibility at every level, and adequate reporting/communication mechanisms across levels. Each Department/Service is usually broken down to specific Divisions/ Sections, each one bearing responsibilities/functions in specialized domains.

2. Number of public servants

The number of employees who work in the broad public sector in Cyprus was, in **December 2004**, as follows:

Table I: Breakdown of staff by Sector

	<i>No. of staff</i>
Civil/ Public Service*	15.759
Educational Service	11.869
Police, Fire Service and Military personnel	9.631
Craftsmen and labourers	8.757
<i>Sub-Total: Broad Public Sector</i>	46,016
Semi-government organizations	12,417
Local Authorities (Municipalities and Community Councils)	3,974
<i>TOTAL</i>	62,407

* According to the Public Service Law of 1990 to 2004, the term “civil/ public service” is used to denote any service under the Republic other than the judicial service of the Republic or service in the Armed or Security Forces of the Republic or service in the office of the Attorney-General of the Republic or the Auditor-General or their Deputies or of the Accountant-General or his Deputies or service in any office in respect of which other provision is made by law (e.g. Educational Service, Armed Forces, etc.) or service of workers/labourers or of persons whose remuneration is calculated on a daily basis or service by persons who are employed on a casual basis in accordance with “Employment of Casual Officers (Public and Educational Service) Laws. However, in this case, the categories of staff mentioned in Table I above include temporary/ casual staff and staff on a contract basis.

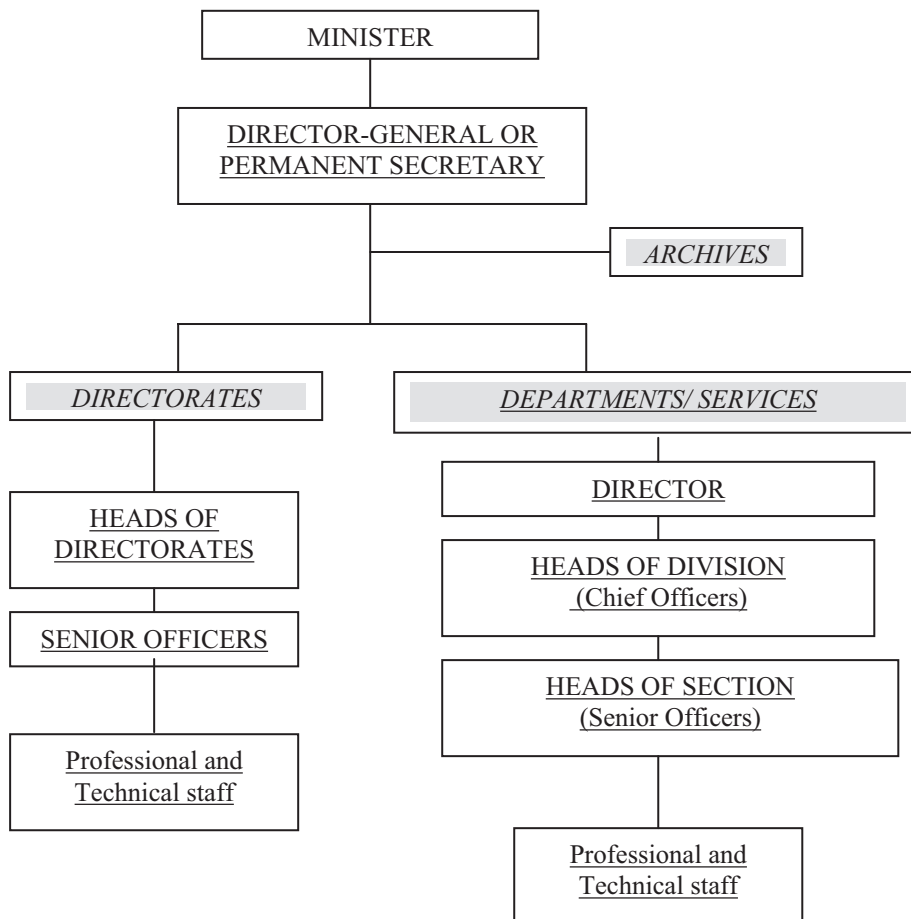
3. Number of Ministries

The Cyprus Government is made up of 11 Ministries as follows:

- Ministry of Defense
- Ministry of Agriculture, Natural Resources and Environment
- Ministry of Justice and Public Order
- Ministry of Commerce, Industry and Tourism
- Ministry of Labour and Social Insurance
- Ministry of the Interior
- Ministry of Foreign Affairs
- Ministry of Finance (Minister in charge of HR policy/ Public Administration)
- Ministry of Education and Culture
- Ministry of Communications and Works
- Ministry of Health

4. Structure within each Ministry

The typical structure of a Ministry, which involves Directorates as well as Departments/Services which fall under the competence of the specific Ministry, is as follows:



5. Department with responsibility for HR policy

The HR policy of the public service is organized centrally, whereby (a) the Public Administration and Personnel Department (which falls under the competence of the Ministry of Finance) bears the responsibility of formulating and implementing the advisable personnel administration policy of the public service and the wider public sector, and (b) the Public Service Commission, an independent authority based on the Constitution as well as the Public Service Law of 1990 to 2004, has the duty of appointing, confirming, employing on the permanent establishment, promoting, transferring, seconding, retiring and exercising disciplinary control over, including dismissal or compulsory retirement of public officers.

6. Current HR reforms

The reform of the state public administration is an ongoing process. Current main reforms include:

- Enhancement of Administrative Capacity
- New Performance Appraisal System
- Code of Conduct for Civil Servants
- Office for providing information to citizens (Ministry of Finance)
- Amendment of the Public Service Law (improving the recruitment procedure)
- Extending the retirement age of public servants
- Modernization of Job Schemes
- Mobility within the Cyprus Civil Service (including the issue of free movement of EU citizens)
- Citizens' Charter or Citizen's Guides
- Common Assessment Framework
- One-stop-shop/Call Centre
- Continuous Training
- Enhancing Management Skills
- Stimulating eGovernment
- Integration and use of HR information technologies

Czech Republic

<http://wtd.vlada.cz/eng/aktuality.htm>

1. Structure of public service

1. Administrative Authorities (state administration)
 - central service bodies (ministries)
 - subordinate administrative authorities
2. Self-government Authorities (local government)
 - regions and municipalities
3. Other Authorities and Institutions (structural units of legal entity)
 - courts, Office of the President of the Republic, etc.

Public administration in the Czech Republic can be divided into two basic components:

State Administration

State administration is characterized by integrated execution of power (based on the law) throughout the whole country. State administration can be divided according to a number of criteria, however the basic division principal for the understanding of the Czech model is:

- Central State Administration
- Territorial State Administration

Territorial Self-Government

The territorial self-government is a form of public administration. It is an expression of the right of population living in a territory to independently manage the territorial affairs in the scope defined in the Constitution and legislation. Today the Czech Republic consists of:

- 14 regions,
- 6,283 municipalities.

2. Number of public servants

Administrative Authorities	101,071
Regional Authorities	5,342
Municipalities	(information is not available)

3. Number of Ministries

There are 26 so called "Central Service Bodies" from which 15 are Ministries:

- Ministry of Finance of the Czech Republic
- Ministry of Foreign Affairs of the Czech Republic

- Ministry of Education, Youth and Sports of the Czech Republic
- Ministry of Culture of the Czech Republic
- Ministry of Labour and Social Affairs of the Czech Republic
- Ministry of Health of the Czech Republic
- Ministry of Justice of the Czech Republic
- Ministry of Interior of the Czech Republic
- Ministry of Industry and Trade of the Czech Republic
- Ministry for Regional Development of the Czech Republic
- Ministry of Agriculture of the Czech Republic
- Ministry of Defence of the Czech Republic
- Ministry of Transport of the Czech Republic
- Ministry of the Environment of the Czech Republic
- Ministry of Informatics

4. Structure within each Ministry

Each Ministry is directed by its Minister with his Office of the Ministry. The subordinated persons of Minister are Deputy Ministers. Some Ministries have also 1st Deputy Minister. The number of Deputy Ministers may differ according to the Ministry structure. Deputy Ministers' subordinates are Department Directors. The basic units within Ministries are Departments. There are 5 levels of management.

The above mentioned structure is valid until 31 December 2004. From 1 January 2005 (after the Civil Service Act becomes effective) different structure will apply. General Directorate of Civil Service will act as an organisational, conceptual, coordination, central management, executive and control office in relation to the aspects of service pursuant to "Service Act". New function - State Secretary - will be at the highest position within the civil service.

5. Department with responsibility for HR policy

The Government Council for Human Resources Development was established by Government Resolution No. 210 of 3 March 2003 as a standing advisory, initiative and co-ordinating body of the Government of the Czech Republic for the strategic management of human resources development.

Overall strategy is decided at the central level. General Directorate of Civil Service decides the policy for Administrative Authorities. Self-government authorities decide independently.

6. Current HR reforms

- General "pension reform" (not just limited to "Public Service").
- Full implementation of "Civil Service Act" (important reform of the part of HR).
- Pilot implementation of CAF (Common Assessment Framework).
- Reform on new educational system is underway (Act on Schools).

Denmark

<http://www.stm.dk/Index/mainstart.asp?o=2&n=3&s=2>

1. Structure of public service *)

- The State Sector
- Regional authorities
- Local authorities
- The Capital Region Hospital Co-operative

**) Note: Within a few years a major reform of the Danish public sector structure will be implemented. In addition to task-related changes, the reform will, among other things, imply a reduction in the number of regional and local government units.*

2. Number of public servants *)

The State Sector (185,000 number of man-years in 2001).

Regional authorities (14 regions – 141,700 number of man-years in 2001).

Local authorities (271 Municipalities – 398,000 number of man-years in 2001).

The Capital Region Hospital Co-operative (19,000 number of man-years in 2001).

**) Note: Within a few years a major reform of the Danish public sector structure will be implemented. In addition to task-related changes, the reform will, among other things, imply a reduction in the number of regional and local government units.*

3. Number of Ministries

There are 19 Ministries:

- Ministry of Ecclesiastical Affairs
- Ministry of Justice
- Ministry of Taxation
- Ministry of Transport and Energy
- Ministry of Defence
- Ministry of Education
- The Prime Minister's Office
- Ministry of Finance
- Ministry of Economic and Business Affairs
- Royal Danish Ministry of Foreign Affairs
- Ministry of Social Affairs and gender equality
- Ministry of Culture
- Ministry of the Environment
- Ministry of the Interior and Health
- Ministry of Food, Agriculture and Fisheries
- Ministry of Employment
- Ministry of Science, Technology and Innovation
- Ministry of Refugee Immigration and Integration Affairs
- Ministry of Family and Consumer Affairs

4. **Structure within each Ministry**

Minister

In Ministries' central departments:

Permanent undersecretary

Heads of Department

Heads of Divisions

In Agencies (typically):

Director-General

Heads of Divisions

5. **Department with responsibility for HR policy**

The State Employer's Authority is an agency within the Ministry of Finance (Minister: Mr. Thor Pedersen).

The overall task of the State Employer's Authority is to administer the State's general responsibilities as an employer in the areas of wages, pensions, personnel and management policy.

Key tasks for the State Employer's Authority:

- Collective agreements and labour law
- Wage and labour market policy
- Personnel and management policy
- Pensions

6. **Current HR reforms**

The State Employer's Authority formulates policies, prepares tools and provides advice to state institution on issues of personnel and management policy.

In June 2003 the new overall State's Personnel and Management Policy was presented. The overall policy vision forms a framework of policy goals that state institutions should aim for when developing and implementing local policies.

The State Employer's Authority will give special attention to the implementation of the overall personnel- and management policy. Examples of focus areas:

- Improved skills enhancement and focus on talent and career development.
- Management professionalisation – for new managers, individual managers and the management group.
- Diversity.

Estonia

<http://www.riik.ee/en/>

1. Structure of public service

- Central Government
 - Ministries (11)
 - Administrations, Boards and Inspectorates (34)
 - Constitutional Institutions (6)
 - County Governments (15)
 - Others (National Archives, Prosecutor's Office etc.)
- Local governments (241)

2. Number of public servants

On 31 December 2004 there were approximately 28 540 public servants in Estonia. Including:

- 19 386 Central Government civil servants:
 - Ministries 2773
 - Administrations, Boards and Inspectorates 15050
 - Constitutional Institutions 572
 - County Governments 775
- Approximately 4870 local government public servants

3. Number of Ministries

There are 11 ministries in Estonia:

- Ministry of Education and Research
- Ministry of Justice
- Ministry of Defence
- Ministry of the Environment
- Ministry of Culture
- Ministry of Economic Affairs and Communications
- Ministry of Agriculture
- Ministry of Finance
- Ministry of Internal Affairs
- Ministry of Social Affairs
- Ministry of Foreign Affairs

4. Structure within each Ministry

Positions of state public servants are divided into three basic categories according to the requirements set for employment in the service.

- Higher officials (State Secretary, secretaries general, deputy secretaries general, directors, managers, heads and advisers)
- Senior officials (analysts, experts, consultants, specialists etc.)
- Junior officials (assistants, clerks, specialists etc.)

The structure within ministries is the following:

- Minister
- Vice Minister – two ministries have the position of vice minister in their structure
- Secretary General – head of ministry
- Deputy Secretary General – 2 to 6 top managers responsible for different fields in the Ministry's area of government
- Head of Department – line managers who manage the main structural units of the Ministry
- Head of Division/Bureau/Section – line managers who manage the subunits of departments
- Other civil servants (e.g. advisers, specialists, experts).

5. Department with responsibility for HR policy

Management of human resources is decentralised in the Estonian public service. Every ministry and executive agency is responsible for recruiting, evaluating and organising the work of its officials, guided by the legal framework. The general framework and principles for personnel management are provided by the Public Service Act (PSA) as well as by centrally set advisory guidelines and national priorities regarding the Estonian public service.

The Department of Public Service at the State Chancellery (www.riigikantselei.ee) has responsibility for coordinating human resource management (HRM) policy in the Estonian public service. The Department develops centrally agreed personnel management principles, promotes cooperation between HR and training managers, provides guidelines and best practice information as well as formulates national training priorities.

Besides State Chancellery, there are other institutions responsible for certain domains of public service:

- **Ministry of Finance** for coordinating the salary system (remuneration).
- **Ministry of Justice** for the public law, including public service legislation.
- **Ministry of Internal Affairs** for coordinating local government policy, including several HR issues related to the public service of local governments.

6. Current HR reforms

The development of human resource management in the Estonian public service is currently focused on the following topics:

- strategic HRM;
- leadership development;
- use of competency models in the HR development, especially with regard to developing managers;
- increasing general administrative capacity through different measures of training, including EU related training;
- further development of ethical rules and anti-corruption measures.

Finland

<http://www.valtioneuvosto.fi/vn/liston/base.lsp?k=en>

1. Structure of public service

There are three levels in the Finnish State Administration:

- Central Administration
- Regional Administration
- Local Administration

There are 448 municipalities. Finnish local authorities provide basic public services for their residents, most importantly those related to education, social welfare and health, and maintenance of the technical infrastructure. Among the key state local authorities are the police departments, Register Offices, employment offices and tax offices. For further information about the structure of the administration see also http://www.cor.eu.int/fr/docu/docu_etu02.html.

2. Number of public servants

In total there are 544 000 civil servants in Finland, of which 128,000 work for the State Administration (central, regional and local level) and the rest for the Local Government (municipalities).

3. Number of Ministries

Finland has 13 ministries:

- Prime Minister's Office
- Ministry for Foreign Affairs
- Ministry of Justice
- Ministry of the Interior
- Ministry of Defence
- Ministry of Finance
- Ministry of Education
- Ministry of Agriculture and Forestry
- Ministry of Transport and Communications
- Ministry of Trade and Industry
- Ministry of Social Affairs and Health
- Ministry of Labour
- Ministry of the Environment

The area for which each ministry and minister is responsible is specified by law and is generally indicated by the name of the ministry. Matters which do not fall within the scope of any other ministry are handled by the Prime Ministers Office.

4. Structure within each Ministry

In general, the structure of a Finnish ministry can be described by the example of the Ministry of Finance

5. Department with responsibility for HR policy

Human resource or personnel policy issues of the Finnish state administration (covering the 124 000 employees of the “budget state”) are dealt with by the Ministry of Finance Personnel Department (The State Employers Office). The Minister responsible is the Minister of Finance.

The personnel policy guidelines are decided at the central level. These include (1) Government decisions-in-principle on the state personnel policy and (2) the states participation in national incomes policy agreements. The state operating units are independent on their own personnel policy strategies and their implementation. They decide upon their own HR issues including the number of staff, recruitment, personnel development, salaries, etc. The ministries are responsible for the guidance of the operating units in their particular fields of administration in the spirit of management-by-results.

6. Current HR reforms

The single most important HR reform currently underway in the Finnish state administration is the transfer to the new pay systems, which are based on the job evaluation and the individual performance. At the moment, about 50% of state employees are within new pay systems. New pay systems will be in place by end-November 2005.

Other reforms under preparation include a programme to enhance productivity and competitiveness in the public sector, implementation of the new management development strategy, and a new HR information management system.

France

<http://www.premier-ministre.gouv.fr/en/>
<http://www.fonction-publique.gouv.fr>

1. Structure of public service

The French public service consists of three main sections – State civil service (central administrations, regional and departmental services of the State, public establishments of the State), – territorial civil service (civil servants of the municipalities, departments and regions), – hospital civil service (administrative and nursing staffs of the public hospitals).

2. Number of public servants

The total number of public agents is approximately 4.8 million (officials, contractual agents, magistrates and military), of which 2.3 million for the State civil service, 1.1 million for the territorial civil service and 800,000 for the public hospital civil service. The remainder corresponds to the personnel of public establishments or Agencies, like the National Agency for Employment, the National Centre of the Scientific Research, Offices for housing etc.

3. Number of Ministries

In France, the number of departments is set up to every nomination of a new government. There are no standards on the number of ministers; their responsibilities are regulated by decree. However, the internal structure of the principal administrations does not change. The main departments have a stable existence:

- Prime minister administration
- Department of Home affairs
- Department of Defence
- Department of Economy, Finance and Industry
- Department of Foreign Affairs
- Department of Equipment
- Department of Education, Higher Education and Research
- Department of Youth and Sports
- Department of the Environment
- Department of Culture
- Department of Social Affairs
- Department of Agriculture
- Department of Public administration and state reform
- Department of Overseas territories

A single minister can be responsible for several departments; for instance, the minister in charge of education is often also responsible for youth and sports, and/or for higher education and research. Frequently, a minister of Labour and social affairs covers social affairs, work and health departments. Conversely, a minister can be appointed for

local or municipal development policy in suburban areas with poor standards of development. This will also rely upon the political message the government would wish to send.

4. Structure within each Ministry

Generally (see above) a ministry is led by a minister. In some cases there is a State secretary under the minister. Six Ministries (Foreign Affairs, Defence, Economy Finance and Industry, Interior, Equipment, Social Affairs) have a general secretary which ensures the coordination of the body of the services and is responsible for the modernisation.

Organisational structure of Central State administration bodies has in general 3 levels:

- General Directions or Directions
- Under Directions
- Offices

5. Department with responsibility for HR policy

Minister of the Civil Service and Reform of State is currently responsible for HR. The General Directorate of Administration and Civil Service (*Direction Générale de l'Administration et de la Fonction Publique*) is the department in the ministry of civil service and reform of State that is responsible for civil service management.

Created in 1945 in order to modernize the French State Administration after World War II, and placed under the direct authority of the Prime Minister, the DGAFP has two main responsibilities:

- conception and modification of the general status of the State Civil Service, including wage policy, by drafting of all legal texts,
- general management of the high level State Civil Service (body of Civil Administrators), including training policy.

Despite the appointment of a minister responsible for civil service in each government since at least 40 years, the DGAFP is maintaining a strong link with the Premier Minister's Office.

It is also the administrative supervision authority of the National School of Administration (ENA), of the five Regional Institutes of Administration (IRA), and of the Centre of European Studies of Strasbourg (CEES). The ENA and five IRA are involved in recruitment and initial training of the highest level (National school) and medium level (Regional institutes) State civil servants. The CEES is more specifically involved in training of high level civil servants in European matters.

6. Current HR reforms

Several important reforms are currently being implemented in France:

- Reform of career development,
- Performance related pay for the senior civil servants,
- Performance management, with the implementation of the new law on Finance laws,
- Modernisation of social dialogue,
- Adaptation of French civil service to European rules (mobility, gender equality, fixed-term employment),
- Reform of salaries, with new methods of wage negotiations,
- Reform of senior training personnel,
- Reform the management of manpower and employment,
- Reform of vocational training.

Currently, a draft-law concerning public administration is being examined by Parliament. It translates into the French law different European rules related to equality of treatment, mobility and working conditions.

Germany

<http://eng.bundesregierung.de/frameset/index.jsp>

1. Structure of public service

The Federal Republic is a confederation of sub-national states (*Länder*) with a federal government (*Bund*). As members of this Federation, the *Länder* are states with sovereign rights and responsibilities which are not devolved from the Federation but are granted to them by the Basic Law.

State power is divided between the Federation and the *Länder* according to the tasks and functions they perform. The Basic Law assigns everything that has to be regulated and managed in the general interest of the public to the Federation. The *Länder* have been assigned responsibility in all other matters.

Many links between the different institutions force the decision-makers of the Federation and the *Länder*, which are autonomous under constitutional law, to work together in carrying out tasks. The *Länder* influence the legislation and administration of the Federation, as well as matters concerned with the European Union, through the Bundesrat.

Responsibility for the public administration does not lie with the Federation and the *Länder* alone. Under the Basic Law, local matters are dealt with independently by the bodies of **local self-government** (local authorities). In addition, local authorities also perform state functions on commission.

Three main, independent levels can be distinguished as a basic layout in the structure of the administration:

- the administration of the Federation,
- the administration of the *Länder*, and
- the administration of the local authorities.

2. Number of public servants

In total, the direct state administration, the administration of the local authorities and the indirect public administration employ a staff of almost 4.78 million. Of these, 491,100 (of whom 186,900 are military personnel) work in the federal administration, 2.15 million in the *Länder* administrations, 1.4 million in the local authorities' administrations and 595,100 in the indirect public administration.

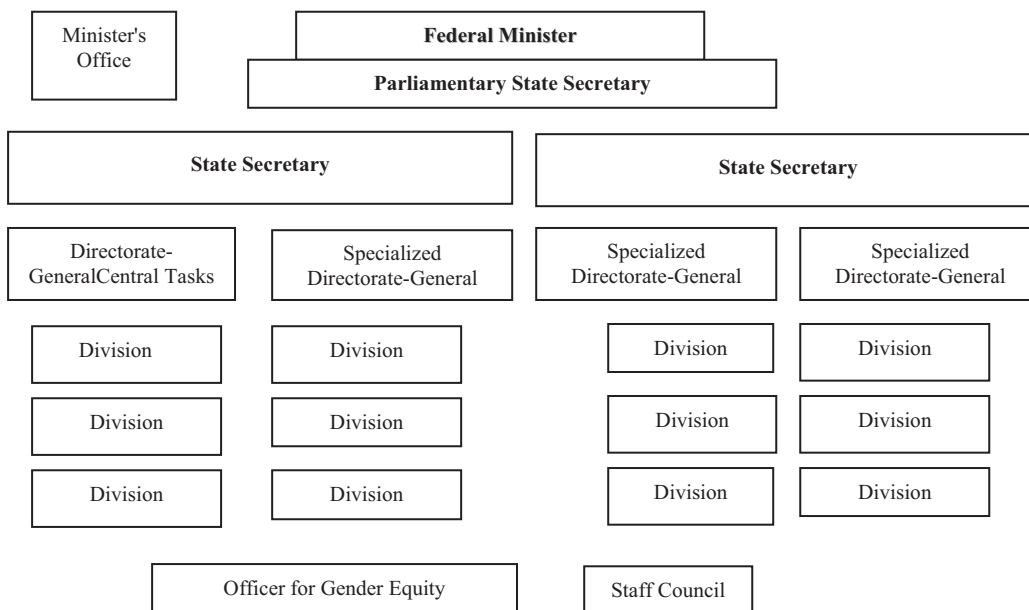
3. Number of Ministries

In addition to the Federal Chancellor, the following ministries currently make up the Federal Government:

- Federal Foreign Ministry
- Federal Ministry of the Interior
- Federal Ministry of Finance
- Federal Ministry of Justice

- Federal Ministry of Defence
- Federal Ministry of Education and Research
- Federal Ministry of Consumer Protection, Food and Agriculture
- Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
- Federal Ministry of Health and Social Security
- Federal Ministry of the Environment, Nature Conservation and Nuclear Safety
- Federal Ministry of Transport, Building and Housing
- Federal Ministry of Economics and Labour
- Federal Ministry of Economic Cooperation and Development
- Federal Government Commissioner for Culture and the Media

4. Structure within each Ministry



5. Department with responsibility for HR policy

The Federal Ministry of the Interior is responsible for regulations governing the public service. Within the Ministry, the Directorate-General on the public service is where laws, regulations and guidelines on matters related to the public service are prepared.

The execution of regulations and provisions governing the public service and personnel management is not centralised, however, but is the responsibility of each individual ministry.

6. Current HR reforms

The Federal Government programme “*Modern State – Modern Administration*”, launched in December 1999 included a total of 15 projects for modernising the state and public administration on the model of the enabling state.

In the area of personnel management, the following two projects were planned with the aim to enhance motivation, performance, mobility and professional development in the Public Service:

a) *Reform of the public service law*

The reform of public service law will offer employees new perspectives and promote their creativity and motivation while providing employers with greater flexibility in the area of personnel management. In this regard, the following steps have been taken: Variable remuneration paths have been set up; management functions have been optimised; the remuneration system has been modernised in line with performance principles, above all in the area of education and academia; the performance principle has been strengthened in regulations on career paths. The number of part-time positions has increased in order to make it easier to reconcile family and career.

b) *Personnel development*

In line with the demands of efficient and effective administration, the Federal Government aims to promote employees' professional development in a targeted way. All the federal ministries have developed personnel development plans during this legislative term.

In the second phase of the programme an agreement has been achieved on guidelines for reforming the terms and conditions for the employment of civil servants.

The main objective is introducing a performance-based pay system oriented on individual performance and actual duties. Base salary is set according to the requirements of the function performed and increases in a few seniority steps. The variable salary component is oriented on performance increments assigned on the basis of regularly scheduled performance evaluations. In case of a drop in performance, therefore, total salary may be reduced. Variable pay will be introduced gradually, initially with a range of 96% - 104%, later increasing to 90% -110%. It will still be possible to award performance bonuses to individuals and teams. Determining and evaluating staff performance is to take place at least every two years in a transparent and understandable manner. In order to ensure this is the case, appropriate procedures are to be developed and supervisory staff are to receive intensive training. Performance-based pay will be financed initially through redistribution within the existing system, e.g. by discontinuing the allowance for married persons, and in the long term through the future linear increases in income. The federal, state and local governments may set the general level of pay for each pay grade up to 5% higher or lower. In principle, all civil servants are to be incorporated into the new system. However, civil servants within seven years of the legal age limit for their service class have the option to continue being paid according to the old system.

A legislative proposal is currently being drafted on the basis of this outline and is to be presented to the Bundestag in summer 2005. Additionally, a similar agreement has been concluded with regard to the public employees.

Greece

<http://www.government.gr/english.html>

1. Structure of public service

According to the Greek Constitution and the administrative tradition, the public service is based on the principle of functional decentralisation. More specifically, the public sector in Greece includes:

- A. Ministries
- B. Regional services
- C. Local Government Agencies
- D. Public Legal Entities, classified according to their legal status in (a) Legal entities of public law (hospitals, social security funds, etc.), (b) Legal entities of private law, and (c) public companies, mixed economic enterprises and banks
- E. Independent Administrative Authorities, entities outside of the hierarchical review with broad competencies such as regulatory, licensing, arbitration and sanction

The institution of Ombudsman was recently introduced into the administrative reality as part of the fight against malfunction.

2. Number of public servants

The number of permanent public servants in Greek Public Administration is:

- Public services
(Ministries and Regional administration): 91.751
- Legal Entities of Public Law: 113.772
- Local Authorities: 77.971
- Military, Security Bodies,
educational personnel, diplomats,
judiciaries, clergymen: 235.068

TOTAL: 518.562

3. Number of Ministries

There are eighteen Ministries:

- Ministry of Economy and Finance
- Ministry of National Defence
- Ministry of Foreign Affairs
- Ministry of the Interior, Public Administration and Decentralization
- Ministry of Development
- Ministry of the Environment, Planning and Public Works
- Ministry of Education and Religious Affairs
- Ministry of Agriculture
- Ministry of Labour and Social Security
- Ministry of Health and Welfare
- Ministry of Justice

- Ministry of Culture
- Ministry of Merchant Marine
- Ministry of Public Order
- Ministry of Macedonia and Thrace
- Ministry of the Aegean
- Ministry of Transport and Communications
- Ministry of the Press and Information

4. **Structure within each Ministry**

In the pursuit of simplicity each Ministry is consisted of (top-down):

- Ministries/ Minister as head of the Ministry
- Deputy Ministers, with some competencies ceded by Ministers
- Secretary General
- General Directorates/ with Director General
- Directorates/ with Director
- Sections/ with Head of Sections

5. **Department with responsibility for HR policy**

The Human Resource Management Department has responsibility for HR policy. The Minister of Interior Public Administration and Decentralization has responsibility. HR policy is decided at central level.

6. **Current HR reforms**

The current human resources reforms are:

- a) The new law 3230/2004 “Management by Objectives” is aimed at increasing efficiency and service quality.

In an effort to speed up modernisation Greece has tried to create a public sector that sets targets linked to economic goals and criteria and develops business plans.

The main concern is that the system ensures objectivity and impartiality, and takes merit into account.

- b) Furthermore, management by objectives is connected with the civil servants assessment system by a Presidential Decree that determines the cases requiring assessment, the assessment criteria (*e.g. successive completion of specific goals in the organization for its civil servant*), and the time, frequency, type, procedure and assessment bodies.

The main objective of the new Code of Civil Servants is the strengthening of the role of civil servants, so that they will become able to promote their mission and fulfil the requirements of an efficient public administration with measurable results and focus on the citizens.

Hungary

<http://www.kormany.hu/>

1. Structure of public service

The system of the Hungarian public service:

A. Civil service, civil servants' body -

- Central public administration
- County level public administration
- Local level public administration
- Local Authorities (local self-governments)

B. Officials of the Armed Forces (e.g. Police, Border Guards);

C. Public Servants - employees who provide public services (e.g. health sector, teachers).

2. Number of public servants

Civil servants: 110,000. employees

Officials of the armed forces: 90,000. employees

Public servants: 550,000. employees

3. Number of Ministries

- Prime Minister's Office

There are 14 Ministries:

- Ministry of Agricultural and Rural Development
- Ministry of Cultural Heritage
- Ministry of Defence
- Ministry of Economy and Transport
- Ministry of Education
- Ministry of Employment and Labour
- Ministry of Environment and Water
- Ministry of Finance
- Ministry of Foreign Affairs
- Ministry of Interior
- Ministry of Health
- Ministry of Informatics and Communications
- Ministry of Justice
- Ministry of Youth, Family, Social and Equal Opportunities Affairs

Two Ministries without portfolio:

- Responsible for EU Affairs
- Responsible for Housing and Construction, Tourism, Regional Issues

4. Structure within each Ministry

Political leaders:

- Minister
- Political State Secretary

Leaders of the administration:

- Administrative State Secretary
- Deputy State Secretary
- Head of Department
- Deputy Head of Department
- Head of Division

5. Department with responsibility for HR policy

The Ministry of Interior, the Prime Minister's Office and the Ministry of Employment and Labour have responsibility for HR policy. The central HR organs have legal authorities for HR policy formulation and development of new HR systems. Under quite general policy directions of central HR organs, line organisations can enjoy a high degree of flexibility in implementing HR policies and systems.

6. Current HR reforms

The Hungarian Civil Service's priorities for EU accession:

- improve civil servants education level of the EU, e.g. foreign language knowledge;
- improve civil servants professional knowledge and skills in the field of information technology;
- decentralisation of public administration (regions-microregions), deregulation;
- creating a more transparent and smaller public administration;
- increasing the efficiency and guarantee the quality;
- harmonising rules for overall public service;
- to increase the role of education, further education and the leaders' training;
- to simplify and further develop the regulation of performance appraisal and the declaration of property systems.

Ireland

<http://www.irlgov.ie/>

1. Structure of public service

The Irish Public Sector comprises:

- Central Government Bodies (the “Civil Service”)
- Local Government
- Health Services
- Education Services
- Defence Forces
- Garda Síochána (Police)
- Non-commercial State-Sponsored Bodies
- Commercial State-Sponsored Bodies

2. Number of public servants

Central Government Bodies (the “Civil Service”)	36,867
Local Authorities	33,469
Health Services	98,723
Education Services	79,708
Defence Forces	11,517
Garda Síochána (Police)	12,209
Non-commercial State-Sponsored Bodies	9,088
Total	281,581

3. Number of Ministries

There are 15 Ministries:

- Department of Agriculture & Food
- Department of Arts, Sport and Tourism
- Department of Communications, Marine & Natural Resources
- Department of Community, Rural and Gaeltacht Affairs
- Department of Defence
- Department Education and Science
- Department of the Environment, Heritage and Local Government
- Department of Finance
- Department of Foreign Affairs
- Department of Health and Children
- Department of Justice, Equality and Law Reform
- Department of Social and Family Affairs
- Department of Enterprise, Trade and Employment
- Department of the Taoiseach (Prime Minister)
- Department of Transport

4. Structure within each Ministry

- Minister
- Secretary General (Director General)
- Assistant Secretary General (Assistant Secretary General)
- Civil Servants

5. Department with responsibility for HR policy

The Department (Ministry) of Finance has overall responsibility for the development and implementation of policy in relation to the pay and conditions of service of public servants.

6. Current HR reforms

- Public Service Management (Recruitment and Appointments) Act 2004 – has introduced reform to the recruitment of the Civil Service, the Garda Síochána and posts now within the remit of the Local Appointments Commission. It provides for the appointment of Commissioners for Public Service Appointments, to set standards for recruitment to the civil and public service and to monitor compliance and license recruitment to those public service posts in their remit.
- Ministries and other public service organisations are now able to undertake recruitment in their own right. The Commissioners license public service bodies to recruit and have the authority to alter or to revoke a licence or to issue directions to a licence holder.
- The Civil Service Regulation (Amendment) Bill 2004, currently before the Irish Parliament will give Secretaries-General (Directors General) and Heads of Ministries /Offices the power to dismiss civil servants below Principal Officer level. At and above Principal Officer level, civil servants may only be dismissed by the Minister. If a civil servant is appointed by the Government, the power of dismissal remains with the Government. The Bill will also give Heads of Department /Office a wider range of powers to deal with underperformance.
- The Civil Service Code of Standards and Behaviour - covers issues such as ethics, politics and potential conflicts of interest.
- Open Recruitment - In 2004, under Sustaining Progress (Social Partnership Agreement), a new provision meant that for the first time, limited open recruitment took place in the Civil Service at above existing entry levels. The number of staff to be recruited is equal to the number of staff who resigned from the Civil Service in the previous year to take up employment in the private sector or elsewhere in the public sector. This process is ongoing. Sustaining Progress also provided for a process of open recruitment to address identified skills shortages within government Ministries /Offices. This process is ongoing and it is expected that the first recruitment under this initiative will take place in 2005.
- Merit Based Promotion - The greater use of competitive, merit-based promotions within Ministries /Offices has been introduced and will be progressed in the Civil Service. Ministries /Offices have been asked to agree targets for competitive promotions towards which they will progress in the short to medium term.

- Eligibility for Promotion - To further increase the mobility of staff, service requirements for eligibility for all promotion competitions were reduced by one year, subject to a minimum of two years service, with effect from mid-2003.

Italy

<http://palazzochigi.it/> (ITALIAN only) / <http://www.esteri.it/eng/index.htm> (Ministry of Foreign Affairs)

1. Structure of public service

The Italian public administrations are State administrations (Ministries and Agencies), national public bodies, schools, universities, regional and local administrations. Other public bodies are under the control of regional and local administrations (e.g. local health administrations).

2. Number of public servants

The total number of public servants in Italy is 3,377,918 (2002). This total includes:

Sector	Year 2002
National Health Service	692.002
Public bodies	62.873
Research Institutions	16.992
Regions and local autonomies	605.392
Ministries	261.915
Other State Institutions	34.368
School ¹	1.130.658
Universities	113.393
Police	321.673
Army	125.564
Judges	10.514
Diplomatic career	1.007
Prefectoral career	1.567
Total	3.377.918

Source: Ministero dell'Economia e delle Finanze - Dipartimento della Ragioneria Generale dello Stato, Conto annuale 2002 sul pubblico impiego (<http://www.contoannuale.tesoro.it>)

3. Number of Ministries

1. Presidency of the Council of Ministers, with the following departments:
 - a) Affari regionali (Regional Affairs)
 - b) Attuazione programma di governo (Government program implementation)
 - c) Funzione pubblica (Department for Public Administration)
 - d) Innovazione e tecnologie (Innovation and Technologies)
 - e) Italiani nel mondo (Italians in the World)
 - f) Pari opportunità (Equal Opportunities)
 - g) Politiche comunitarie (Community Policies)
 - h) Riforme istituzionali e devoluzione (Institutional Reforms and Devolution)
 - i) Rapporti con il Parlamento (Relations with the Parliament)
2. Esteri (*Foreign Affairs*)
3. Interno (*Interior*)
4. Giustizia (*Justice*)
5. Economia e Finanze (*Economy*)
6. Attività produttive (*Productive Activities*)

¹ Of which 198.823 annual and non-annual fixed term personnel

7. Istruzione, università e ricerca scientifica (*Education*)
8. Lavoro e politiche sociali (*Labour*)
9. Difesa (*Defence*)
10. Politiche agricole e forestali (*Agricultural Policies*)
11. Ambiente e tutela del territorio (*Environment*)
12. Infrastrutture e trasporti (*Infrastructures and Transports*)
13. Salute (*Health*)
14. Beni e attività culturali (*Cultural Goods and Activities*)
15. Comunicazioni (*Communications*)

4. **Structure within each Ministry**

We have generally two organisational types for Ministries:

1. *Departments and Agencies* (e.g. Ministry of Economy and Finances): Organisational (non-technical) and various agencies (e.g. Fiscal Agencies and the Agency Industry Defence), have technical-operational competencies and are subject to the directives and the vigilance of the Minister. Agencies may have more or less autonomy; they may have a specific juridical personality (Fiscal Agencies have great autonomy). There are Directors of a Department and Directors of an Agency.
2. *Directorates General* (e.g. Ministry of Health): there are many offices at DG level and they have a Secretary General for general co-ordination.

5. **Department with responsibility for HR policy**

HR policy for State Administrations, public Agencies and public bodies is dealt with by the Department for Public Administration (Dipartimento della funzione pubblica) in the Presidency of the Council of the Ministers. Other Ministries are also involved (e.g. Ministry of Labour, Ministry of Economy). At regional and local level there is a certain autonomy and each region and local administration organises its own personnel. However, this system is due to change.

6. **Current HR reforms**

HR policies (mainly for the State Administrations, the Agencies and the public national bodies) are decided by the Minister for Public Administration. The main intervention areas are: training, personnel administration, administrative innovation, inspection function. Some relevant decisions (limitations to the number of civil servants, recruitment - to keep the expenses within the budget provisions) are taken at central level even for regional and local administrations. In this case, considering the regional and local autonomy, the staff consistency and hiring limitations in relation to financial restrictions are taken with negotiations between the Government and regional and local representatives.

Latvia

<http://www.mk.gov.lv/index.php/en/?id=1>

1. Structure of public service

Latvian public service is formed of civil service, which includes all the institutions of direct administration (ministries and their subordinate institutions) and local or indirect administration. Local administration is not included in the civil service.

2. Number of public servants

The general civil service means mainly staff of the ministries, specialised civil service comprises diplomats, policemen, firemen, boarder guards, tax inspectors and other State Revenue Service staff.

	No. of institutions	No. of Civil Servant positions	No. of Civil servants	No. of employees	No. of Personnel	% of civil servants out of the whole public administration personnel
General Civil Service	91	7370	6667	5972	12639	53%
Specialised Civil Service	12	22482,5	21048	3811	24859	85%
Total	103	29852,5	27715	9783	37498	74%

3. Number of Ministries

There are **15 Ministries** and **2 Secretariats** - Ministers for Special Assignment for Electronic Government Affairs and in Society Integration Issues. The Ministries are:

- Ministry of Foreign Affairs
- Ministry of Defence
- Ministry of Justice
- Ministry of Finances
- Ministry of Interior
- Ministry of Health
- Ministry of Welfare
- Ministry of Transport and Communication
- Ministry of Regional Development and Local Administration
- Ministry of Education and Science
- Ministry of Environment
- Ministry of Culture
- Ministry of Agriculture
- Ministry of Economics
- Ministry of Children & Family Affairs
- Children & Family

4. Structure within each Ministry

The structure of Ministries are: a Minister, a State Secretary, Deputy State Secretaries, Heads of Departments, Heads of Divisions, senior officers.

5. Department with responsibility for HR policy

The civil service development policy is the responsibility of State Chancellery, which is directly subordinated to the Prime Minister. The relevant department within State Chancellery is Policy Coordination Department. The deputy manages the Division of Public Administration Reforms, which is responsible for the development of civil service and HR policy.

General HR policy is decided at the central level and defined in the Civil Service Law and relevant secondary legislation. However, ministries are autonomous in the practical, everyday implementation of the HR principles - personal selection and recruitment, design of professional development programmes and performance appraisal is carried out in decentralised way in every ministry, but co-ordinated at the central level.

6. Current HR reforms

- The most important – pay reform, which will be supported by the restructuring of job classification system of civil service.
- Education and professional development system is being revised in order to enhance the administrative capacity of Latvian public service.
- The concept is being drafted on inclusion of local authorities in the system of civil service

These reforms will be carried out over a period of 1-2 years and should be completed by the end of 2006.

Lithuania

http://www3.lrs.lt/pls/inter/w4_home.int_ang

1. Structure of public service

Lithuanian public service is at all levels, central, regional and local.

The positions of public servants are divided into:

- 1) career public servants;
- 2) public servants of political (personal) confidence;
- 3) public managers;
- 4) statutory public servants.

2. Number of public servants

There are approximately 27,000 public servants. Statutory public servants (such as policemen, firemen, etc.) are not included in this number.

3. Number of Ministries

There are 13 Ministries:

- Ministry of Agriculture
- Ministry of Culture
- Ministry of Economics
- Ministry of Education and Science
- Ministry of Environmental Protection
- Ministry of Finance
- Ministry of Foreign Affairs
- Ministry of Health Care
- Ministry of Interior
- Ministry of Justice
- Ministry of National Defence
- Ministry of Transport and Communications
- Ministry of Social Security and Labour

4. Structure within each Ministry

The structure within each Ministry is unified. In each Ministry there is: a Minister (politician), Vice Minister (public servant of political (personal) confidence), State Secretary (career public servant), Under Secretaries (career public servant), Advisers and Assistants of the Minister (public servants of political (personal) confidence).

The Ministry is divided into Departments and Divisions. Accordingly, there are Heads (Directors) of Departments and Heads of Divisions. In Departments there is also a Deputy Director, Chief Specialists, Senior Specialists and Specialists. The number of Chiefs, Senior Specialists and Specialists can vary.

5. Department with responsibility for HR policy

The Ministry of Interior is responsible for the public service policy. HR policy is decided at central level.

Public Service Department under the Ministry of the Interior is responsible for the control of the implementation of Law on Public Service.

6. Current HR reforms

Recently the Government of Republic of Lithuania has approved Public Administration Development until 2010 Strategy and implementation plan of this strategy. The following objectives in the field of public service have been set – strengthen the administrative capacities of the public service and improve its image.

Luxembourg

<http://www.gouvernement.lu/> (FRENCH with English content)

1. Structure of public service

The Luxembourg public service is divided into 5 categories:

- General administration
- Judiciary
- Police Force
- Education
- Religion

2. Number of public servants

Staff numbers for 2004 were:

General Administration	5,018
Judiciary	444
Police Force	1,807
Education	6,667
Religion	276

Total **14,212**

3. Number of Ministries

There are 19 Ministries:

- Ministry of State
- Ministry for Foreign Affairs and Immigration,
- Ministry of Agriculture, Rural Development and Viticulture
- Ministry of Middle Class, Tourism and Housing
- Ministry of Culture, Higher Education and Research
- Ministry of Economy and External Trade
- Ministry of Equal Chances
- Ministry of National Education and Professional Training
- Ministry of the Environment
- Ministry for Family and Integration
- Ministry of Finance
- Ministry of the Public Service and Administrative Reform
- Ministry of the Interior
- Ministry of Justice
- Ministry of Health
- Ministry of Social Security
- Ministry of Transport
- Ministry of Work and Employment
- Ministry of Public Works

4. Structure within each Ministry

All the Ministries are placed under the authority of a Minister who is sometimes assisted by a Secretary of State (currently the Government has thirteen Ministers, one delegate Minister and one Secretary of State).

The levels below consist of General Administrators, First Advisors of Government or Advisors of Government.

Where a Ministry is subdivided, each section is headed by a manager.

5. Department with responsibility for HR policy

The Ministry for the Public Service and Administrative Reform is responsible for the general policy for personnel and management of all State personnel. In the framework of objectives set and decisions taken by the Government, it devises and draws up the laws, payments, orders and circulars regarding the Public Service.

Decisions to hire personnel are made by the Council of Government, on the advice of a Commission, called the Savings and Rationalisation Commission (SRC). Each year, the SRC sends, via the Prime Minister, a circular to the ministerial departments and the administrations, inviting them to detail their requirements for additional personnel. The SRC examines these proposals and submits to the Prime Minister recommendations within the budgetary law. The recruitment of civil servants is done by way of competitive examination organised by the Ministry for Public Service and Administrative Reform (MPSAR). The final selection of the successful candidates is made by the different ministerial departments in collaboration with the MPSAR.

6. Current HR reforms

Within the framework of a recent reform of the recruitment process for the Public Service, based on several grand-ducal regulations dated 30 January 2004, the Government introduced the possibility of submitting the successful candidates to a psychological evaluation in order to match the best candidate to each vacancy. For the final allocation of a candidate to a certain position, their written test, their working experience and their psychological evaluation will be taken into account. To this end, different ministerial departments and administrations act in consultation with the MPSAR.

Malta

<http://www.gov.mt/index.asp?l=2>

1. Structure of public service

The entire Maltese public sector can be classified into:

- Ministries and departments of government,
- Statutory corporations and authorities, including autonomous regulatory bodies,
- Government owned limited liability companies and foundations, and
- Local councils.

In general, the public service consists of Ministries and departments. The public service of Malta is broader in scope than that of many larger countries since, given the country's small size, most public functions are the responsibility of the central government.

2. Number of public servants

The total number of people working in the entire public sector is 47,285 and this represents 34.6% of the Maltese working population. This includes the number of people employed by the public service which is 30,069 and represents 22.3% of the working population.

3. Number of Ministries

There are 14 Ministries in Malta:

- Office of the Prime Minister
- Ministry for Social Policy
- Ministry of Education
- Ministry of Finance and Economic Affairs
- Ministry for Tourism
- Ministry for Transport and Communications
- Ministry for Justice and Home Affairs
- Ministry for Resources and Infrastructure
- Ministry for Gozo
- Ministry of Health
- Ministry for Information Technology and Investment
- Ministry for Foreign Affairs
- Ministry for Rural Affairs and the Environment
- Ministry for Youth and the Arts

4. Structure within each Ministry

The senior management structure of the Public Service in each Ministry consists of the following levels:

- Permanent Secretary
- Director General
- Director
- Assistant Director

5. Department with responsibility for HR policy

HR policy is currently formulated and regulated centrally through the Management and Personnel Office within the Office of the Prime Minister, with the approval of the Public Service Commission in matters relating to appointments. However, delegation of management powers in the field of Human Resource Management is under way. Disciplinary powers have already been delegated to department heads under new rules which came into effect in 2000. Discussions are being held with the Public Service Commission on the delegation of staffing powers.

6. Current HR reforms

The Maltese Public Service is today facing stiff competition from the private sector in the recruitment of highly skilled and adequately qualified staff. As a result, measures to enhance the attractiveness and image of the Public Service are continuously being explored. Over the past few years several improvements in the conditions of service were made. These included:

- The introduction of the concept of a “responsibility break” (in terms of which employees who are entrusted with the care of a dependent elderly parent or a disabled child or spouse would be entitled to a period of unpaid leave).
- The introduction of arrangements enabling full-time Government employees to work on the basis of a reduced time-table, subject to certain conditions.
- A review of all the allowances payable to public officers.
- An upward revision of the salary structure.

Various measures have been introduced to promote female participation in public sector employment and better combine professional careers with family life, thereby also increasing the number of women in senior positions. In addition to reduced hours, as mentioned above, these measures also include extended maternity leave and parental leave of up to 3 years which can be taken by either the husband or the wife, or shared if both spouses are public officers.

Poland

<http://www.kprm.gov.pl/english/index.html>

1. Structure of public service

A. The Polish state administration comprises:

- 1) supreme and central institutions (e.g. Sejm, Senat, Office of the President, ministries, central offices),
- 2) foreign service units, i.e., foreign offices of state administration organs, cultural centres abroad),
- 3) separate government administration (e.g., fiscal chambers and offices, statistical offices, regional accounting chambers),
- 4) joint government administration (e.g., voivodship offices, voivodship trade inspectorates, monument preservation voivodship services, veterinary voivodship inspectorates, board of education),
- 5) delegate offices of ministries and central offices,
- 6) other state units (e.g., regional accounting chambers, the National Labour Inspectorate, self-government appeal councils).

B. Local self-government administration comprises:

- 1) gminas and cities with powiat status:
 - a) gmina offices and auxiliary service entities (e.g. municipal service entities),
 - b) offices of cities with powiat status and auxiliary service entities (e.g., geodetic and cartographic documentation centers),
- 2) powiats, i.e., powiat starosta offices and auxiliary service entities (e.g., public road boards);
- 3) voivodships, i.e., marshals' offices and voivodship self-government organizational entities (e.g., drainage and water facility boards).

On 31 XII 2003 there were 16 voivodships, 314 powiats, 65 cities with powiat status and 2478 gminas.

2. Number of public servants

In 2003, total employment in the public administration was 356.874, which includes:

- State administration – 162.244
There are some 103.000 members of the Civil Service Corps (average employment in 2004) divided into two categories:
 - civil service employees (some 100.800 – 97,9%),
 - civil servants (some 2.130 – 2,1%).
- Local self-government administration – 194 665

3. Number of Ministries

There are 15 Ministries:

- Ministry of Social Policy
- Ministry of Science and Information Technology
- Ministry for Environment
- Ministry of the Treasury
- Ministry of Economy and Labour
- Ministry of Finance
- Ministry of Defence
- Ministry of Interior and Administration
- Ministry of Health
- Ministry of Foreign Affairs
- Ministry of Justice
- Ministry of Agriculture and Rural Development
- Ministry of Culture
- Ministry of Infrastructure
- Ministry of National Education and Sport

There are 28 central offices controlled by Ministers:

1. Polish Insurance And Pension Funds Supervisory Board
2. Polish Securities and Exchange Commission
3. Central Office of Measures
4. Patent Office of Republic of Poland
5. Energy Regulatory Authority
6. Office for War Veterans and Victims of Oppression
7. General Directorate of Domestic Roads and Motorway
8. Office for Railway Transport
9. Main Inspectorate Of Road Transport
10. Head Office of Land Surveying and Cartography
11. Main Construction Supervision Office
12. General Inspectorate of Civil Aviation
13. Office of Telecommunications and Post Regulation
14. Head Office of State Archives
15. Agricultural Social Insurance Fund
16. Plant Protection and Seeds Service
17. Main Inspectorate for Purchase and Processing of Agricultural Products
18. Main Veterinary Inspectorate
19. National Fire Service Headquarters
20. General Police Headquarters of Poland
21. National Border Guard Headquarters
22. Office for Repatriation and Aliens
23. The Office of Public Procurement
24. State Mining Authority
25. State Inspectorate of Environmental Protection
26. National Atomic Energy Agency
27. Main Pharmaceutical Inspectorate

28. Main Sanitary Inspectorate

There are 5 central offices controlled by Prime Minister:

- Internal Security Agency
- Intelligence Agency
- Central Statistical Office
- Office of Competition and Consumer Protection
- Civil Service Office

There are 10 other state units:

- Office of The Committee For European Integration
- Agency for Restructuring and Modernisation of Agriculture
- Agricultural Market Agency
- Agricultural Property Agency
- Polish Academy of Sciences
- Polish Centre for Accreditation
- Polish Committee for Standardization
- Government Centre for Legislation
- Government Centre for Strategic Studies
- Social Security Service

4. Structure within each Ministry

The responsibility of each minister is specified by regulations issued by the Prime Minister pursuant to law (Act on divisions of governmental administration as of September 4th, 1997 - Journal of Acts 99.82.928 amended).

A ministry is an institution providing service for the minister. Each ministry is established on the basis of regulations issued by the Council of Ministers. The ministry's internal organisation is specified in the regulations issued by the Prime Minister.

Each ministry has got two parts: political and non-political.

The political part consists of: minister, secretary of state and under-secretaries of state, as well as the Minister's Political Cabinet. The minister directly manages the ministry and supervises central offices subordinated to him, which is executed with the assistance of a secretary of state and undersecretaries of state who are responsible for supervising several departments or bureaux.

The Political Cabinet of the minister is composed of political advisors and assistants. The chief executive of the Cabinet is each time appointed by the next minister.

The highest non-political position in each ministry (and central office) is a Director General of ministry. He ensures the functioning of the ministry, conditions for its activity, as well as work organisation (e.g., exercising direct supervision over structural units of the ministry for the proper execution of tasks defined by the respective government administration bodies). He also guarantees the functioning and continuity of work of the ministry during the changes of the governmental team.

Each ministry is divided into departments, bureaux and one- and multi-person job positions. The departments are organizational units that implement the tasks of the ministry. They are divided into divisions, teams and one- and multi-person job positions. The department is managed by a director assisted by vice-directors and divisions are managed by heads of divisions.

Bureaux are established to provide service for the ministry (e.g. Administrative-Financial Bureau). Depending on the needs, bureaux may be divided into teams and one- and multi-person job posts. Each Bureau is managed by a director assisted by vice-directors.

The number of departments and bureaux in each ministry is different (e.g., Ministry of Interior and Administration has got 14, Ministry of Economy and Labour has got 50).

5. Department charged with HRM

A central organ of government administration responsible of civil service issues is the Head of Civil Service. The Head of the Civil Service in particular watches over the observance of the Civil Service rules, administers the process of staff management in the Civil Service, collects data on the Civil Service Corps. He shall execute the tasks of the Civil Service with the assistance of Directors General of ministries (central offices).

Each Ministry leads its own HRM policy, but the Ministry of Finance settles the number of available positions in every ministry. Each ministry has an office responsible for HRM policy.

The Act on Civil Service specifies the rules of access to the civil service corps, principles of its organisation, functioning and development.

6. Current HRM reforms

- Recruitment policy (increasing openness, expertise and fairness of recruitment procedures)
- Introducing competition procedure for staffing positions of the heads of central offices and state agencies

Portugal

<http://www.portugal.gov.pt/en/>

1. Structure of public service

Public Administration covers the following levels:

- Central Administration (from the State).
- Autonomous Regional Administration (from the Autonomous Regions of the Azores and Madeira).
- Local Administration (from Local Authorities).

State Administration is characterised by:

- Direct Administration, made up of central or outlying services, subject to the power of direction of a member of the Government and structured in ministries.
- Indirect Administration, made up of organizations endowed with legal personality and of bodies with own property, subject to superintendence and supervision from the Government

Government is the supreme organ of Public Administration - it runs Direct State Administration and superintends or supervises all non-state administration (superintends indirect administration and supervises autonomous administration, controlling public entities attached to Administration but which are not part of the State). As regards direct administration, the Government performs a real power of direction.

2. Number of public servants

The total number of Public Administration workers, according to the latest available data is 716,418 distributed as follows:

State Administration:

Direct State Administration: 360,067

Indirect State Administration: 200,756

Autonomous Regional Administration:

Autonomous Regional Administration of the Azores: 15,166

Autonomous Regional Administration of Madeira: 18,638

Local Government: 116,066

3. Number of Ministries

Ministries are departments of State Central Administration run by the Ministers concerned. The number and designation vary according to the ruling Government and are laid down in decrees appointing the respective holders of the offices or by decree-law.

The XVII Constitutional Government is composed of 14 Ministries:

- Ministry of Finance
- Ministry for National Defence
- Ministry of Foreign Affairs
- Ministry of Internal Administration
- Ministry of Justice
- Ministry of Economy and Innovation
- Ministry of Agriculture, Rural Development and Fisheries
- Ministry of Education
- Ministry of Science, Technology and Higher Education
- Ministry of Culture
- Ministry of Health
- Ministry of Labour and Social Solidarity
- Ministry of Public Works, Transport and Communications
- Ministry of Environment, Territorial Planning and Regional Development

4. Structure within each Ministry

Internal organisation of ministries and structure of services and agencies follow no clearly defined specific model. There is no common pattern; instead, multiple and heterogeneous organic models are in force.

Internal organisation of each of these types of services is variable. Within the category of executive services, the Directorate General is the model unit. Organisation is based on a hierarchy of services comprising departments, divisions and sections. Alongside this vertical framework of services, there is a corresponding hierarchy for managers: director-general, head of department, head of division and head of section.

5. Department with responsibility for HR policy

In the current Government, Public Administration is under the jurisdiction of the Minister of Finance through the Secretary of State for Public Administration.

The Directorate General for Public Administration (DGAP) is responsible for the management of human resources.

DGAP, 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 General for Public Administration provides specialised 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.

6. Current HR reforms

In June 2003, the Government started a reform programme by presenting guidelines for the Reform of Public Administration. Quality is the focal point of such a programme and the aim is to qualify and stimulate civil servants, to innovate and introduce new management practices; to introduce a new concept of performance appraisal of civil servants and managers, by investing in their training and upgrading.

Slovakia

<http://www.government.gov.sk/english/>

1. Structure of public service

Civil Service – Ministries, other central state administration bodies, regional and district offices.

Forces - Police Force, members of the Slovak Intelligence Service, members of the National Security Office, members of the Corps of Prison Wardens and Judiciary Guards, members of the Railway Police, Customs Officers and professional soldiers and members of the Fire and Rescue Brigades.

Public Service – Local Authorities, Higher Self-Governmental Units, Health Care, Education Institutions.

2. Number of public servants

Civil Service – 41 618. The whole public sector (including civil servants) 473 237.

3. Number of Ministries

The Slovak Republic has 14 Ministries:

- Ministry of Economy
- Ministry of Finance
- Ministry of Transport, Posts and Telecommunications
- Ministry of Agriculture
- Ministry of Construction and Regional Development
- Ministry of Interior
- Ministry of Defense
- Ministry of Justice
- Ministry of Foreign Affairs
- Ministry of Labor, Social Affairs and Family
- Ministry of Environment
- Ministry of Education
- Ministry of Health
- Ministry of Culture

There are also 10 Central State Administration bodies.

4. Structure within each Ministry

Generally the Ministry is led by a Minister. Under the Minister there is a State Secretary who can deputies his responsibilities in many cases. Head of Service Office Ministry (similar to Permanent Secretary or Secretary General) is the highest ranked civil servant in a Ministry (or other service office). The Ministry is split into Sections, Departments and Organisational Units. Head of the Section is the General Director. Sections are split into Departments headed by a Head of Department. Departments can be divided into many Organisational Units led by a Head of the Unit.

Organisational structure of the Central State Administration Bodies has only 2 levels. At the top of the Central State Administration Body is a Chairman. S/he can be deputised by a Vice Chairman. The difference between a Ministry and other Central State Administration Bodies is that the Chairman is not a member of Government.

5. Department with responsibility for HR policy

Since March 2002 there has been a special institution responsible for the HR policy in civil service – the Civil Service Office (CSO). CSO incorporates and leads staff in the civil service only - cca. 40 032 civil servants at the central and local level (according to Civil Service Act No. 312/2001 Coll.).

6. Current HR reforms

Firstly, HR reform started in April 2002 with the *Civil Service Act* and the *Public Service Act* coming into force. It split the employees working in the public sector in two big groups – civil servants and public servants (self-governmental units, municipalities, health care, schools, service staff in ministries and other state offices).

The Civil Service Act brought a new dimension to the relationship state – civil servant. The civil service according to this Act is based on these fundamental principles – professionalism, political neutrality, effectiveness, flexibility, impartiality and ethics. It brought new tools in the area of HR management such as: civil servants and state as his employer, recruitment and selection procedures based on merit, systemisation (number of civil servants approved for a relevant year), performance appraisal, disciplinary accountability, declaration of assets, rights and obligations of civil servant.

The reform process continued with *Reform Strategy for Employment in the Public Sector* prepared by the Ministry of Labour, Social Affairs and Family in cooperation with the Civil Service Office approved by Government in June 2003. The goal of the Strategy is to increase competitiveness and quality of the public sector that will evoke trust of the public, better remuneration of civil servants performing conceptual activity and developing state policies, the flexibility of the public sector in reflecting the changing trends, currently mainly to the trends in relation to the upcoming accession to the European Union.

The Strategy, *Amendment of the Civil Service Act*, was approved by Parliament on 31 October 2003 and came into power on 1 January 2004 – new competencies for the Civil Service Office regarding identification of minimum standards of education of civil servants, responsibility for Quality Assessment in Civil Service of the SR, establishment of a Personnel Information System for Management of the civil, new regulations applying for the systemization process and for the recruitment of civil servants, establishing of Nominated Civil Service (comparable with Senior Civil Service in some EU countries), new system of remuneration of civil servants based on performance of the civil servant.

Two new Acts came into force on 1 January 2004 - *Performing Work in the Public Interest* and *Remuneration of some Employees Performing Work in the Public Interest*. Some of the HRM tools applicable in the civil service have been extended to the rest of

public service employees. The general reform approach for the future will be the *unification of working conditions* of all groups of civil and public servants.

Slovenia

<http://www.sigov.si/>

1. Structure of public service

The Public Administration is divided into:

- State Administration:
Ministries (14); Autonomous Bodies within Ministries (45); Governmental Offices (17); Administrative Units (58)
- Local self-government:
Municipalities Public Services (193): Public Agencies, Public Establishments, Public Funds and other public authority holders.

2. Number of public servants

The number of public servants in March 2003 in the Public Sector, as a whole, was 144 049 (population in Slovenia is 2 million), included public schools, public health, etc.

Public Administration only (on 1 December 2003):

- Ministries with bodies within Ministries - 33 576 public servants;
- Governmental Offices - 1136 public servants;
- Administrative Units - 3136;
- Local self-government: around 3500 public servants.

3. Number of Ministries

- Ministry of Labour, Family and Social Affairs
- Ministry of Finance
- Ministry of Economy
- Ministry for the Information Society
- Ministry of Agriculture, Forestry and Food
- Ministry of Culture
- Ministry of the Interior
- Ministry of Defence
- Ministry of the Environment, Spatial Planning and Energy
- Ministry of Justice
- Ministry of Transport
- Ministry of Education, Science and Sport
- Ministry of Health
- Ministry of Foreign Affairs

We also have 2 Ministers portfolio (for European Affairs and Regional Development).

4. Structure within each Ministry

Structure within Ministry is changing this year (2004) due to new legislation (State Administration Act and Civil Servants Act) and elections in November, which will be followed by new government.

Current Structure:

Politicians:

- Minister: heads and presents the Ministry
- State Secretary: assists the Minister in the performance of certain fields (approx. 50)
- Director of Body within Ministry (45 in 14 ministries)

Officials:

- Secretary-General: directs expert work in management of personnel, financial, information and other resources
- Senior and other Officials
- Other Public Servants

Structure from end of 2004:

Politicians:

- Minister
- State Secretary (up to 1 per Ministry) as Minister's deputy

Officials:

- Directors General
- Secretary General
- Director of Body within Ministry
- Senior and other Officials
- Other Public Servants

5. Department with responsibility for HR policy

The Ministry of Interior has jurisdiction over public administration and the Personnel Services and is responsible for HR policy in the Republic of Slovenia. The HR policy is decided both on central and departmental level.

6. Current HR reforms

The most important step was made with the new Civil Servants Act, adopted in 2002, which laid out the path towards increasing efficiency of organisation on the basis of greater affiliation, motivation and internal competitiveness of employees.

Some objectives include:

- planned, systematic and rational human resources management (a greater utilisation rate of human resources, increased efficiency, cost reduction);
- a transparent, flexible and controllable salary system;
- establishment of the top-level manager structure; strengthening the role and responsibility of the management;
- introduction of the strategic human resources planning and flexible distribution of work quotas between administration bodies;
- a greater mobility of human resources between public administration bodies and a greater flexibility in the transferral and distribution of work;
- increasing the satisfaction and motivation levels for the work within administration;

- a “learning administration”.

Priority tasks:

- implementation of regulations and other measures on the basis of the Civil Servants Act;
- realisation of implementing activities on the basis of the Salary System in the Public Sector Act (collective agreement for the public sector, decree on promotions to salary classes, collective agreements for activities and professions, decree on the classification of titles of officials in salary classes);
- preparation of the human resources plan for the periods 2004-2005 and 2005-2006 with a special emphasis on the utility rate of reserve holdings and internal human resources restructuring, as well as solving the structural issues);
- implementation of post competition procedures for Directors-General, Secretaries-General and Directors(-General) of bodies within Ministries and Government services, Heads of Administrative Units, Municipal Secretaries and Directors of Municipal Administrations, respectively;
- implementation of programmes of permanent training for the top-level management and other focus groups, as well as specialized training in the area of European Affairs;
- development and implementation of the information-supported central human resources record.

Spain

<http://www.administracion.es>

1. Structure of public service

Spain is a highly decentralised State comprising three Territorial Public Administrations:

- the State General Administration - deals with managing, for the whole of the national territory, those services and functions considered to be essential for the very existence of the national community.
- the Autonomous Communities – each have the right, in accordance with the Constitution of 1978, to create their own administration for the purpose of administering the services and functions that fall within their scope of authority.
- the Local Government - comprises territorial bodies, such as provincial, municipal and island governments, as well as non-territorial bodies (such as associations, consortiums, etc.). The municipality is the basic local unit within the territorial structure of the State. Each municipal area is governed by a municipal council.

Regarding the civil service, there is a basic or common legal framework which is applicable to all the territorial public administrations and which is established by the State in the exercise of the exclusive powers reserved to it by the Spanish Constitution. The Autonomous Communities can adopt their own legislation for the implementation of the principles set out by the central level.

2. Number of public servants

According to the data from the Bulletin of the Central Personnel Register of 1st December 2004:

The State General Administration	542,233 effectives
The Autonomous Communities	1,162,057 effectives
The Local Government	567,874 effectives
Universities	92,702 effectives
Total	2,364,866

3. Number of Ministries

The Royal Decree 553/2004, of 17 April, introduced some changes in the Ministerial Departments of the General Administration of the State. The current Ministries are:

- Justice
- Defence
- Treasury and Economy
- Interior
- Development
- Education and Science
- Culture

- Labour and Social Affairs
- Industry, Tourism and Commerce
- Agriculture, Fishing and Food
- Presidency
- Public Administrations
- Public Health and Consumption
- Environment
- Economy
- Science and Technology
- Housing

4. Structure within each Ministry

Ministries are large administrative units specialised in the administration of uniform sectors of administrative activity. Ministries are created, modified or abolished through Royal Decrees of the President of the Government.

Each ministry is headed by a minister, who directs it. For organisational purposes, Ministries are divided into State Secretariats, which are responsible for administering certain specific sectors of activity in the department. Within each State Secretariat there are one or more Directorates-General, which are responsible for administering one or more areas of administrative activity that are uniform in a functional sense.

In special instances, some departments may have Secretaries-General as well. These officials are analogous to State Secretaries in certain respects. However, they are not the highest officials in the department, but managerial officials at the rank of Under-Secretary. These officials are also appointed by the Cabinet of Ministers upon the proposal of the minister who heads the department.

Each ministry has a Under-Secretary who is responsible for administering the common services within the department (budgeting, economic management, staff, legal advice, the inspection of services, etc.). Within the Under-Secretariat, the Technical Secretariat-General is responsible, among other things, for the drafting of regulations, legal advice and the publications of the department.

Finally, Deputy Directors-General are responsible, under the supervision of the Director General, for the implementation of projects, objectives or activities assigned to them, and for the daily management of the issues under the competency of the Deputy Directorate General.

5. Department with responsibility for HR policy

The Ministry for Public Administration is the main central department responsible for the general implementation, co-ordination, control and execution of the State Administration policy in respect of human resources.

It must pointed out that the Ministry of Finance is responsible for laying down guidelines for personnel expenditure, as well as controlling and handling such expenditure and administering the State Pension system.

Regarding the different levels of territorial Public Administration, the personnel policy decision and management have been decentralised. Each public administration is responsible for its own personnel management bodies (to which the powers of personnel management will be attributed) and to determine the management tools that will be at the disposal of these bodies for the purposes of carrying out the functions that are entrusted to them.

Regarding the human resources policy in the State Administration, the general criteria of the Human resources policy are established by the so called horizontal organs (Government, Ministry for Public Administration and Ministry of Finance) and the Ministerial Departments establish specific criteria with respect to their personnel.

The powers in respect of public personnel management are distributed between the mentioned horizontal organs and the Ministerial Departments (exercise most of the ordinary personnel management powers in respect of their personnel).

6. Current HR reforms

In Spain there is a general consensus on the need to reform civil service for the following reasons:

- Conclusion of the transfer process to the Autonomous Communities with the recent transfer of health competencies.
- The increasing impact of the process of European Union integration.
- New social demands related to environment and immigration, among others.
- Generalisation of New Information and Communication Technologies.
- Public Administration orientation to effectiveness, efficiency, productivity and cost optimisation.

The reform is framed within a broader and more ambitious project of modernisation and change of Public Administrations, as explained in the White Paper on the Improvement of Public Services, was approved by Government on 4 February 2000.

Current HR issues include the definition of a new legal framework applicable to all Public Administrations (Basic Statute of the Public Employee), the modernization of recruitment processes, the simplification of administrative procedures and the improvement of training and social protection of the public employee. Accordingly, the current top challenges are the process towards more flexible organisation structures (Public Agencies), more transparent and near-the-citizen Public Administrations (Personalized Attention Offices Network), special evaluation of the quality of the services provided (the future Agency for the Evaluation of the Quality of Services and Public Policies) and the technological modernization of the State's General Administration ("Conecta" Plan).

Sweden

<http://www.sweden.gov.se/>

1. Structure of public service

The Swedish sector is divided into three political levels, with their own elections, right to levy taxes and own levels of responsibility:

- National political level (the State).
- Local political level.
- Regional political level.

2. Number of public servants

- The State is divided into 270 agencies with in all 230,000 employees.
- At local political level there are 289 municipalities with 850,000 employees.
- AT regional level there are 21 county councils with 250,000 employees.

3. Number of Ministries

- Prime Minister's Office
- Ministry of Justice
- Ministry of Foreign Affairs
- Ministry of Defence
- Ministry of Finance
- Ministry of Education and Science
- Ministry of Agriculture, Food and Fisheries
- Ministry of Culture
- Ministry of the Environment
- Ministry of Industry, Employment and Communications
- Office for Administrative Affairs

4. Structure within each Ministry

The Government Offices

The Prime Minister's Office

(Directs and coordinates the work of the Government Offices)

The Ministries

(Exercise overall responsibility for affairs within their Policy areas and prepare Government business)

Minister
State Secretaries
Director
Officials

Office for Administrative Affairs

(Responsible for administrative matters that affect several ministries)

5. Department with responsibility for HR policy

The Ministry of Finance deals with HR policy.

6. Current HR reforms

The different Swedish agencies are responsible for HR policies. These agencies are constantly working on improvements in this field.

The Swedish government sector is deregulated and decentralised in these respects.

The Netherlands

<http://www.government.nl/index.jsp>

1. Structure of public service

Government comprises over 1,600 organisations and bodies, including 13 ministries, 12 provincial authorities and, since 1 January 2003, 489 municipal authorities. It also includes autonomous administrative authorities, such as police regions and chambers of commerce, and public bodies for industry and the professions, such as the Soft Drinks and Water Commodity Board.

There are three tiers of government: central, provincial and municipal. Other authorities are classified mainly on the basis of their tasks.

- Central government
- Provinces
- Municipalities
- Water Boards
- Public bodies
- Autonomous administrative authorities

2. Number of public servants

Approximately 800,000 public servants

3. Number of Ministries

There are currently Ministers responsible for:

- General Affairs (the Prime Minister)
- The Interior and Kingdom Relations
- Government Reform and Kingdom Relations
- Foreign Affairs
- Defence
- Economic Affairs
- Finance
- Justice
- Agriculture, Nature and Food Quality
- Education, Culture and Science
- Development Cooperation
- Social Affairs and Employment
- Transport, Public Works and Water Management
- Integration and Immigration
- Health, Welfare and Sport
- Housing, Spatial Planning and the Environment

4. Structure within each Ministry

Within each Ministry there is a Minister, a Secretary General, about three or four Directors General, within each Directorate-General they have several Directors.

5. Department with responsibility for HR policy

The Department for the Interior and Kingdom Relations deals with HR.

The Minister coordinates national policy on public sector employment. Coordinated policy areas include terms of employment, social insurance, recruitment, and the integrity of public servants.

6. Current HR reforms

A current campaign is aimed at ensuring a widely held belief and sense of responsibility and urgency towards a better government in a more responsible society. The campaign is centred on the following themes:

- Government needs to improve service delivery to citizens
- Government needs to produce less regulation and try to regulate by other means
- National government needs to improve its internal organisation
- National government needs to improve its relationship with regional and local government

Typical activities which will be presented in the campaign are:

- Realisation of more electronic services
- Screening and clean up of large complexes of regulation
- Diminishing bureaucratic burdens for citizens by 25 in 4 years
- Scrutiny of government tasks, leading towards cuts in tasks or transferral to either the marketplace or civil society
- Improving operational management
- Improving civil society's involvement in government
- Promotion of the use of benchmarking in the public sector

United Kingdom

www.direct.gov.uk

1. Structure of public service

The public sector comprises central government, local government and public corporations. Central government includes all administrative departments of government and other central agencies and non-departmental public bodies. Local government includes all government units with a local remit. Public corporations are companies or quasi-corporations (organisations which behave like corporations) controlled by government. Examples include British Nuclear Fuels plc and Royal Mail.

2. Number of public servants

The Public Sector employs over 5,000,000 people in the UK in a variety of central and local government roles, healthcare, education, police and nationalised industries, to name but a few. Within this figure, the Civil Service currently employs just over 500,000 people. Since the year 2000 there have been progressive increases in the number of people employed in the public sector.

More information is available from the following links:

www.civilservice.gov.uk - General information on the UK Civil Service

www.ons.gov.uk – Public Sector employment statistics

www.cabinetoffice.gov.uk – Civil Service Statistics

3. Number of Ministries

There are numerous departments and executive agencies that make up Central Government. The work of some departments (for instance, the Ministry of Defence) covers the UK as a whole. Other departments, such as the Department for Work and Pensions, cover England, Wales and Scotland, but not Northern Ireland. Others again, such as the Scottish Executive and the National Assembly for Wales, have a regional remit yet fall under the definition of Central Government. Most departments are headed by ministers. However, some are non-ministerial departments headed by a permanent office holder and ministers with other duties are accountable for them to Parliament. Departments are steered from the centre by the Prime Minister's Office, HM Treasury and the Cabinet Office.

The four largest departments (by employment) are the Department for Work and Pensions, Ministry of Defence, Inland Revenue and Home Office (including the Prison Service).

4. Structure within each Ministry

Departmental structures vary, but for central government departments the general shape is:

- Secretary of State and Ministerial Team
- Officials:
 - Permanent Secretary/Head of Department
 - Management Board (Director General) level staff
 - Other senior Civil Servants (Directors and Deputy Directors)
 - Managers and staff.

5. Department with responsibility for HR policy

Individual Departments and Agencies have delegated responsibilities for most HR issues and policies. Corporate Development Group (CDG) in Cabinet Office leads on strategic Human Resource issues across the Civil Service. CDG works in partnership with other departments and agencies and Unions. CDG report to:

- The Cabinet Secretary and Head of Home Civil Service.
- The Minister of the Cabinet Office who exercises responsibilities for Civil Service issues on behalf of the Prime Minister who is the Minister for the Civil Service.

At a higher level CDG provide a group HR function for the Service, promote training and development and help build capacity via Performance Partnerships.

6. Current HR reforms

HR strategy and reforms that CDG are currently facilitating across the Service include:

- *Improving Leadership Capacity* – a programme of action to improve delivery through enhanced leadership capabilities in the Senior Civil Service. Policies include:
 - More active career management and flexible careers.
 - More investment in development.
 - Improved organisational and personal performance management.
- *Modernising People Management (MPM)* work seeks to raise HR and Managers' capability in Departments. Strands include:
 - Growing talent pool internally and externally
 - Benchmarking
 - Work on a capability framework
 - Outsourcing transactional aspects of HR
 - Grappling with E-HR (use of Information Technology) to make this area more strategic.
- *Professional Skills for Government (PSG)* is a new initiative to ensure that civil servants are equipped with the right skills and expertise for the job. The programme will be centred around 3 professional categories:

- **Policy Expert/Analyst** – Focusing on the effective development of high quality, evidence-based strategies and policies which can be effectively and efficiently delivered. Also includes those with specific expertise in, say, economics or science who contribute to the policy-making process
- **Operational Delivery** – Focusing on expertise in customer service, the design of services, and management of large-scale operations
- **Corporate Services** – Promoting professionalism in finance, human resources, procurement, ICT, communications.

Everyone will be expected to have the professional expertise needed to do the job: the old labels of 'generalist' and 'specialist' will no longer be relevant

More information can be found at:

http://www.civilservice.gov.uk/improving_services/delivery_and_reform/professional_skills_for_government/index.asp

<http://www.cabinetoffice.gov.uk>

Applicant States

Bulgaria

<http://www.government.bg/English/>

1. Structure of public service

The public administration in Bulgaria has the following structure:

- PA at central level including ministries, state agencies, state commissions and executive agencies.
- PA at regional level including the regional administrations of the 28 regions.
- PA at local level including the municipal administrations of the 264 municipalities.

2. Number of public servants

The total number of employees in the administration (central, regional and local) is 84 799.

25 338 out of them are civil servants.

The public administration category does not include doctors, teachers and other specific categories of employees.

3. Number of Ministries

Bulgaria has 16 ministries.

- Ministry of Agriculture and Forestry
- Ministry of Culture
- Ministry of Defence
- Ministry of Economy
- Ministry of Education and Science
- Ministry of Energy and Energy Resources
- Ministry of Environment and Waters
- Ministry of Finance
- Ministry of Foreign Affairs
- Ministry of Health
- Ministry of Interior
- Ministry of Justice
- Ministry of Labour and Social Policy
- Ministry of Regional Development and Public Works
- Ministry of Transport and Communications
- Ministry of Youth and Sports

There are 3 ministers without portfolio.

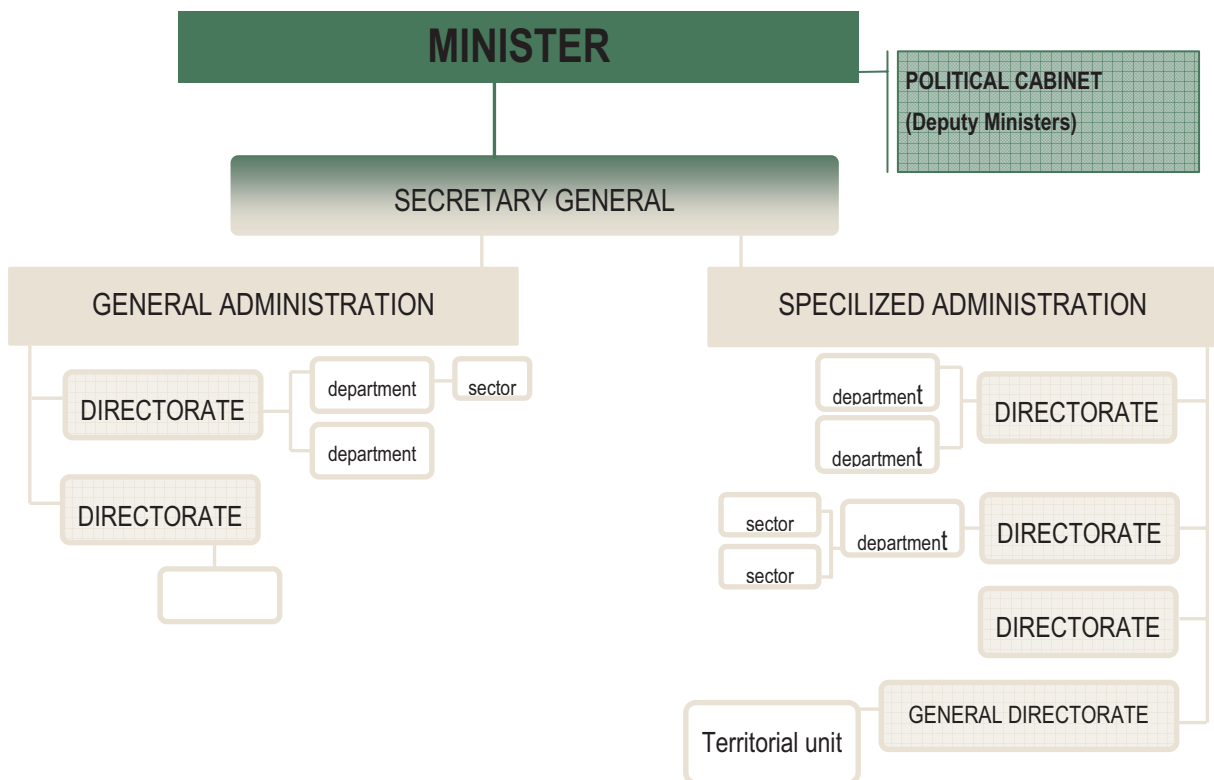
4. Structure within each Ministry

According to the Law for the Administration which is in force from 6th December 1998 all the administrations follow a unified structure as follows:

- Minister (responsible for the Ministries),
- President (for the state agencies),
- Executive Director (for the executive agencies),
- Governor (for the regional administrations),
- Mayor (for the local administrations).

The Mayor is directly elected by the people. The administration is led by the Secretary General who is the highest ranking civil servant. The administration is divided into general administration (the supporting functions) and specialised administration. It is divided into directorates headed by Directors. Within the directorates there could be departments headed by Heads of Departments and within the departments there could be Sectors headed by Heads of Sectors. Some of the Ministries, which have territorial units, have General Directorates.

Below is an organisational chart of a ministry.



5. Department with responsibility for HR policy

The overall policy for human resource management for the public administration is the responsibility of the Minister of State Administration.

6. Current HR reforms

The HR policy is decided at central level. However, in every administrative structure there is a HR Unit.

Some recent developments:

1. The Law for amendment and supplement to the Civil Servant's Act came into force on 1st November 2003. The scope of the civil service is enlarged to cover lower level expert positions. The civil service will increase by approximately 20 000. This will make the civil service more than 40% of the whole public administration. The other employees in the public administration are governed by the Labour Code.
2. A Regulation for performance appraisal of the employees has been in existence since 1st January 2003. The employees are appraised once a year and the appraisal is a basis for promotion in rank. From 1st July 2004 salary increase will be related to the performance.
3. The Law for amendment and supplement to the Civil Servant's Act which came into force from 1st November 2003 regulated a compulsory competition for entry into the civil service. The Government has adopted a Regulation for the rules and procedures for holding competitions, the functions of the competition commissions, the announcements for the competitions, etc.
4. The same law regulates the training of the employees in the public administration and the funds for training specifying that up to 0,8% of the total salary fund for the public administration are to be allocated every year for training needs.
5. A draft of a new Classification of the job positions in the public administration is prepared which is expected to be approved by the Government by the end of February 2004.
6. There is a Phare project of the administration of the Council of Ministers for the creation of an overall HRM system for the public administration in Bulgaria. The project is in the tendering phase and is expected to start in May–June 2004.

Romania

<http://www.gov.ro/engleza/index.php>

1. Structure of public service

The Romanian Public Administration, according to the Constitution of Romania from 2003, is structured in specialized central and local public administration. The specialised central public administration consists of Ministries, which are organised only under Government subordination and other specialised institutions. These specialised institutions could be organised under the subordination of the Government, or Ministries or as autonomous administrative authorities. The Government and the Ministries, by the approval of the Court of Accounts, could set up specialized institutions, under their subordination, only if the law allows. An organic law could set up the autonomous administrative authorities. The Government assures the implementation of Romanian external and internal policy and exercising the general management of the public administration.

The *Local Public Administration* is organized and functions according to the local autonomy principles, decentralisation of the public services, eligibility of the local public administrative authority, legitimacy and the consultation process of the citizens in solving the very important issues. It consists of 4300 institutions or authorities, namely local councils and Mayors and county councils, which are local authorities, elected by a universal, equal, direct, secret and expressed vote. Local Public Administration contributes to achieving the principle of local autonomy within the villages and towns, is represented by the local councils as deliberative authorities and by the Mayors as executive authorities.

The *Local Councils* function under the law, as autonomous administrative authorities in charge with the management of the public affairs for the communes and the towns, as well as for the territorial-administrative subdivisions of the cities.

2. Number of public servants

Public servants are classified in senior public servants, management public servants and executive public servants. The latest figures, given by the National Agency of Civil Servants (NACS), for the number of public servants is about 110,000.

3. Number of Ministries

In Romania there are 14 ministries:

- The Ministry of Foreign Affairs
- The Ministry of European Integration
- The Ministry of Public Finances
- The Ministry of Justice
- The Ministry of National Defence
- The Ministry of Administration and Interior
- The Ministry of Labour, Social Solidarity and Family
- The Ministry of Economy and Commerce

- The Ministry of Agriculture, Woods, Waters and Environment
- The Ministry of Transport, Tourism and Buildings
- The Ministry of Education, Research and Youth
- The Ministry of Culture and Cults
- The Ministry of Health
- The Ministry of communication and Informational Technology

4. Structure within each Ministry

The structure within each Ministry is as follows:

- Minister
- General Secretary
- Secretary of State
- General Director
- Deputy General Director
- Director
- Deputy Director
- Head of the Office.

5. Department with responsibility for HR policy

In Romania the legal framework for the human resources policy belongs to the Ministry of Labour, Social Solidarity and Family. The current management of the human resources and of the civil service positions is organised and achieved, within each public authority or institutions, by a specialised department, which cooperates directly with NACS.

6. Current HR reforms















The human resources policy is decided at central level.

The project of the Low Payment and Retribution, the Deontological Code for Public Servants and the continuing training are the current reforms which are underway in public administration.

Government Home Page Web Addresses:

Below please find list of EU Member States and Applicant Countries government home page web addresses. This information is available from the EUROPA web site - http://www.europa.eu.int/abc/index_en.htm. All government home page addresses link to the English version of the site unless otherwise stated.

European Union Member States

Country (+ Link to Europa.eu.int)	Government Home Page Web Address	
	Austria	http://www.bundeskanzleramt.at/en
	Belgium	http://www.belgium.be/eportal/application?languageRedirected=yes&pageid=aboutBelgium
	Cyprus*	http://www.cyprus.gov.cy
	Czech Republic*	http://wtd.vlada.cz/eng/aktuality.htm
	Denmark	http://www.stm.dk/Index/mainstart.asp?o=2&n=3&s=2
	Estonia*	http://www.riik.ee/en/
	Finland	http://www.valtioneuvosto.fi/vn/liston/base.lsp?k=en
	France	http://www.premier-ministre.gouv.fr/en/
	Germany	http://www.bundesregierung.de/en
	Greece	http://www.government.gr/english.html
	Hungary*	http://www.kormany.hu/
	Ireland	http://www.irlgov.ie/
	Italy	http://palazzochigi.it/ (ITALIAN only) http://www.esteri.it/eng/index.htm Ministry of Foreign Affairs
	Latvia*	http://www.mk.gov.lv/index.php/en/?id=1

	Lithuania*	http://www3.lrs.lt/pls/inter/w4_home.int_ang
	Luxembourg	http://www.gouvernement.lu/ (FRENCH with English content)
	Malta*	http://www.gov.mt/index.asp?!=2
	Poland	http://www.kprm.gov.pl/english/index.html
	Portugal	http://www.portugal.gov.pt/en/
	Slovakia*	http://www.government.gov.sk/english/
	Slovenia*	http://www.sigov.si/
	Spain	http://www.administracion.es
	Sweden	http://www.sweden.gov.se/
	The Netherlands	http://www.government.nl/index.jsp
	United Kingdom	http://www.direct.gov.uk/

Applicant Countries

Country (+ Link to Europa.eu.int)	Government Home Page Web Address	
	Bulgaria	http://www.government.bg/English/
	Romania	http://www.gov.ro/engleza/index.php
	Turkey	http://www.mfa.gov.tr/ Ministry of Foreign Affairs

Information source: http://www.europa.eu.int/abc/governments/index_en.htm#members