

TUNED Circular No. 3 (2006)

To the TUNED members and NEA (also agenda Item 4 for the meeting NEA on 6 November 2006)

REF.: NS/ea

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EUROPEAN SECTORAL SOCIAL DIALOGUE: LATEST DEVELOPMENTS AND NEXT STEPS

Dear colleague,

The note below is to keep you informed of recent meetings between representatives of TUNED, Finnish and German DGs regarding future social dialogue activities and our TUNED social dialogue roadmap 2007-2009. You will also find a request for your inputs at the end of the note.

Finnish Presidency: July-December 2006

The next DG/TUNED social dialogue meeting will be held under the Finnish Presidency in the morning of **4 December 2006** in Helsinki on the theme “good leadership and management”. It will be held before the biannual DG conference (4-5/12) to give it a high profile, as was initiated by the Austrian Presidency on 29 May last.

At a preparatory meeting on 8 September with TUNED representatives¹, the Finnish Secretary of State Mr Turunen presented the background for the theme of good leadership and management, namely ageing administration, the pace of change and globalisation. In Finnish civil service, 80% of managers will have to be replaced by 2011-2012. He said he would welcome the views of trade unions to help identify guidelines and expectations for tomorrow's leaders. Building upon the good cooperation with TUNED under the Austrian and UK Presidencies, he explained the preparations of the 4 December meeting as follows:

- ✓ The Finnish Presidency has selected country case studies on management of age, performance, strategy and change. These will form the basis of a report which will be available on 4 December.
- ✓ TUNED will be invited to comment the case studies and draft report at two DG-led meetings on 9 and 31 October
- ✓ Preparation of a joint (short) statement for adoption on 4 December at the above meetings with TUNED.
- ✓ The plenary social dialogue meeting itself will be very short. It will start at 9.00 and finish at 11.15 and will consist of presentations from Finnish Presidency and TUNED. There may be a possibility to use the time left in Helsinki for a TUNED meeting in the afternoon.

¹ Peter Waldorff – spokesperson- his assistant Hanne Johannessen, Jaan Vingisaar and Päivikki Kumpulainen from NTL and Pardia (Finland), Helmut Müllers and Jürgen Noack from CESI secretariat and NS from EPSU secretariat

In addition, the Finnish Presidency will draw up a note comparing the existing informal social dialogue to a formal one. It is understood this note will remain internal. It may be used in the context of the elaboration of the DGs' Mid-Term Programme 2007-2009 (MTP) which may include new working methods for EPAN². It will also help lay some common ground for the German Presidency (see below).

Last, the Finns are planning to update surveys on pensions and public sector ethics.

At the preparatory meeting, we said that our main interest in leadership and good management is its compatibility (or not) with Trade Union rights, a well-functioning social dialogue and quality administrations in the interest of public sector workers and citizens. Given that management issues are rarely discussed with trade unions we welcomed this opportunity to express our views on this issue.

We expressed disappointment with the short duration of the social dialogue meeting but the schedule cannot be changed. We insisted that the joint resolution should include a positive message towards a formalised social dialogue in the run up to the German Presidency.

We then presented the TUNED social dialogue roadmap 2007-2009. We strongly called for a more strategic approach on social dialogue in terms of issues to discuss, how and when. The EU ministerial conference on 22 June 2007 will be an opportunity to endorse such a joint workprogramme. The Finnish Secretary welcomed the roadmap but did not comment much further on it. We will see if we can refer to it, or at least to the possibility of a joint work programme, in the abovementioned resolution.

To sum up, the Finnish Presidency will build upon positive achievements over the past 15 months but no "visible substantial" steps are likely to be taken on the issue of formalisation of the social dialogue, which is our ultimate objective. On this issue, the Finnish presidency seeks a smooth transition to the German Presidency.

German Presidency January-June 2007

As requested by the Luxembourg Resolution of June 2005, Germany will have to present a progress report on improvements to the social dialogue³ to EU ministers on 22 June next. Clearly if we fail to achieve significant improvements by then we will have to wait for the next ministerial conference which may not take place before 2009!

At informal meetings with German DG representatives, we were told that Germany shares our views on the advantages of a setting up of a sectoral social dialogue committee, including equal decision-making procedures, workprogramme, working groups. It is also deemed essential to EPAN's own development. We stressed that a formal social dialogue will strengthen our position vis a vis the European Commission. While a formalised social dialogue will not oblige both sides to negotiate we will however have to respond to EU initiatives that have an impact on our sector. Also a formalised social dialogue will secure funding for meetings.

² European Public Network of Administration made up of EU Public Administration Directors General

³ *EU Ministerial Resolution, June 2005, extract relating to **Social Dialogue***: "In their concern to sustain all the modernisation efforts by their public administrations, in order to meet the challenges of:

- the administrative cooperation necessary for the European Union to function properly;
- services to be rendered to users (citizens, businesses and associations); and
- significant contributions to the success of the Lisbon Strategy;

The Ministers responsible for Public Administration reaffirm their determination to strengthen the European social dialogue initiated since the Strasbourg meeting in November 2000. To this end, they give the Directors General: the mission to examine how the social dialogue can be developed and improved, and how the employers and the employees can be consulted on issues and topics of their concern. They will report to the Ministers at the next Ministers meeting. They welcome the constitution of a common, pluralist representation of representative trade union organisations.

Germany's progress report to the Ministers will include recommendations on procedure, content and proposals for setting up an employers' platform for the DGs. Consultation of TUNED on the report is guaranteed.

ACTIONS REQUESTED

4 December Meeting

1. TUNED representatives from the following countries are invited to send their comments to the *attached* case studies (only available in English) before 20 October to nsalson@epsu.org It will be useful to know your views on the particular cases but also more generally on good leadership and management, impact on workforce and work organisation:

- ✓ Estonia and Netherlands: strategic management
- ✓ France and Denmark: age management,
- ✓ Uk and Germany (not yet available): performance management
- ✓ Portugal and Sweden: change management

Apart from the Danish case study none of them refer to trade unions and/or social dialogue and impact on workforce. The objectives in terms of quality administrations are not explicitly mentioned neither.

Other TUNED members are most welcome to send me information about their unions regarding good and not so good case studies on leadership and management.

2. Participation at 4 December meeting: A practical information note will follow later. A hotel pre-booking has already been done at the Scandic Grand Marina, Helsinki. As for Gateshead and Vienna we will aim at a 25-country TUNED delegation. For EPSU affiliates we are looking into ways of covering part of expenses (other than affiliates already benefiting from sponsorship arrangements) from the NEA budget.

Longer term in the run-up to 22 June 2007 Ministerial conference

Between now and June next year it will be useful if you could promote the TUNED roadmap social dialogue 2007-2009 in your dealings with your respective DG. The main idea is to identify and agree a joint programme for social dialogue so that we are no longer in a situation where we are asked to comment on issues proposed by the rotating DG presidency. It would give us a chance to set our agenda, plan ahead and therefore also improve the quality of our inputs.

Social dialogue-related DG meetings October 2006-June 2007

Date	Event and purpose	TUNED delegation
26-29 September 2006, Tampere	4 th Quality Administration Conference-building sustainable quality. Gathering of 1100 participants from EU civil services to network and exchange views and good practices on public administrations.	Spokesperson Peter Waldorff and Carola Fischbach-Pyttel (EPSU GS) are due to speak at agoras English only

TUNED - TRADE UNIONS' NATIONAL AND EUROPEAN ADMINISTRATION DELEGATION

09 October 2006, Helsinki	<p>DG Troika Secretariat (UK, Austria, Finland, Germany and Portugal)</p> <p>Preparations of 4 –12 Social dialogue meeting including discussion on case studies and joint declaration on leadership and management</p> <p>Maybe discussion on TUNED roadmap</p>	<p>EPSU and CESI secretariat (NS and Jurgen Noack), Finnish, UK affiliates (5 seats maximum)</p> <p>English only</p>
31 October 2006, Brussels	<p>DG Human Resources Working Group; ctd discussion on preparations of 4-12 meeting</p>	<p>EPSU and CESI Secretariat + 3 other national delegates (5 seats maximum)</p> <p>English only</p>
4 December 2006, Helsinki (9.00-11.15 a.m.)	<p>DG/TUNED social dialogue meeting</p>	<p>25 seats max TUNED delegates (+ EPSU & CESI secretariat)</p> <p>Multilingual</p>
Spring 2007, Germany	<p>DG/TUNED social dialogue meeting,</p>	<p>25 max TUNED delegates (+ EPSU & CESI secretariat)</p>
22 June 2007, Germany	<p>Public Administration Ministerial conference</p>	

List of enclosures:

- ✓ Workshop cases Estonia “Leadership development initiatives in the Estonian civil services: experiences and lessons learned (*document English only*)
- ✓ Workshop case France “Workshop age management” (*document English only*)
- ✓ Workshop cases Portugal “Leadership and management – Change management and structural changes (*document English only*)
- ✓ Workshop cases Sweden “In the service of citizens: managing modernisation of the Swedish Civil services – a multilevel, multitask, step by step process (*document English only*)
- ✓ Workshop cases Netherlands “The SCS Candidates programme – a programme for tomorrow’s senior managers (*document English only*)
- ✓ Workshop cases Denmark “From age management to diversity management” (*document English only*).