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***2007 Implementation Plan
for the government programme***

***Focused on the Future:
Innovations for Administration***



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Foreword

In Germany, we are facing fundamental changes in the organisation and orientation of administrative processes and structures. Individuals and businesses have certain expectations of the public administration: service-oriented staff, streamlined procedures and modern technology, allowing administrative business to be taken care of quickly and efficiently. In many cases, a single mouse click can replace a trip to a government office.

Efficient and effective communication, cooperation and coordination between the public administrations in our federal state determine the success of government action. Modern information and communications technologies offer a variety of options for better organizing the work of public administrations – at and between the federal, state and local levels. We must take advantage of these options.

It is not enough to follow general trends; government and the public administration must take the lead in applying innovative technologies, for example to ensure secure electronic communications or to develop electronic business processes in partnership with the private sector. Our public administrations, which are distinguished by their dependability and adherence to the rule of law, must also stand out for their service orientation, innovation and efficiency.

In order to make the most of the potential offered in particular by information and communications technologies, administrative processes and structures have to change. The managers within our public administrations are especially called on to initiate change, create a climate of innovation and encourage their staff to take an active role in modernisation.

We have to be open to good ideas and not afraid to try best practices and utilize them over the long term. The projects in the plan for implementing the government programme “Focused on the Future: Innovations for Administration” including the E-Government 2.0 programme are intended to serve as a model.

Administrative modernisation is not an end in itself. It serves individual citizens and the private sector and thereby plays an important part in guaranteeing our country's future.

Dr Wolfgang Schäuble MP
Federal Minister of the Interior

Introduction: Focused on the Future: Innovations for Administration

On 13 September 2006, the Federal Cabinet adopted the programme *Focused on the Future: Innovations for Administration* including the *E-Government 2.0* programme. The programme describes the federal administration's vision and strategy for modernisation. This integrative, interministerial strategy addresses the public administration's need to adopt a forward-looking orientation. It encompasses four fields of action: human resources, management, organisation and e-government. It focuses on innovations to improve administrative performance and efficiency. The two-part programme directly contributes to achieving the goals set in the programme *Bureaucracy Reduction and Better Regulation* of 25 April 2006.

I. Innovations in the federal administration

Modernizing public administration is not an end in itself. Accelerating globalisation, rapid technological progress, demographic change and public budget constraints force public administration to adapt. The Federal Government sees its responsibility as supporting and promoting the necessary innovation. Successful modernisation largely depends on cooperation and team spirit. With this programme, the Federal Government intends to show the way and create an innovation-friendly climate in the public administration.

Administrative reform aims at concentrating on core government responsibilities and handling specialized tasks more effectively. Methods, structures and procedures long used for administrative activity will be updated. The goal is to make the organisation more process oriented, to make results and impacts the focus of all administrative activity.

Above all, the use of modern information and communications technology is changing the way public administration works. Using technology to help optimize work processes leads to greater flexibility, shorter processing times, better service and lower costs.

It is not enough to translate outdated work processes into electronic form. Instead, innovation means examining what tasks these processes are supposed to achieve

and redesigning them to be more target- and service-oriented, to use the full potential offered by organisation and IT and to achieve significant increases in efficiency, for example through

- simpler, faster and more service-oriented procedures,
- the reduction of avoidable bureaucracy,
- coordination with external organisations,
- horizontal and vertical collaboration,
- process chains.

New forms of cooperation are forward-looking, such as

- inter-organisational cooperation to achieve a shared goal, and
- the early and extensive involvement of staff in the modernisation process.

II. The 2007 plan for implementing the government programme

Innovation is the key to public administration that is ready for the future. The overarching goal of the government programme *Focused on the Future: Innovations for Administration* including the *E-Government 2.0* programme is to boost innovation in the federal administration through the interlocking effects of projects in the various fields of action, thereby helping the administration as a whole to prepare for the future. The Federal Ministry of the Interior reports annually to the Cabinet on the progress of the projects and the further development of measures in the government programme.

This implementation plan describes the specific projects in the initial phase of the modernisation strategy.

The implementation plan provides examples of methods, tools and measures to foster and sustain the process of change in the federal administration. Federal agencies are called on to find potential for innovation in their organisations and to make active and transparent use of this potential to increase their effectiveness and efficiency. The examples listed in the projects are intended to serve as models. Each agency is responsible for choosing the appropriate projects and tailoring them to fit their own needs. The special features of each agency are to be taken into account,

and the projects should be carried out in accordance with principles of equal opportunity and non-discrimination.

Expert groups in the agencies will develop new paths to modernisation in order to carry out the tasks in the fields of human resources, management, organisation and IT procedures more efficiently while maintaining high quality. It is important to try out new technologies, new forms of inter-agency cooperation, forward-looking human resources management and management models tailored to the specific tasks and process types, also in order to promote learning from others.

On the other hand, these expert groups will be receptive to new ideas from other agencies and share examples of best practices. All decision-makers are called on to actively and visibly modernize their agencies. In the process, change is not the responsibility of certain individuals alone, but of all federal administration employees. Top-level management in particular is responsible for creating an innovation-friendly climate and bringing about the necessary changes.

The Federal Ministry of the Interior sees its role as stimulating and coordinating this process. It will propose tools and methods for innovation and provide support for testing and the modernisation process managed by the Committee for Organisational Issues.

1 Human resources

The performance of public administration mainly depends on the commitment of its staff. The framework conditions have changed greatly in recent years: Job cuts, increasing automation, rising average age of the workforce and an ever more complex and demanding work environment require employees to constantly update their skills and qualifications.

Appropriate staff development measures must be used to keep employees well-prepared to deal with new challenges in the workplace. A forward-looking public administration needs greater skills and qualifications. Lifelong learning in a learning organisation is more urgent today than ever before. Advanced training must be managed with an eye to results; achievement of learning goals must be monitored.

Measures should focus in particular on enhancing specialized, interpersonal and methodological skills. In view of the changes ahead, it is important for staff to internalize target- and results-oriented thinking and work habits. The use of target agreements and other modern management techniques should be increased. Leadership skills should also be further enhanced.

The growing use of performance-based pay, of measures to promote health and of new models such as teleworking, mobile working and flextime will continue to ensure the attractiveness of public service employment.

1.1 Management staff development

Field of action: Human resources

<p>Goal/benefit: (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - Appropriate assignment of staff - Targeted individual staff development - Individually tailored advanced training - Planning for future qualitative staffing needs
<p>Target group(s)</p>	<p>Management staff in the federal administration Employees of human resources divisions and the Federal Academy of Public Administration (BAköV)</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior, Federal Foreign Office, Federal Ministry of Finance, Federal Ministry of Justice, Federal Ministry of Health, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, Federal Ministry of Education and Research</p>
<p>Project description:</p>	<p>The demands on management staff vary considerably. Management staff themselves also differ in terms of their characteristics, skills and qualifications. Decisions on staff development measures (e.g. selection, advanced training, evaluation) demand exact knowledge of the qualifications and experience required for their jobs. To describe the required qualifications and experience, structured checklists should be drawn up in which the individual elements are weighted according to the specific position. This information should then be used as the basis for future staff development measures.</p>
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - (Further) development of leadership skills profiles (Q2 2007) - Development of a structured checklist for required qualifications and experience (Q2 2007) - Drafting of job requirements in selected agencies (Q4 2007) - Strategy for further implementation in the federal administration (Q4 2007)

Outlook and milestones up to 2010:	<ul style="list-style-type: none"> - Comparison of objectives with results achieved in individual agencies - Quantitative and qualitative analysis of advanced training needs - Definition of individual staff development measures
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1.2 Staff planning

Field of action: Human resources

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - Support for staff planning which optimizes individual career development and staff planning (Federal Foreign Office, diplomatic missions abroad) - Easier identification of staff with special potential (e.g. for targeted deployment in international organisations) - Greater availability of resources (e.g. for use in staff development) by speeding up work processes in staff planning and by reducing effort associated with managing staff profiles (employee self-service) - Improved systematic, continuous and individualized staff development - Faster and easier identification of appropriate staff to be deployed in crisis situations - Better overview of range of skills needed in agency units and diplomatic missions abroad
Target group(s):	Those responsible for staff planning and development, general staff (employee self-service)
Participating ministries:	Federal Foreign Office
Project description:	<p>In order to “match the right person to the right job”, a skills management system with a job database is being introduced. Setting up a skills management system makes it possible to compare staff profiles (training and experience, regional and specialized experience, family and health information, training needed, positions and qualifications desired) and link them with descriptions of existing jobs in Germany and abroad and with international organisations.</p> <p>Staff will be able to check the accuracy and completeness of their own</p>

	<p>profiles and make any necessary changes. This reduces the administrative effort required while increasing staff motivation to take an active part in optimizing staff development and planning.</p>
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - Introduction and test of a prototype skills management system; launch of actual system (Q2 2007)
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> - Expanding the skills management system by <ul style="list-style-type: none"> o linking it to a job description database o adding modules for advanced training and targeted staff development

1.3 Training oversight

Field of action: Human resources

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - Assessment of advanced training efforts - Future requirements of advanced training - Recommendations for optimizing methods, approaches, organisation and management of advanced training - Assured quality and cost-effectiveness of advanced training in the federal administration
<p>Target group(s):</p>	<p>Agencies and facilities of the direct federal administration which offer, organize or carry out advanced training; those responsible for advanced training and management staff of federal agencies</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior (BAkÖV), Federal Ministry of Defence (BAkWVT, FÜAk), Federal Ministry of Finance, Federal Ministry of Education and Research, Federal Ministry of Economics and Technology</p>
<p>Project description:</p>	<p>To develop a strategy to improve planning, management and oversight of advanced training activities in the federal administration in order to meet future administrative needs, in terms of both content and organisation. This strategy will be developed on the basis of an assessment of advanced training offered by the training facilities and agencies of the immediate federal administration, taking into account changes in external framework conditions in line with government, economic and social trends and developments.</p>
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - Trend analysis to identify future needs for employer-sponsored advanced training (Q1 2007) - Assessment of advanced training facilities and federal agencies using a questionnaire (Q3 2007) - Sketch of project results (Q4 2007) - Conference on training oversight (Q4 2007)
<p>Outlook and milestones to 2010:</p>	<p>2008:</p> <ul style="list-style-type: none"> - Drafting the strategy for a handbook on training oversight including benchmarking - Presenting project results and concluding the project

	<p>After 2008:</p>
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- Implementing the agreed project conclusions

1.4 E-Learning

Field of action: Human resources

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - To systematically integrate work and learning - To facilitate participation by teleworkers and part-time staff in advanced training - To expand options for self-directed (online) learning groups and “communities of practice” - To improve standardisation of administrative activity through compulsory courses - To achieve greater uptake of existing course offerings (e.g. through targeted advertising) - To expand e-learning course offerings - To ensure the use of a single, standardized learning platform for all ministries - To ensure the viability and acceptance of advanced training
<p>Target group(s):</p>	<p>All federal administration staff</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior (BAköV), Federal Ministry of Defence</p>
<p>Project description:</p>	<p>To redesign employer-sponsored advanced training as a permanent process that is closely integrated with work, based on actual practice and incorporated into future practice; this is to be achieved by making greater use of multimedia learning and new possibilities for collaboration (e.g. in direct online learning partnerships). The necessary prerequisite is a long-term transformation of the culture of work and learning, extending to interministerial, self-directed learning groups. For this reason, new roles and tasks must be defined for all stakeholders in the advanced training process (trainees, supervisors, those responsible for training courses, personnel development staff, organizers, training providers, IT specialists and staff councils), who must acquire the skills necessary for their new roles and tasks. This project will therefore point out ways of systematically using new multimedia forms of learning on top of tried and tested approaches in the administration. This includes identifying barriers to change, coupled with recommended solutions to support new forms of learning, as well as planning and carrying out an acceptance-oriented implementation strategy which includes all stakeholders.</p>

Measures in 2007:	<ul style="list-style-type: none"> - Analysis and drafting of recommendations to solve problems with acceptance of multimedia forms of learning (Q2 2007) - Strategy to introduce e-learning in tandem with existing forms of learning (Q2 2007) - Planning of specialized publications and first publications on project results (Q2 2007) - Acquisition of further electronic work aids and learning programmes (e.g. on the subject of law pertaining to grants and the Act on Equal Treatment) (Q2 2007) - Recommendations and initial implementation to bundle electronic information systems and work aids in the federal intranet (Q2 2007) - Implementation of pilot projects in individual agencies (Q4 2007) - Setting up of “clients” for various agencies on the BAKöV learning platform; systematic acquisition of additional agencies as clients (ongoing) - Expansion of cooperation with the German states (<i>Länder</i>) (Q2/3 2007) - Advertising new solutions at relevant trade fairs; additional advertising in the ministries (ongoing)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - Interministerial sharing of experience on pilot projects and implementation of additional pilot projects - Integration of e-learning in agencies’ plans for advanced training - Expansion of e-learning as a component of agencies’ knowledge management systems - Creating of a single advanced training portal for all federal advanced training facilities

1.5 Systematic promotion of employee health in the direct federal service

Field of action: Human resources

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - To strengthen human resources (productivity) and cut costs
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Target group(s):	Direct federal service
Participating ministries:	Federal Ministry of the Interior , all ministries
Project description:	<p>The Federal Ministry of the Interior is stepping up its initiatives to introduce a systematic, long-term and assessable programme at all federal ministries to promote employee health as part of staff and organisational development. Particularly in the context of demographic change and the need to maintain the attractiveness of federal employment, it is important to promote employee health and thus productivity from an early stage and for the long term. The different needs of different types of employees and of men and women must be given appropriate consideration. Advanced training will enhance management skills and awareness of issues related to employer-sponsored health promotion.</p> <p>Given the fact that federal employees on average take more sick leave than the working population as a whole, health promotion is also intended to reduce costs (appropriate return on investment). The progressive introduction of health promotion in the workplace will be evaluated using the annual survey of sick leave taken and will be benchmarked after being standardized by age. This evaluation will be part of the annual report to the Cabinet on the status of implementation and further development of the government programme "Focused on the Future: Innovations for Administration".</p>
Measures in 2007:	<ul style="list-style-type: none"> - Launch at the meeting of state secretaries (Q1 2007) followed by meeting of heads of directorates-general responsible for central tasks and by regularly scheduled interministerial meetings. - Meetings starting with the largest ministries / units (starting Q2 2007) - Meeting with organizers and personnel development staff in the interministerial committee for organisational issues (Q2 2007) - Information campaign; planning of an information platform (starting Q2 2007) - Information about and general conclusions from best practices

	<p>(e.g. employer-sponsored prevention measures)</p> <ul style="list-style-type: none"> - Advanced training offered by the BAKöV and the federal accident insurance fund (ongoing)
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> - Annual compilation and evaluation of workplace health promotion measures within the sick leave report and as part of the Federal Ministry of the Interior's report to the Cabinet on the above-mentioned government programme - Introduction of age standardisation starting with 2007 sick leave report, to be published in 2008 (as basis for benchmark using data from the statutory health insurance system) - Reducing the amount of sick leave taken to the level recorded in the statutory health insurance data (standardized by age).

1.6 Better balance between work and family commitments

Field of action: Human resources

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> – Constant improvement of the balance between work and family, easier reconciliation of career and family (e.g. through child care, assistance for family members in need of care) to increase motivation – Viable balance between employer interests and employee concerns – Greater awareness among management staff of employee needs and greater involvement in implementing family-friendly measures – More ideas for a family-friendly workplace
<p>Target group(s):</p>	<p>All federal agencies</p>
<p>Participating ministries:</p>	<p>Federal Ministry for Family Affairs, Senior Citizens, Women and Youth; Office of the Federal President; Federal Foreign Ministry; Federal Ministry of Economics and Technology</p>
<p>Project description:</p>	<p>Systematic review of existing family-friendly measures and continuous improvement of a family-focused staff policy, e.g. within the framework of the audit programme <i>berufundfamilie</i>®. Commissioned by the Hertie Stiftung charitable foundation, <i>berufundfamilie</i>® is a management tool to promote family-focused staff policy, which not only evaluates measures already in place, but also points out potential for development in individual workplaces and sets further targets. The <i>berufundfamilie</i> gGmbH oversees the audit.</p> <p>As part of the project, the following measures, among others, are being examined with regard to their effectiveness and ultimately implemented:</p> <ul style="list-style-type: none"> – flexible work-time arrangements – more than 140 different models for part-time work – expanded telework positions – trial of further options for mobile working and more flexibility as to work location – day-care centres – parent-child offices – pilot project for in-house child care

	<ul style="list-style-type: none"> - information for employees about existing family-friendly measures - ensuring that gender-specific aspects are taken into account when implementing individual elements of the staff development strategy and that unintended differences in the impact on men and women are avoided, enabling unbiased, equal support for all employees - introduction of a non-discriminatory performance evaluation system which neither disadvantages part-time staff nor reinforces gender stereotypes - strengthening leadership skills and increasing management awareness of issues related to reconciling family and career (see also project description for management staff development) - Advanced training for management staff - Advanced training on a part-time basis and during parental leave periods - Introductory advanced training following parental leave - Options for remaining in contact with the workplace while on leave - Assistance with child care during advanced training
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - Raising the number of telework positions - Pilot project for in-house child care - Implementation of management principles (raising awareness of management staff) - Implementation of training strategy for management staff <p>as well as (subject to ministry decision)</p> <ul style="list-style-type: none"> - additional auditing in the framework of the <i>berufundfamilie</i>® audit (starting Q1 2007) and implementation of appropriate measures based on the audit results
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> - Ongoing review and further development of measures already carried out - Training for all management staff pursuant to Section 10(4) of the Act on Equal Treatment, concerning measures to ensure equal treatment of men and women and to reconcile family and career

	<ul style="list-style-type: none">- Survey of need for better reconciliation of family/career as part of regular employee surveys- Expansion of mobile work forms (e.g. using laptops)
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1.7 Reform of collective bargaining law

Field of action: Human resources

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - To finalize the reform of collective bargaining law for the federal public service by agreeing on pay regulations and a collective bargaining agreement covering work for which extra pay is required <ul style="list-style-type: none"> o Pay regulations: <ul style="list-style-type: none"> Updating and restructuring current pay groups while significantly reducing the number of sometimes very specific characteristics and increasing flexibility o Collective bargaining agreement on federal hardship pay: <ul style="list-style-type: none"> Further specification of the regulations, pursuant to Section 19 of the Collective Agreement for the Public Service (TVöD), on work under difficult conditions for which extra pay is mandatory
<p>Target group(s):</p>	<p>Federal employees (other than civil servants)</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior (lead negotiator), Federal Ministry of Finance</p>
<p>Project description:</p>	<p>Pay regulations:</p> <p>Under the new pay regulations, the different pay groups into which employees are currently divided are to be integrated into a single TVöD pay schedule and their number significantly reduced. Current job descriptions, in some cases obsolete, will also have to be updated and the pay group system opened to new job descriptions in the public service. The public employers at federal and local level (the local authorities employers' association VKA) plan to negotiate pay regulations with the labour unions ver.di and dbb tarifunion which will achieve these aims in a cost-neutral way. The public employers intend to test possible solutions for their fairness, practicality and affordability using advance trials in selected agencies.</p> <p>Collective bargaining agreement on federal hardship pay:</p> <p>A collective bargaining agreement on federal hardship pay is intended to update and streamline existing regulations in this area. During the TVöD negotiations, the contracting parties already agreed on the</p>

	<p>basic definition of work under difficult conditions and the general framework for the amount of extra pay. The parties now need to specify these items in further negotiations and implement concrete grounds for hardship pay.</p>
Measures in 2007:	<p>Pay regulations (Q4 2007)</p> <ul style="list-style-type: none"> - Reaching agreement with the local authorities employers' association VKA and the unions on the groundwork for the new pay regulations - Drafting a joint employers' proposal with the VKA - Negotiating new draft regulations with the unions - Implementing the new regulations in a pilot phase in selected agencies to test the practical impact in comparison to the existing regulations - Initiating the final round of negotiations between the federal and local employers and unions on new pay regulations <p>Collective bargaining agreement on hardship pay (Q4 2007)</p> <ul style="list-style-type: none"> - Negotiating the collective bargaining agreement with the unions
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - Concluding negotiations on the new pay regulations and the collective bargaining agreement on hardship pay - Conducting collective bargaining on special conditions in the pay regulations for certain pay groups in individual ministries - Ministry assistance for implementing the new pay regulations

1.8 Act to restructure civil service law

Field of action: Human resources

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - To restructure and modernize federal civil service law based on the reorganisation of the federal system, with the following aims: <ul style="list-style-type: none"> o to promote the principle of performance at all levels of civil service law, o to make the public service more competitive and productive,
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	<ul style="list-style-type: none"> ○ to enable greater flexibility in staff deployment and improve mobility, ○ to create new opportunities and perspectives in order to strengthen independent initiative, motivation and performance among staff, ○ to ensure the long-term viability of civil servants' pensions and the social security systems and to amend the law on federal civil servants' pensions to the same end as measures taken with regard to the statutory pension insurance system, while taking into account differences between the two systems, ○ and to avoid creating additional bureaucracy and red tape.
Target group(s):	Civil servants, federal judges, permanent and temporary military personnel
Participating ministries:	Federal Ministry of the Interior , Federal Ministry of Defence

<p>Project description:</p>	<p>To enact legislation making the necessary legal adjustments to laws on the status, remuneration and pensions of civil servants (Act on restructuring civil service law).</p> <p>The major changes include the following:</p> <p><u>The Act on Federal Civil Servants:</u></p> <ul style="list-style-type: none"> - Reform of the law on classes of service - Gradual increase of the pension age to 67, as in the statutory pension insurance system <p><u>The Federal Civil Servants' Remuneration Act:</u></p> <ul style="list-style-type: none"> - Update of the remuneration system for federal civil servants, judges and military personnel - Praxis-based update of current performance instruments <p><u>Law on civil servants' pensions:</u></p> <ul style="list-style-type: none"> - In line with the reform of civil servants' remuneration, - applying the same principles of the 2004 pension reform by limiting the time spent in education/training counted towards pension eligibility, adjusted for the civil service pension system to achieve the same impact; - applying the principle of full pension benefits after 45 years of contributions, adjusted for the civil service pension system to achieve the same impact; and - rules on reductions in benefits paid before the future pension age of 67.
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - Cabinet decision (Q1 2007) - Legislative procedure (Q3 2007) - 2nd approval by the Bundesrat (Q3 2007)
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> - New legislation to enter into force on 1 January 2008

2 Management

In an environment of increasingly rapid change, the task of management becomes ever more challenging. Modern management methods are being applied more and more widely.

This field of action aims at increasing the effectiveness and efficiency of federal administrative performance by using results-oriented management models in the federal ministries and the agencies within their remit. Appropriate models are to be developed and applied flexibly in order to make sure they can be adapted sufficiently to differing conditions between agencies. Tools for setting goals and monitoring their attainment are needed to enhance the efficiency of administrative action. These tools must be adapted to meet the needs of the federal administration and to introduce balanced scorecards, for example, for certain processes in the federal administration. The Federal Ministry of Finance is examining appropriate accounting procedures to serve as the foundation for targeted management. Previous measures, including cost-benefit analysis and the transition from cash-based to accrual accounting, are being reviewed and improvements gradually implemented.

These steps give management staff the necessary tools to make autonomous decisions, within a set framework, on the use of resources and to improve their own performance by means of benchmarking. Open forms of communication are being added to complement hierarchical structures of communication and responsibility. Methods for project management, target attainment and working in networks are becoming more and more important for management staff. This is why the government programme also seeks to upgrade skills in this area.

With these larger goals in mind, the following projects related to management are being carried out:

2.1 Strategic management

Field of action: Management

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> – To optimize strategic/policy management with transparent goals for the organisational unit and administration staff <ul style="list-style-type: none"> ○ Management using strategic and operational targets within an integrated system of goals ○ Improved measurement of results (impact and outcomes management) and information for more tailored controlling which also helps with policy-making decisions for effective, efficient performance (plan, implementation, evaluation), including insight into the reasons why previous approaches have failed ○ Support for target agreements and for target follow-up as part of human resources management – To improve communication between policy-makers and administration, and to expand the supply of strategic information needed by policy-makers
<p>Target group(s):</p>	<p>Policy-makers at executive level Staff</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior; Federal Foreign Office; Federal Ministry of Labour and Social Affairs; Federal Ministry of Education and Research; Federal Ministry of Finance; Federal Ministry of Transport, Building and Urban Development; Federal Ministry of Food, Agriculture and Consumer Protection; Federal Ministry of Health; Federal Ministry of Justice; Federal Ministry for the Environment, Nature Conservation and Nuclear Safety; Federal Ministry of Defence; Federal Ministry of Economics and Technology; Federal Ministry for Economic Cooperation and Development</p>
<p>Project description:</p>	<p>This project aims to build on previous experience with strategic management and modify, develop and test praxis-based strategies. Experience with innovative ways of establishing strategic management in the federal administration will be analysed, documented for the future exchange of knowledge and experience, and reported to the Cabinet in an appropriate way. Involving the Cabinet is intended to raise the level of attention at ministries'</p>

	<p>executive level for the subject of strategic management.</p> <p>Based on the insights gained, best practice approaches to matters of substance and methodology will be developed in the federal administration and expanded where potential has been identified.</p> <p>Further development of strategic management should particularly take into account factors critical for the success or failure of previous projects.</p> <p>The following project phases (with key questions) should be distinguished:</p> <ol style="list-style-type: none"> 1. Taking stock <ul style="list-style-type: none"> - Which strategic management tools have been developed and used so far? - Is there any record of experience with these tools? (description of results, difficulties, restrictions, e.g. how binding can policy goals be?) 2. Analysis <ul style="list-style-type: none"> - How can the success or failure be explained? (factors) 3. Strategic management innovations (idea development and adaptation of tested ideas) <ul style="list-style-type: none"> - Collecting and discussing innovations (ideas, tools, implementation of change management) using items 1 and 2 - Analysing the coherence of management strategies 4. Consultation of policy-makers at the executive level 5. Innovations: testing <ul style="list-style-type: none"> - Pilot testing of innovative management strategies and of new kinds of implementation on a voluntary basis
Measures in 2007:	<ul style="list-style-type: none"> - Stock-taking (Q2 2007) - Analysis (factors for success and failure) (Q3 2007) - Innovations (idea development/adaptation of tested ideas) (starting Q4 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - Testing and adapting strategies for the ministries on a voluntary basis (starting Q1 2008) - Q1 2009: Ministries report on their experience or evaluate selected projects/measures - Q3 2009: Overall report to the Cabinet

2.2 Quality management

Field of action: Management

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - Expanded use of quality management in the federal administration - Improved efficiency and effectiveness of administrative action - Involvement of staff in a continuous process of improvement
Target group(s):	Those responsible for ensuring quality in the federal administration:
Participating ministries:	Federal Ministry of the Interior , Federal Ministry of Finance, Federal Ministry of Health, Federal Ministry of Justice, Federal Ministry of Transport, Building and Urban Development
Project description:	<p>Precisely those government services which have little or no competition need to be subject to an ongoing process of quality management and improvement. Especially in view of tight public budgets and constant staff reductions in the federal administration, it will continue to grow more difficult to provide public services with fewer resources while maintaining high standards of quality, efficiency, effectiveness and service orientation.</p> <p>To address this situation, an interministerial strategy for quality management is being developed.</p>
Measures in 2007:	<ul style="list-style-type: none"> - Specifying quality management goals for federal agencies and drawing on (inter-)national experience to define a QM system distinguished from other administrative reform tools (Q1 2007) - Planning QM projects and measures for the period 2007–2010 (Q2 2007) - Offering methods for federal agencies (Q4 2007): <ol style="list-style-type: none"> 1. Selecting and defining a set of methods which can be used in all the federal ministries to ensure that results are comparable; this should include the review of tested and widely accepted methods (e.g. the EFQM business model intended to enable a holistic view of organisations, and the EU's Common Assessment Framework (CAF)) 2. Preparing a handbook for federal agencies which recommends core elements and measurement criteria for QM 3. Developing a strategy for continuous improvement (CIP) to ensure sustainable QM results.

	<p>4. Adapting existing training offered by the BAKöV to the prominent role of QM systems in the federal administration</p> <ul style="list-style-type: none"> - Implementation (Q4 2007): <ol style="list-style-type: none"> 1. Defining three pilot agencies in 2007 to apply the QM methods and CIP strategy 2. Developing a system of benchmarking and regular experience-sharing 3. Using BAKöV course offerings to increase training for all stakeholders
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> - Introduction of a platform/forum on the federal intranet to enable stakeholders in the ministries to describe best-practice models and to facilitate communication concerning work with QM systems - Increase in the number of participants - Ongoing training and experience-sharing - Evaluation of the QM system (what has been done/has been successful to remedy identified weaknesses?)

2.3 Evaluation

Field of action: Management

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> – Better evaluation of the effectiveness of strategic policy management – More evaluation by the federal administration – Better communication between policy-making and administrative levels
Target group(s):	<ul style="list-style-type: none"> – Policy-makers at executive level – All federal agencies
Participating ministries:	<p>Federal Ministry of the Interior, Federal Ministry of Economics and Technology, Federal Ministry for Economic Cooperation and Development</p>
Project description:	<p>Evaluation is a key element of strategic management, as it identifies the results (accomplishments, impacts) of policy measures. The project is intended to draw up guidelines for documenting the (legal, organisational, etc.) basis and experience of the federal administration with evaluation and for assessing the various types of evaluation (including indicator formation) as to their usefulness in practice. Further, the project is intended to explore how to prepare evaluation results for presentation to different audiences (policy-makers, administration, the public, etc.) and how to increase the willingness to work with evaluation procedures and results in a transparent way.</p>
Measures in 2007:	<ul style="list-style-type: none"> – Establishing an expert circle (Q2 2007) – Addressing the following topics: Taking stock: legal, organisational and other foundations for evaluation; documentation of selected experience with evaluation in the federal administration; analysis and assessment of different types of evaluation as to their usefulness in practice; issues of preparing evaluation results for different audiences and of increasing the willingness to publish evaluation results (transparency) (Q4 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> – Drafting a handbook on evaluation (Q2 2008) – Testing in suitable fields

2.4 Efficient oversight of subordinate agencies

Field of action: Management

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - Shared understanding of expert oversight - Transparency of goals - Clear division of responsibilities - Legality and expedience of administrative action - Improved ability to manage subordinate agencies - Greater capacity for risk analysis
Target group(s):	Staff in federal ministry divisions responsible for expert oversight
Participating ministries:	Federal Ministry of the Interior , Federal Ministry of Finance, Federal Ministry of Economics and Technology, Federal Ministry of Justice, Federal Ministry of Transport, Building and Urban Development, Federal Ministry of Defence
Project description:	The federal ministries are responsible for making sure that their subordinate administrative units perform their tasks in a legal and expedient manner, and for correcting or otherwise intervening as needed. The federal ministries must identify any problems with their current practice of expert oversight, solve them and use (organisational) measures to improve oversight.
Measures in 2007:	<ul style="list-style-type: none"> - Developing minimum standards for appropriate expert oversight - Developing guidelines for training and having the BAKöV offer relevant courses - Sharing experience at the interministerial level on legal and expert oversight, and - Checking whether a single, standard definition of legal and expert oversight in the Joint Rules of Procedure of the Federal Ministries (GGO) would be possible and useful (discussion topic for GGO amendment)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - Developing in-house guidelines on legal and expert oversight

2.5 Modernisation of budgeting and accounting

Field of action: Management

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - To address the critique of the current cash-based accounting system - To develop a specific recommendation for reform which takes into account new management models - To improve the basis for budgetary decisions and management (strengthening parliamentary budget law) - To increase budgetary and accounting transparency
Target group(s):	<p>Makers of budgetary policy in Parliament Federal ministries and their subordinate agencies The public</p>
Participating ministries:	<p>Federal Ministry of Finance</p>
Project description:	<ul style="list-style-type: none"> - Taking stock of the implementation of budgetary and accounting reforms in Germany and abroad - Analysing and evaluating the current federal system of budgeting and accounting - Developing recommendations for modernizing the budgeting and accounting systems, taking into account the necessary legislative measures
Measures in 2007:	<ul style="list-style-type: none"> - Taking stock of cash-based accounting and of reform models in practice (by Q3 2007) - Drafting a list of what needs to be done (executive decision on basic reform alternatives) (starting Q3 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - By the end of 2008: Implementation of list of required action (specific strategy), preparation of necessary legislative measures - By mid-2009: Concluding the parliamentary consultations on the necessary legislative measures

2.6 Project management

Field of action: Management

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - Greater understanding and acceptance of project work - Promotion of competent handling of standard project management tools and methods
Target group(s):	All federal agencies
Participating ministries:	Federal Ministry of the Interior , Federal Ministry of Finance
Project description:	<p>The project aims to evaluate the practical application of the existing project handbook in order to compile a list of needed revisions/updates. To this end, the following questions will be addressed, among others:</p> <ul style="list-style-type: none"> - For which project phase or situation was the handbook preferred as a reference? - Which sections did the users find especially useful for projects? - In the users' opinion, which topics should be handled in greater detail in the second edition? - Which other tools (e.g. administrative model XT) were used? <p>The project management handbook (produced by the Federal Ministry of the Interior) will be revised and updated as needed on the basis of the evaluation results.</p>
Measures in 2007:	<ul style="list-style-type: none"> - Compiling a list of needed revisions/updates and evaluating the current application of the project handbook (Q2 2007) - Editing and publishing the second edition of the practical handbook (Q4 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - Not applicable; project to be completed in 2007

3 Organisation

The federal ministries must concentrate on specific core responsibilities associated with fulfilling or supporting government functions. They are to constantly review their activities to ensure their continued focus on these core ministerial responsibilities (Section 3 (1), Joint Rules of Procedure of the Federal Ministries (GGO)). Similar tasks, such as those in the realm of internal services, should be performed by service centres pursuant to Section 3 (4) GGO as long as this is expedient and cost-effective.

As a result, the organisation field of action aims at optimizing the federal administration's efforts to prepare for the future. To do so, the agencies are also examining the tasks they carry out, checking the need and usefulness of structures, methods and procedures for administrative activity. Evaluation identifies areas with a potential for optimisation and determines the proper steps to take. Possible results include setting up new processes within the administration and with help from external consultants.

Optimizing processes and using the latest information and communications technology makes administration more cost-effective and service-oriented. New forms of cooperation and networking within the administration allow processes in decision-making and support tasks to be structured and tasks to be carried out regardless of location. This enables multiple agencies to benefit from investments in modern technology, as well as sharing investment costs. It also increases professionalism by bundling expertise, avoids duplication and uses resources more efficiently. The competence and shared service centres providing similar services for a number of administrative units are examples of new structures.

The optimisation of business processes helps improve internal operations and prepares the way for networked provision of services. The administration uses precisely defined processes governed by internal controlling to be able to work with third parties, whether these are other administrative units or service providers. In this way, virtual networks for service provision are created.

With these larger goals in mind, the following projects related to organisation are being carried out:

3.1 Competence and shared service centres

3.1.1 Creating competence and shared service centres and expanding their use

Field of action: Organisation: Competence and shared service centres

Goal/benefit (by target groups, if appropriate):	<p>By 31 December 2009, service centres are to be available to provide cost-effective, competitive, client-oriented, quality and transparent cross-sectional support services (in particular in the areas of human resources, budget, procurement, IT, organisation and internal services) to all the federal ministries and agencies within their remit, as long as these services do not involve decision-making authority.</p> <p>Creating viable service centres at federal level</p> <ul style="list-style-type: none">- increases the efficiency (particularly of staffing and material resources) and- improves the quality (particularly the quality of processes, of data in support of decision-making, and of service) <p>of cross-sectional tasks to the benefit of all federal ministries and subordinate agencies within their remit.</p>
Target group(s):	All federal ministries and agencies within their remit as service clients; certain agencies as service providers
Participating ministries:	Federal Ministry of Finance, Federal Ministry of the Interior, Federal Ministry of Defence, Federal Ministry of Economics and Technology, Federal Ministry of Transport, Building and Urban Development
Project description:	<p>Achieving these goals necessitates a survey of current federal services that could be provided by service centres, an assessment and optimisation of their bundling, process quality and efficiency, as well as an overall master plan to guarantee the consistency of individual measures. Change management plays an important role here due to the extent of changes involved.</p> <p>A four-phase process is required to achieve the above-mentioned goal:</p> <ul style="list-style-type: none">- Phase 1: analysis of the current situation and benchmarking- Phase 2: definition of the desired situation and master plan

- Phase 3: fine-tuning and implementation of measures
- Phase 4: stabilisation and evaluation

Phase 1: Analysis of the current situation and benchmarking

The aim is to gain a comprehensive overview of services relevant for service centres at federal level, including “classic” (e.g. human resources, budgeting and accounting, procurement) and specialized services.

Doing so will create an accurate set of data on service centre offerings at federal level (extent, level of sophistication), allowing comparison with best-practice benchmarks. On the basis of this information, it is possible to plan the organisation of future service centre offerings.

Phase 2: Definition of the desired situation and master plan

The aim is to develop coordinated goals and criteria for future service centres at federal level. This includes the number of service centres and quality criteria for services, for example.

Measures (e.g. bundling, optimisation) will be determined and a master plan for implementation drawn up (prioritizing topics, phases).

Phase 3: Fine-tuning and implementation of measures

Here, the aim is to fine-tune and efficiently implement measures according to the master plan. In the process, central management/project controlling keeps track of progress.

Active sharing of information will be initiated, along with a continuous improvement process (CIP). This will guarantee that federal service centres are implemented in accordance with the vision defined at the start of the project.

Phase 4: Stabilisation

The aim is to establish a continuous improvement process in the service centres themselves, with the help of benchmarking. This will be achieved by means of transparency, competition, central monitoring of progress and ongoing sharing of experience.

In this way, federal service centres will continue to be developed in accordance with the vision defined at the start of the project.

Measures in 2007:	<ul style="list-style-type: none"> - Phase 1: Analysis of the current situation and benchmarking (Q1 – Q2 2007) - Phase 2: Definition of the desired situation and master plan (Q3 2007) - Phase 3: Fine-tuning and implementation of measures (starting in late Q3 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - Continuation of Phase 3 (2007 – 2009, in some cases) - Phase 4: Stabilisation (2007 – 2009)

3.1.2 Payroll services

Field of action: Organisation: Competence and shared service centres

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - Greater efficiency due to optimized processes and use of synergies, while all planning and decision-making authority remains with clients - Effects of scale resulting from shared use of service centres - Faster and higher-quality processing resulting from specialisation - Greater client satisfaction as a result of improved quality and greater client orientation on the part of service providers, with competitive service for (internal) clients - Further concentration on core responsibilities in the client agencies (resource redistribution) - Standardized application of law - Incentives for continuous improvement by service centres through benchmarking - Creation and encouragement of competition among service centres
<p>Target group(s):</p>	<p>Federal ministries and agencies within their remit</p>
<p>Participating ministries:</p>	<p>Federal Ministry of Finance, Federal Ministry of the Interior, all other ministries</p>
<p>Project description:</p>	<p>Centralizing payroll services, including the processing of fringe benefits, family benefits and pension benefits, in centres serving multiple ministries reduces costs and allows the government agencies to concentrate on their core responsibilities. The necessary planning and decision-making authority remains with the administrative units requesting services. Centralisation also means that the law governing these services for federal employees will be applied uniformly. Standardisation, by means of appropriate, cost-effective reorganisation of tasks and IT-supported processes, will create an appropriate level of transparency of services in agencies and service centres. This transparency will be maintained for both sides through a continuous process of improvement. The necessary transparency of service provision and costs will be created and the relevant recommendations of the Federal Audit Office will be taken into</p>

	account.
Measures in 2007:	<ul style="list-style-type: none"> - Identifying service centres (Q1 2007) - Putting together packages of services offered to the ministries (including prices/costs for the ministries) by these service centres (Q2 2007) - Drafting a model service agreement (Q3 2007) - Reviewing and adapting IT support as needed (starting Q3 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - Ministries to check the service packages and bids - Uniform regulations to be created for contracting, performing and billing for the services in question

3.1.3 Optimisation of procurement

Field of action: Organisation: Competence and shared service centres

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> – Further improvement of procurement in the federal administration – Continued implementation of the Federal Government decision of 10 December 2003 to optimize public procurement
Target group(s):	All federal ministries
Participating ministries:	Federal Ministry of the Interior , Federal Ministry of Defence, Federal Ministry of Economics and Technology, Federal Ministry of Finance
Project description:	The project aims to better meet the federal administration's needs for standard goods using framework contracts and the Procurement Office of the Federal Ministry of the Interior and to increase uptake of the federal e-awarding platform by the federal administration and private sector
Measures in 2007:	<ul style="list-style-type: none"> – Coordinating the work of the central contract award offices, in order to compare contents and processes when issuing tenders for framework contracts (starting Q1 2007) – Increasing dialogue between the different central contract award offices – Analysing the use made of framework contracts in comparison to other modes of procurement (Q1 2007) – Creating a system of annual reporting on the use of central procurement services (Q2 2007) – Developing strategies to increase uptake of the e-awarding platform (Q3 2007) – Identifying additional types of products for which the central contract award offices are and could be responsible – Making the e-awarding platform available for use by additional federal agencies (ongoing)

<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none">- Concluding additional framework contracts with the Procurement Office of the Federal Ministry of the Interior for items from the standard product groups assigned to the central contract award offices now and in the future- Connecting all federal agencies to the e-awarding platform while upholding the principle that each ministry is responsible for its own actions- Evaluating the product groups assigned to the central contract award offices (starting in 2009)
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3.1.4 Procurement services

Field of action: Organisation: Competence and shared service centres

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - To turn the central procurement offices into service centres for interested federal ministries
Target group(s):	All federal ministries
Participating ministries:	Federal Ministry of the Interior , Federal Ministry of Finance, Federal Ministry of Defence
Project description:	<p>The central procurement offices in the field of standard goods (Customs Procurement Branch, Federal Ministry of Finance; Federal Office of Defence Technology and Procurement, Federal Ministry of Defence; Procurement Office of the Federal Ministry of the Interior) offer to assume the task of procurement for additional ministries, also in the field of non-standard goods. Suitable procurement offices will be expanded into central providers of procurement services for interested ministries and into competence centres, assuming the task of advising ministries on contract awards.</p>
Measures in 2007:	<ul style="list-style-type: none"> - Developing a plan for expanding the Customs Procurement Branch, Federal Office of Defence Technology and Procurement and Procurement Office of the Federal Ministry of the Interior into service and competence centres for interested ministries <ul style="list-style-type: none"> o Determining which product groups will ensure optimal interministerial use of centralized provision of services (starting Q3 2007) o Developing integrated processes for procurement, delivery, billing, inventory, etc. (starting Q3 2007) o Defining indicators, e.g. for client satisfaction, quality management, potential volume of interministerial procurement, procurement process costs (starting Q4 2007) o Providing tools for agencies, such as draft service level agreements (starting Q4 2007) o Developing a standardized business model of interministerial procurement by service centres for interested ministries (starting Q4 2007)

<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none">– Gradual implementation of the business model for interested ministries by the service centres, taking advantage of potential for federal budget
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3.1.5 Travel and travel expense management

Field of action: Organisation: Competence and shared service centres

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - Reduction of direct and indirect travel costs using Travel Management / Travel Management System (TM/TMS) <ul style="list-style-type: none"> o Pooling demand, optimizing travel purchasing and negotiating contracts on behalf of the entire federal administration meets actual needs at favourable conditions (good value for money). o Making it possible to submit and process travel requests, booking and expense accounting electronically and using a credit card for payment and legitimation optimizes administrative processes. - Guarantee of quality and client orientation - Optimisation of management information (indicators) serving as the basis for planning purchases as well as monitoring and controlling implementation of measures
<p>Target group(s):</p>	<p>All constitutional bodies, supreme federal authorities and the agencies within their remit, federal corporations, institutes and foundations, and recipients of federal grants (regardless of their legal form) receiving at least 50% of their institutional funding from federal sources</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior (all constitutional bodies and supreme federal authorities are involved via the ministerial task force on travel management)</p>
<p>Project description:</p>	<p>Comprehensive implementation and further optimisation of the system</p>
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - Negotiating annual agreements with providers of rail, airline, hotel and rental car services (starting Q1 2007) - Negotiating and implementing travel agency services for all standard federal travel (Q3 2007) - Extending to other ministries the electronic system already used by the Federal Ministry of the Interior and the agencies in its remit to request, approve and process travel expenses; hardware and software to be installed at the Federal Office of Administration

	<ul style="list-style-type: none">– Launching the new business travel website, with general and ministry-specific information and booking engine (Q4 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none">– Issuing a call for tenders and implementing travel agency services for complex travel (2008/2009)– Providing a hotel booking platform for the entire federal level (2008/2009)– Creating access to electronic travel services for users not connected to the Berlin–Bonn information network IVBB or the federal administration information network IVBV

3.2 Critical review of tasks

Field of action: Organisation

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - To concentrate agency activities on core responsibilities - To pool cross-sectional tasks for multiple agencies - To reduce hierarchies and clearly distribute responsibility for results - To outsource those tasks which do not need to be provided directly by the government - To optimize processes using modern information and communications technology
Target group(s):	All federal agencies
Participating ministries:	Federal Ministry of the Interior , Federal Ministry of Defence, Federal Ministry for Economic Cooperation and Development
Project description:	<p>Fulfilling government tasks efficiently and effectively is a priority for all levels of government administration in Germany. Reviewing the tasks of public administration is therefore of central importance as part of comprehensive administrative modernisation. A critical review of tasks entails examining the tasks performed by public administration: How essential are they in view of their nature, extent, effort, organisation, staff requirements and procedures?</p> <p>A critical review of tasks is useful</p> <ul style="list-style-type: none"> - to prepare a decision as to whether current or future tasks are needed, - to check the cost-effectiveness of continuing to fulfil certain existing tasks in the future, and - to improve planning by means of proposals for reorganisation. <p>The critical review of tasks is to be performed using a standardized method and taking into account other elements of the federal strategy for administrative modernisation (e.g. creating shared service centres, target-based management, etc.). As part of the review, a set of results-oriented data is to be collected for use in several different ways.</p>
Measures in 2007:	<ul style="list-style-type: none"> - Conducting a critical review of tasks (as required) in selected agencies within the framework of pilot projects (e.g. Federal Police, Military District Office Administration)

Outlook and milestones
to 2010:

- Carrying out reviews in additional agencies

3.3 Process-oriented organisation

Field of action: Organisation

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - More transparent aims of administrative activity - More rigorous orientation on results of administrative activity (also with regard to interministerial activity) - More emphasis on clear responsibility for results - Prevention of duplicate efforts and overlapping areas of responsibility - Prevention of conflicts over authority - An end to viewing responsibility in a purely functional way within organisational units - Promotion of project management, expansion and strengthening of a business process approach
<p>Target group(s):</p>	<p>All federal ministries</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior, Federal Ministry of Finance, Federal Ministry of Health, Federal Ministry of Justice, Federal Ministry of Defence</p>
<p>Project description:</p>	<ul style="list-style-type: none"> - To develop methods and tools for process-oriented organisation - To apply models to optimize business processes (pilot projects) - To formulate recommendations for action based on practical experience
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - Stock-taking and analysis (Q2 2007) <ul style="list-style-type: none"> o Taking stock of methods and tools currently used o Taking stock of experience with organizing processes/projects; identifying factors for success - Conceptual groundwork for process organisation (Q3 2007) <ul style="list-style-type: none"> o Compiling existing approaches and arriving at one basic understanding of methodology; distinguishing between line, process and project organisation o Defining a set of methods and tools for organisational efforts o Drafting aids to practice (based on the updated handbook on project management, as appropriate)

	<ul style="list-style-type: none"> - Plan for pilot applications (starting Q3 2007) <ul style="list-style-type: none"> o Selection of pilot agencies or fields of action (interministerial approach) for the project o Rough outline/fine-tuning of strategy for the corresponding processes, including planning, implementation and change management
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> - Testing in the pilot agencies and fields of action, including assistance with implementation (2008) - Experience-sharing and stock-taking (2008) - Skills training for other federal agencies (2008): - Pilot strategy and trial run (starting mid-2008) - Successive inclusion of further appropriate agencies and fields of action (starting 2009)

3.4 Recommendations on the internal audit system

Field of action: Organisation

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - Recommendations on internal audits in the federal administration <ul style="list-style-type: none"> o Uniform basis for performing internal audits in the federal administration o Further professionalisation of the internal audit system
Target group(s):	All internal auditors in the federal administration
Participating ministries:	Federal Ministry of the Interior , Federal Ministry of Economics and Technology, Federal Ministry of Transport, Building and Urban Development, Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
Project description:	The Committee on Organisational Issues will commission the “Wiesbaden Circle” to revise the Federal Ministry of the Interior’s basic internal audit policy paper of 19 March 1998. Recommendations on internal audits throughout the federal administration will be drafted. In addition to fundamental considerations, these recommendations should also contain sample rules on testing and regulations for attaining occupational qualifications, etc.
Measures in 2007:	<ul style="list-style-type: none"> - Interministerial approval of basic policy paper and adoption by the Committee on Organisational Issues (Q2 2007) - Further optimisation of basic policy paper, formulation of interministerial recommendations (Q4 2007) - Experience-sharing and awareness-raising in other federal agencies concerning the importance of internal audits (Q4 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - 2008: Using the recommendations as the basis for an internal audit handbook for the entire federal administration - 2009: Building up an internal audit information platform

3.5 Expansion of information and knowledge management

3.5.1 Upgrading the federal intranet

Field of action: Organisation: Information and knowledge management

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - Greater staff satisfaction by providing needed information through the intranet - Better integration of work and information use (especially information and transaction services) - Increased uptake and cost-effectiveness of information services - Focused competence (which information provides added value for users) - Targeted advertising - Utilisation of one standard information platform
Target group(s):	Federal administration staff
Participating ministries:	Federal Ministry of the Interior , all ministries
Project description:	<p>The project aims to check whether the service portfolio still fits the goals originally set in 2005 and meets users' needs. At the same time, possible options for further development and potential synergies between Internet and intranet services offered by federal agencies are to be identified.</p> <p>Existing features and structure are being assessed in light of current and anticipated needs of federal staff; based on the results of this assessment, recommendations for meeting current needs cost-effectively and adding features as appropriate will then be developed and gradually implemented to optimize the information on offer.</p> <p>The project is being carried out in close coordination with efforts to further expand knowledge and experience management in the federal administration.</p>
Measures in 2007:	<ul style="list-style-type: none"> - Assessing the intranet (Q1 2007) - Drafting recommendations for operation (technical issues in consultation with the Interministerial Coordination Committee for Information Technology in the Federal Administration) and for future planning, including recommendations on solving uptake issues (Q2 2007)

	<ul style="list-style-type: none">- Further developing the intranet portal in line with identified needs and based on these recommendations, including the appropriate expansion of directory services (Q4 2007)- Measures to increase uptake of information services (Q4 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none">- Expanding the provision of useful information services and eliminating redundancy based on an annual assessment of user uptake- Depending on the assessment results, building an information portal as part of a knowledge management system for the federal agencies

3.5.2 Staff portal OfficeNet (ON)

Field of action: Organisation: Information and knowledge management

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - Greater manageability of daily information and long-term retention of federal staff experience and expertise - Assurance that the expertise needed for staff to perform their tasks is available in the necessary quality (e.g. that it is up to date and targeted) and quantity - Carefully considered knowledge management solution: making experience, action and process knowledge available at a single interface - Creation of an optimal integration platform for various IT systems using open architecture
<p>Target group(s):</p>	<p>All federal agencies</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior (Federal Office of Administration), other ministries as needed</p>
<p>Project description:</p>	<p>Knowledge and experience management is a strategic field. Successful knowledge management depends more than any other project on the individual culture of an agency. At the same time, it has a particular influence on cultural change. It is precisely the processes of cultural change which must be viewed in their entirety and not only from the standpoint of technology, human resources or organisation. It is important to take a balanced view of what change is supposed to achieve, possible interactions and the networked implementation of change processes from the perspective of the interface between human resources, organisation and technology. To do so, it is necessary to build on the general model for use in government agencies in order to break down the process of introducing knowledge and experience management into manageable steps.</p> <p>Within this project, knowledge and experience management as a complete solution for staff is being designed so that every key step in the development process can be represented.</p> <p>Implementation will make use of a technical solution with a modular structure which is already operating successfully at the Federal Office</p>

	<p>of Administration. The individual modules, such as personalized and general expert forums, survey and assessment tools, the integration of work processes and self-service (holiday maps, etc.) will be expanded as needed in the various agencies.</p>
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> – Identifying what federal agencies want from the knowledge management platform at the Federal Office of Administration and developing additional features (Q2 2007) – Checking whether the knowledge management platform, as a one-for-all system, is being added to the Federal Government Coordination and Advisory Agency for IT in the Federal Administration list of standard IT solutions (Q3 2007) – Refining the model and system of knowledge management (starting Q3 2007) – Drafting a roadmap as needed for use in further federal agencies (Q4 2007)
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> – Roll-out of knowledge management in additional federal agencies – Further development of the system into a comprehensive system of experience management – Assessment of the use and uptake of the system within the federal administration – Link with document management and specialized information systems

3.5.3 Electronic workflows/document management

Field of action: Organisation: Information and knowledge management

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - Target group federal, state (<i>Länder</i>) and local agencies: Providing an overarching plan to introduce and utilize electronic workflows and a catalogue of current requirements - Target group product manufacturers: Providing functions for IT-supported workflows on the basis of current technical requirements (SAGA, BITV) to ensure the targeted development of the relevant systems
Target group(s):	Federal, state and local agencies Product manufacturers
Participating ministries:	Federal Ministry of the Interior
Project description:	Adapting the strategy for document management and electronic archives in IT-supported processes (DOMEA), its additional modules and catalogue of requirements for changed functional, legal and technical framework conditions for use in government agencies; taking into account a conceptual approach to information and knowledge management
Measures in 2007:	<ul style="list-style-type: none"> - Revising the DOMEA strategy: <ul style="list-style-type: none"> o Developing a smaller-scale organisational strategy taking into account the creation of electronic files and archiving issues; developing an overall handbook including the additional modules o Taking into account the legal aspects of electronic filing (e.g. rules on retention of documents in paper form; electronic signatures) - Restructuring and revision/redrafting of additional modules as required by the revised strategy - Drafting a strategy for DOMEA certification - Drafting a plan for information and knowledge management extending beyond the DOMEA strategy (DOMEA as one component of information and knowledge management)

<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none">- Launching a pilot project to test new cooperative approaches to representing unstructured processes- Launching a project on communicating the new DOMEA strategy, in order to ensure that the revised strategy finds acceptance- Working out a coordinated strategy for certification with Moreq as part of European harmonisation of the overall issue- Increasing the number of users of workflow systems in relevant projects; support from Federal Ministry of the Interior/Competence Centre for Workflow Management, Processes and Organisation
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3.5.4 Idea management

Field of action: Organisation: Information and knowledge management

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - Idea management takes advantage of innovations and quality improvements derived from the experience and detailed expertise of all staff in order to work in a more cost-effective and client-oriented manner. - Staff are motivated by sharing in the success resulting from their suggestions. - Properly applied, idea management promotes innovation, motivates staff and reduces costs. - Over the long term, it helps establish a more effective culture of innovation, in particular by creating the necessary framework conditions and changing the management culture. - It is important to encourage staff involvement and reduce barriers to participation.
<p>Target group(s):</p>	<p>All federal administration staff</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior, all ministries (interministerial task force on idea management)</p>
<p>Project description:</p>	<p>To strengthen the creative potential of staff in order to improve processes and results in the federal administration</p> <p>The project encompasses the following measures:</p> <ul style="list-style-type: none"> - Information: Advertising, regular reminders (not only on the intranet; idea management requires action) - Communication: Promote experience-sharing among idea managers; address targeted administrative groups; optimize procedures (IT/organisation) - Integration: Make idea management part of a creative and confident administrative culture by means of training for staff and management <p>View staff ideas as an indicator of creative, innovative administration</p> <ul style="list-style-type: none"> - Benefits for management: Increase involvement of management staff through acceptance management; point out

	<p>benefits; report regularly to executive level</p> <ul style="list-style-type: none"> - Appreciation for staff who offer ideas - Greater focus on implementing suggestions - Implementation of selected ideas: Verify effects by monitoring results
Measures in 2007:	<ul style="list-style-type: none"> - Regular, interministerial network meetings with key idea managers in the ministries; reduction of serious barriers to acceptance (ongoing) - Review of need for reorientation in the near term; planning of continuous acceptance management for existing solutions in the ministries; guarantee that existing solutions continue to be used (incentives) (Q2 2007) - Inclusion of idea management in initial and advanced training of management staff in particular (Q2 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> - 2008: Evaluation of idea management in the federal administration and planned reorientation over the medium and long term - 2008/2009: Further development of the central federal idea database (id-bund) as needed

3.5.5 Federal information and library portal

Field of action: Organisation: Information and knowledge management

<p>Goal/benefit (by target groups, if appropriate):</p>	<p>Information and services provided by the libraries of the supreme federal authorities and the Federal Court of Justice can be accessed through the Berlin-Bonn information network IVBB at bibliotheksportal.ivbb.de.</p> <p>The aim of the project is</p> <ul style="list-style-type: none"> - to provide staff with rapid and effective access to the broad and high-quality information and services offered by all participating libraries via a shared electronic platform; - to provide access from workplace PCs to comprehensive information and search options, full text and transactions (e.g. requests for library materials, personalisation, profile services, literature management); and - to take advantage of the potential offered by modern technology in a cost-effective way using a centrally administered portal. <p>The portal offers the following features for modern administrative activity:</p> <ul style="list-style-type: none"> - Agencies and ministries can use library services outside regular opening hours. - High-quality information services available from each workplace computer allow staff to work more efficiently; time-consuming trips to gather information are no longer necessary. - Cooperation and alliances make it more cost-effective to acquire and provide electronic information and databases.
<p>Target group(s):</p>	<p>All federal administration staff with access to the IVBB</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior; Federal Foreign Office; Federal Ministry of Labour and Social Affairs; Federal Ministry of Education and Research; Federal Ministry of Finance; Federal Ministry of Transport, Building and Urban Development; Federal Ministry of Food, Agriculture and Consumer Protection; Federal Ministry of Health; Federal Ministry of Justice; Federal Ministry for the Environment,</p>

	<p>Nature Conservation and Nuclear Safety; Federal Ministry of Defence; Federal Ministry of Economics and Technology; Federal Ministry for Economic Cooperation and Development; Federal Ministry for Family Affairs, Senior Citizens, Women and Youth; Bundesrat; Federal Chancellery; Office of the Federal President; Press and Information Office of the Federal Government; Federal Court of Audit; Federal Court of Justice</p>
<p>Project description:</p>	<p>The information and library portal needs to be upgraded in terms of both contents and technology in order to maintain the high quality of specialized information and to optimize the services available to staff. As a result, the project has the following aims:</p> <ul style="list-style-type: none"> – Planning to ensure long-term and user-friendly access to information and services as needed in electronic and conventional form – Expanding the range of information and services to include personalized workplace services, ensuring that knowledge-sharing remains cost-effective despite the rising cost of specialized information – Introducing and implementing standards for full-text access and long-term archiving of electronic publications by setting up a document server – Coordinating and managing the use of media and information via a targeted system of information and knowledge management in a low-cost, efficient way – Ensuring the reliability of agency-specific information and contents, especially with regard to electronic documents
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> – Expanding the number of participating libraries and users (ongoing) – Evaluating the uptake of offerings (ongoing) – Creating and expanding a central document server for electronic publications which meets standards for long-term full-text availability and archiving (Q4 2007) – Studying the availability of user-friendly search-engine technology (FAST, LUCENE) as needed in order to offer sufficient retrieval (Q4 2007) – Expanding the information and services offered as needed; planning a workplace-specific information portfolio including

	<p>personalized services (Q4 2007)</p> <ul style="list-style-type: none"> – Developing portal technology as needed; examining the use of technologies such as single sign-on, link resolver and semantic search technologies (Q4 2007) – Applying strategic management tools and setting up the communications platform CIRCA to help participating libraries manage the portal transparently and effectively (Q4 2007)
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> – Gaining the participation of all federal agencies – Continuously expanding the information portfolio by adding specialist information and optimizing the range of services – Optimizing portal technology, library databases and the document server as needed – Examining whether to add a communications platform for all portal users which would include social software (Web 2.0), weblogs and wikis

3.5.6 Database of federal administrative regulations

Field of action: Organisation: Information and knowledge management

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - To expand the database of federal administrative regulations for all supreme federal authorities - To make the database available to users in the private sector and other levels of public administration as well as the general public - To streamline administrative regulations - To make administrative activity more efficient - To advance the government programme for bureaucracy reduction and better regulation
<p>Target group(s):</p>	<p>Federal administration staff In future, also the private sector, all public administration and the general public</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior</p>
<p>Project description:</p>	<p>The project aims to make those database contents which are suitable for publication available to all levels of public administration, the private sector and the general public via juris GmbH, so that interested parties will have various levels of access to the database</p>
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - Ministerial meeting – giving third parties access to the database of federal administrative regulations (Q1 2007) - Access via juris GmbH (Q2 2007) - Ministries indicate which regulations can be made publicly accessible (Q2 2007) - Database access granted to public administration at state (<i>Land</i>) level and to business users (Q3 2007) - Service for the general public offered via federal websites (Q3 2007)
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> - Database of federal administrative regulations accessible to third parties

4 International cooperation

Cooperation at European level is also being expanded with regard to administrative modernisation.

Such cooperation is aimed at systematically generating expertise for the federal administration, thereby helping the modernisation effort. For example, large-scale modernisation projects include looking at how international partners have dealt with similar challenges and whether these solutions can be applied in Germany. And when developing new solutions, consulting with international partners helps optimize efficiency and save time. Participating in national and European competitions increases the incentive to develop good solutions and promotes international exchange.

During Germany's EU Presidency, cooperation in the European public administration network EUPAN was strengthened further. EUPAN focused on specific issues of cooperation during the German Presidency. In a larger international context, the OECD also deals with major issues of public administration, which are analysed and utilized for reforms in Germany. Here too, the aim is to harmonize public administration structures and practices for the public benefit.

With these larger goals in mind, the following projects related to international cooperation are being carried out:

4.1 Common Assessment Framework (CAF): Germany's CAF Central Agency and European cooperation

Field of action: International cooperation

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - Greater productivity of German public administration due to greater use of quality management - Implementation of CAF in public administration with a special focus on federal agencies, to enable self-assessment of work quality - Expansion of continuous improvement processes in federal agencies - Further development of CAF systems and quality management in joint effort with European public administrations - Utilisation by German public administration of other European users' experience with CAF
<p>Target group(s):</p>	<p>All federal ministries, all federal agencies, all organisations of state and local public administration</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior (Federal Office of Administration)</p>
<p>Project description:</p>	<p>Self-assessment using CAF facilitates entry into quality management: By regularly conducting CAF self-assessments, analysing the results and formulating specific measures for improvement, public institutions can implement a continuous improvement process. This also helps them organize their internal modernisation strategies efficiently. As an easy-to-use tool for total quality management, CAF plays an important role in the internal modernisation of public administration.</p> <p>The CAF Central Agency, located within the Federal Office of Administration, offers information on the contents, methods, aims and benefits of CAF, provides a wide variety of materials for agencies and supports the application of CAF through training and information programmes.</p> <p>The CAF Working Group in the European public administration network EUPAN is responsible for developing CAF and quality management further in the European context. Assessing the experience of European administrations and jointly developing working materials facilitates the learning process for participants.</p>

<p>Measures in 2007:</p>	<p>Ongoing measures:</p> <ul style="list-style-type: none"> - Maintaining user networks and providing public administrations with information on CAF - Developing user training, handbooks, practical aids and tools for analysis <p>Individual measures:</p> <ul style="list-style-type: none"> - Facilitating the introduction of CAF in selected federal agencies - Organizing advising and coaching for users - Conducting experience-sharing sessions with federal agencies - Participating in the CAF Working Group, hosting a meeting during the German EU Presidency
<p>Outlook and milestones to 2010:</p>	<p>The CAF Central Agency's mission and services will be expanded as appropriate to meet agencies' needs.</p>

4.2 European Public Sector Award (EPSA)

Field of action: International cooperation

<p>Goal/benefit (by target groups, if appropriate):</p>	<p>The new European Public Sector Award (EPSA) is sponsored by the Bertelsmann Foundation, the German University of Administrative Sciences Speyer, and the European Group of Public Administration (EGPA). These organisations established the competition in order to involve as many European administrations as possible in a joint learning process. They intend to draw on the experience gathered in the process of the Speyer Quality Award for innovations in public administration, in which Germany, Austria and Switzerland have taken part in the past.</p> <p>The declared aims of the EPSA are as follows:</p> <ul style="list-style-type: none"> - implementing the Lisbon Strategy, - creating a single European area of public administration, - initiating a constructive competition among public administrations, - learning from the best administrations, - benchmarking administrative achievement at the European level, - and drawing on the results of national competitions, thereby making administrative achievement comparable across Europe. <p>The EPSA creates incentive not only to advance innovation in public administration, but also to publicize it as good practice at national and international level. This serves the aim of helping public organisations across Europe learn from each other and compete with each other in a constructive way.</p>
<p>Target group(s):</p>	<p>Organisations in the field of public administration in the European Member States.</p>
<p>Participating ministries:</p>	<p>Federal Ministry of the Interior</p>

<p>Project description:</p>	<p>An award for organisations in the field of public administration given in the following categories:</p> <p>Category 1: Innovations that help optimize public administration services. (Category 1 includes all measures that increase productivity in public administration, help maintain it for the long term and are at the same time forward-looking. These may be measures such as innovative approaches to resource management, reengineering of workflows and electronic administration. Measures related to demographic change also come under this category.)</p> <p>Category 2: Innovative decision-making and measures that help increase trust in the organisation and its legitimacy. (Category 2 includes all innovations in the relationship between government organisations and the public, such as innovative processes for decision-making and democratic participation. It also includes improved transparency, such as open administration and free access to information, the redefinition or restoration of public values, and new rules of conduct for public administration staff.)</p>
<p>Measures in 2007:</p>	<ul style="list-style-type: none"> - Kick-off event in Berlin on 14 March 2007 during the German EU Presidency - Competition events in participating countries - Awards ceremony in Lucerne, Switzerland on 12–13 November 2007 - Coordination and quality assurance for contributions from the Federal Ministry of the Interior and the agencies within its remit - Cost-benefit analysis of federal administration involvement in the competition - Assessment of all submissions as to whether they advance or provide new ideas for the federal strategy for administrative modernisation

Outlook and milestones to 2010:	<ul style="list-style-type: none">- European Public Sector Award to be given out every two years- Competition results to be applied in national modernisation programmes

4.3 Demographic change: Human resources management in the public sector

Field of action: International cooperation

Goal/benefit (by target groups, if appropriate):	<ul style="list-style-type: none"> - To manage the challenges of demographic change in the federal administration, in the context of strategic human resources management - To identify need for action, raise awareness and develop strategy to assist German agencies in managing demographic change - To share knowledge in a national and international context
Target group(s):	Federal, state and local agencies
Participating ministries:	Federal Ministry of the Interior , New Quality of Work Initiative (Federal Ministry of Labour and Social Affairs)
Project description:	<p>The impact of demographic change will be obvious in a few years and will limit the capability of the public service; in all European countries, an ageing workforce is a greater problem for the public service than the private sector. Those in positions of responsibility need to be aware of this problem in order to develop appropriate responses in time so that the public service can continue to operate effectively and productively. As part of this project, the current situation in federal agencies is being assessed and approaches to managing critical trends are being developed and implemented. The project is accompanied by a national and international exchange of knowledge and experience.</p>
Measures in 2007:	<ul style="list-style-type: none"> - Strategy for further implementation in the federal administration (Q1 2007) <p>1. At national level:</p> <p>1.1 Developing an overall strategy for managing demographic change in the federal administration in the context of strategic human resources management (defining areas of action and tools for use by individual agencies)</p> <p>1.2 Analysing the current situation: Drafting an assessment of the current situation for the federal administration in cooperation with the Federal Institute for Population Research;</p>

	<p>continuing the time series in future</p> <p>Implementing the strategy/specifying the analysis and plan in about five federal agencies (remit of the Federal Ministry of the Interior), including implementation of necessary measures</p> <p>1.4 Developing a handbook for the federal administration</p> <p>1.5 Developing an implementation programme for the federal administration</p> <p>1.6 Taking part in a kick-off event with associations (Schneider Projectservice), 23–24 April 2007</p> <p>2. At international level:</p> <p>Hosting an international expert meeting (2 May) under the auspices of the Innovative Public Services Group (IPSG)</p> <ul style="list-style-type: none"> - Ongoing exchange of knowledge <ul style="list-style-type: none"> 1. Participation in expert groups, e.g. TIK, New Quality of Work Initiative (Federal Ministry of Labour and Social Affairs) 2. Research and documentation of best practices from European countries (in English and German)
<p>Outlook and milestones to 2010:</p>	<ul style="list-style-type: none"> - Tailoring the analysis and strategy to additional federal agencies (remit of the Federal Ministry of the Interior); implementing the necessary measures - Planning advanced training measures together with BAKöV - Developing and implementing curriculum on demographic advising for government agencies - Developing a national forum for experience-sharing and/or an international network of expert practitioners on this subject

4.4 Staff performance evaluation in international organisations

Field of action: International cooperation

<p>Goal/benefit (by target groups, if appropriate):</p>	<ul style="list-style-type: none"> - Better qualified public service staff by promoting mobility between national, supranational and international public administration based on practical information about staff performance evaluations in international organisations - Improved ability to compare specific criteria, procedures and other elements of evaluation for human resources administration - Easier use of external evaluations of seconded staff in own evaluation procedures, easier evaluation of references of
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	external candidates
Target group(s):	Human resources staff in the federal ministries and the agencies within their remit; human resources staff in state and local government
Participating ministries:	Federal Ministry of the Interior in conjunction with the interministerial committee on German staff in the EU and international organisations
Project description:	The project aims to update and expand the 2003 study commissioned by the Federal Ministry of the Interior on staff evaluation in international organisations as a way to improve the proportion of German staff. The project intends to focus in particular on developing and testing performance-based methods of evaluation.
Measures in 2007:	<ul style="list-style-type: none"> – Assessment of the needs of users of the 2003 study and other human resources specialists (Q2 2007) – Plan for updating and expanding the study (Q3 2007) – Commissioning of the study and project start (Q4 2007)
Outlook and milestones to 2010:	<ul style="list-style-type: none"> – Completion of the study – Discussion of the manuscript with a focus group – Compilation of final version

5 Programme organisation

The interministerial Committee for Organisational Issues is overseeing the programme “Focused on the Future: Innovations for Administration”.

In implementing this programme, the committee has the following tasks:

- to support interministerial cooperation by promoting communication and holding meetings at regular intervals;

- to monitor the progress of the individual projects and check it against the milestones listed in the implementation plan;
- to prepare Cabinet resolutions which may be necessary for the next steps in implementing the government programme; and
- to initiate new projects and additional efforts aimed at administrative modernisation.

The committee receives regular progress reports from the individual expert circles, but it is not responsible for direct oversight of the individual projects; this is the exclusive responsibility of the agency heading the project or the expert circle.

The committee members ensure that the programme actively supports the individual projects and coordinate the ongoing measures with the programme goals.

The Federal Cabinet receives an annual report on the progress of implementation, the timetable and new measures.

The Federal Academy of Public Administration (BAköV) offers targeted training courses to support the implementation of the government programme.

List of abbreviations

Abbreviation	Full name or phrase
AfO	Committee for Organisational Issues
BABZV	Customs Procurement Branch
BAköV	Federal Academy of Public Administration
BAKWVT	Federal Academy of Defence Administration and Technology
BIB	Federal Institute for Population Research
BITV	Ordinance on Barrier-Free Information Technology
BVA	Federal Office of Administration
BWB	Federal Office of Defence Technology and Procurement
CAF	Common Assessment Framework
CC VBPO	Competence Centre for Workflow Management, Processes and Organisation
CIP	continuous improvement process
DOMEA	strategy for document management and electronic archives in IT-supported processes
e-government	electronic government
EPSA	European Public Sector Award
EUPAN	European Public Administration Network
FüAK	Federal Armed Forces Command and Staff College
IDEV	joint data collection via the Internet (Federal Statistical Office)
INQA	New Quality of Work Initiative
IPSG	Innovative Public Services Group
IT	information technology
ON	OfficeNet
Q1, 2, 3, 4	first, second, third, fourth quarter
QM	quality management
SAGA	Standards and Architectures for eGovernment Applications
SSC	shared service centre
TM + TMS	Travel Management, Travel Management System
TVöD	collective bargaining agreement for the public service