



Reforming the Civil Service of Cyprus



Action Plan

Reasons for Civil Service Reform

- ▶ **Contemporary role of the Civil Service**
 - ▶ Provision of direct services
 - ▶ Broker for Contracting Out
 - ▶ Implementation of the Government program and providing support to the Ministers as regards policymaking
 - ▶ Implementation of projects and programs
- ▶ **Outdated structures - created to cater the needs of the 60s (overhaul in 1998-2003 was limited and fragmented)**
- ▶ **Problems:**
 - ▶ Duplication of services
 - ▶ Inefficiencies
 - ▶ Delays
 - ▶ High operational cost
 - ▶ No clear vision of many services

Why now?

- ▶ The Program of the President has specific commitments, (meritocracy, political accountability and quality of service to the citizen)
- ▶ The economic crisis (effectiveness increase and expenditure control)
- ▶ Traditional Public Administration theories are under questioning and new Management Theories are gaining prevalence
 - ▶ New Employment modalities
 - ▶ Seniority questioned as primary criterion for promotion
 - ▶ Abolishment of “closed shops” and promotion of collaboration and networking
 - ▶ Human Resource management is rationalized (underperformance addressed). Use of new motivational techniques
 - ▶ Increased emphasis on performance optimization, focus on outputs and management for results
- ▶ Commitments arising from the Memorandum of Understanding

The reform as a mechanism for growth

Therefore



rationalization of structures and procedures in public administration, quality policymaking, coordination and coherence in decision making and reinforcement of the central government



will contribute to the recovery through strategic interventions, better use of resources and increase in efficiency and savings

Modernization of the State and Institutions

- ▶ **Civil Service Reform is top Government priority according to the Program of the President of the Republic**
- ▶ **Appointment of Commissioner for the Reform of the Civil Service with the mandate to advice and coordinate issues of: simplification of structures and procedures, restructuring of public administration, use of modern technology, enhancement of personnel skills, updating the appraisal system and facilitation of staff mobility across the civil service**
- ▶ **Preparation of the Action Plan for the Civil Service Reform by the Office of the Commissioner**

Action Plan for the Civil Service Reform

- ▶ **Vision:**
“Creation of an excellent civil service”
- ▶ **Aiming at:**
 - ▶ Quality services according to citizens
 - ▶ Coherence and quality of policymaking
 - ▶ Better use of resources (budgetary, human, infrastructure)
 - ▶ Efficiency and effectiveness
 - ▶ Transparency and accountability
- ▶ **Co-requisites:**
 - ▶ Political Commitment
 - ▶ Cooperation and consultation with stakeholders
 - ▶ Acceptance of need for change
 - ▶ Change of culture and mentality

Reform Stakeholders

- ▶ **Governmental Bodies:**
 - ▶ **Line Ministries and Competent Authorities / Services**
 - ▶ **Ministry of Finance**
 - ▶ **Public Administration and Personnel Department**
 - ▶ **Law Office of the Republic**
- ▶ **Role of the Office of the Commissioner for the Reform of the Civil Service:**
 - ▶ **Coordination and monitoring of actions within the planned timeframe**
- ▶ **In close and constant communication with:**
 - ▶ **Society**
 - ▶ **Trade Unions**
 - ▶ **Businesses**
 - ▶ **Media**
 - ▶ **Parliament**
 - ▶ **Political Parties**

Reform Timeline – Milestones

- ▶ **2013 and 2014 – the year of change:**
 - ▶ **Planning /establishment and restructuring of the first-wave sectors**
- ▶ **2014 and 2015 – the year of improvement:**
 - ▶ **Reform implementation and adjustment**
- ▶ **2016 – the end result/ final outcome:**
 - ▶ **Delivering the best Civil Service - Fast, Accountable, Efficient**

Action Plan Axes

- ▶ **Strategic Planning, Policy making and Coordination**
- ▶ **Structure and Functioning of the Service**
- ▶ **Human Resource Management**
- ▶ **Proximity to the Citizen**
- ▶ **Operating Principles and Values of the Civil Service**

1- Strategic Planning, Policy Making and Coordination

- ▶ **Creation of a central mechanism for planning and coordination of government work**
- ▶ **Preparation by line Ministries of annual plans for the implementation of the Government program**
- ▶ **Identification and adoption of performance indicators based on annual plans**
- ▶ **Evaluation of Ministry performance based on indicators**
- ▶ **Creation of policy and coordination teams in the Ministries**

2 - Structures and Functions of the Service

- ▶ **Functional studies (par. 3.10 of MoU)**
- ▶ **Horizontal shared services (Technical Services/Laboratories)**
- ▶ **Enhancement of mobility of civil servants**
- ▶ **Simplification of procedures**
- ▶ **Use of modern technological means and expansion of e-government**
- ▶ **Creation of a focal point for information on all EU programs**

3 - Human Resource Management

- ▶ **Revision of performance appraisal system for civil servants**
- ▶ **Developing leadership skills and policy making capacity of managerial staff**
- ▶ **Developing project management skills of civil servants**
- ▶ **Changing culture and behavior**

4 - Proximity to the Citizen

- ▶ **Expansion of the institution of Citizen Service Centers (one-stop shops)**
- ▶ **Creation of call center for citizens' queries**
- ▶ **Extension of the provided electronic services**
- ▶ **Implementation of the electronic gateway ARIADNI**
- ▶ **Provision of incentives to citizens, in order to use e-services**
- ▶ **Introduction of citizen evaluation of services**

5 - Operating Principles and Values of Public Service

- ▶ **Implementation of a new model of governance for Ministries (PFM)**
- ▶ **Synergies between Public and Private Sector**
- ▶ **Public Private Partnerships (PPP)**
- ▶ **Outsourcing**
- ▶ **Early announcement of future invitations to tenders**
- ▶ **Combating corruption**
 - ▶ **Adopt a code of ethics and transparency issues**
 - ▶ **Whistle blowing legislation**
- ▶ **Reduction of operating expenses)**

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Thank you for your attention

**Office of the Commissioner
for the Reform of the Civil Service**