A selection of previous studies and projects that the working groups have participated in

Human Resource Working Group (HRWG)

2001, Swedish Presidency
Report on Social Dialogue

2001, Swedish Presidency
The Modernisation of the Commission and its effects on National Administrations

2001, Belgian Presidency
New Approaches in the field of Human Resources Management in the Public Administrations of the Member States of the European Union

2002, Spanish Presidency
Feasibility Study for an Observatory of European Civil Servants

2002, Spanish Presidency
Network of National Contact Points and database of jobs open to Nationals of the Member States of the EU

2002, Spanish Presidency
Recognition, Seniority and Professional Experience of Civil Servants in the Member States of the European Union. Study on the administrative practices in the Member States of the European Union

2002, Danish Presidency
Facing the challenges of demographic evolution: Focusing on recruitment policies as a way to enhance the attractiveness of public employment

2003, Italian Presidency
European Best Practices in Performance related pay for public service managers

2003, Greek Presidency
Study on the Training Needs Methodologies in Public Administration & Training

2003, Greek Presidency
Career development systems as an effective tool to enhance the attractiveness of Public Employment

2003, Italian Presidency
Current and Future Use Of New Technology In Human Resources Management In European Public Administrations

2004, Irish and Dutch Presidency
Ethics in the Public Services of the European Union Member States

1 The projects are placed under the heading of the Presidency during which they were finished. In some cases another Presidency has had the leading role within the project. Please note that list may not be complete and therefore not reflect all work carried out in EUPAN since 2001.
2004, Irish and Dutch Presidency
EIPA Working Towards Common Elements in the Fields of Ethics and Integrity

2004, Irish and Dutch Presidency
Who is a civil servant and who is not – and why?

2004 Dutch Presidency
Sustainability of Pension Schemes for Public Sector Employees in EU Member States

2005, Luxembourg Presidency
Human Resources management strategies to support organizational changes

2005, Luxembourg Presidency
A New Space for Public Administrations and Services of General Interest in an Enlarged Union

2005, Luxembourg Presidency
Are civil servants different because they are civil servants?

2005, Luxembourg Presidency
The flexibilisation of the employment status of civil servants: From life tenure to more flexible employment relations

2005, United Kingdom’s Presidency
Innovative HR Strategies Project

2006, Austrian Presidency
Cross-Border Mobility of Public Sector Workers

2006, Austrian Presidency
Decentralisation and Accountability as Focus of Public Administration Modernisation

2006, Finnish Presidency
Leadership and the Lisbon strategy – a missing link in the public sector

2007, working party under Dutch Presidency
Best Practice Catalogue on integrity, anti-corruption and administrative measures against organised crime

2007, German Presidency
Possibilities and Limitations of a Further Development of the Social Dialogue at the EU Level for the Public Services of the Member States – Social Dialogue within the Scope of EUPAN

2007, German Presidency
Performance Assessment in the Public Services of the EU Member States

2007, Portuguese Presidency
The impact of individual assessment on organizational performance in the public services of EU Member States - Procedure for performance appraisal, for employee interviews and target agreements

2007, Portuguese Presidency
Competencies Management in EU Public Administrations

2007, Portuguese Presidency
National Contact Points – Evaluation of the Questionnaire Results

2008, Slovenian Presidency
What are Public Services Good at? Success of Public Services in the Field of Human Resource Management

2008, Slovenian Presidency
Leadership Competencies for Change Management

2008, Slovenian Presidency
The promotion of cross-border mobility of civil servants between EU Member States public administration

2008, French Presidency
Top Public Managers in Europe – Management and Working Conditions of the Senior Civil Servants in European Union Member States

2008, French Presidency
Comparative Analysis of the Social Dialogue in Central Public Administrations of the European Union Member States

2008, French Presidency
Human Resources Performance – Survey of public administration services in the European Union

eGovernment Working Group (eGOV)

2001, Swedish Presidency
Public e-Services within the European Union today

2001, Belgian Presidency
The electronic identification of citizens and organisations in the European Union: State of Affairs

2002, Danish Presidency
Value Creation in eGovernment projects - An exploratory analysis conducted for the Danish presidency of the eGovernment workgroup of the Directors General

2002, Spanish Presidency

2002, Spanish Presidency
Evolution of the e-Government in the European Union

2003, Italian Presidency
Central-Local relationship in EU in the field of electronic government

2003, Greek Presidency
Economics Study

2003, Greek Presidency
Public Key Infrastructure Services in the Public Sector of the European Union Member States

2003, Italian Presidency

2004, Irish Presidency
Key Principals of an Interoperability Architecture

2004, Dutch Presidency
Does e-Government Pay Off? Study on the effective use of ICT in the public sector in Europe, in search for European exemplary public services – EUREXEMPs

2004 Dutch Presidency
Central-Local Relationship In The European Union Member States In The Field Of Electronic Government

2005, Luxembourg Presidency
Organisational Changes, Skills and the Role of Leadership required by eGovernment

2005, Luxembourg Presidency
Interoperability of eGovernment systems The identification number, data sharing and data protection issues

2007, Portuguese Presidency
The Lisbon Ministerial Declaration set out in the 4th Ministerial eGovernment Conference

Innovative Public Services Group (IPSG)

2001, Belgium Presidency
Reference Indicators for Public Policies in the EU-Final Report of the consultant

2002, Spanish Presidency
CAF Questionnaire Synthesis Report

2002, Spanish Presidency
Quality Activities in the Public Administrations of the European Union Member States (IPSG)

2002, Spanish Presidency
Performance Benchmarking in the Public Sector: The United Kingdom experience

2002, Spanish Presidency
Survey regarding quality activities in the public administrations of the European Union Member States

2002, Spanish Presidency
Public Sector Modernisation: A new Agenda

2002, Danish Presidency
Assessment of the Innovative Public Service Group

2003, Greek Presidency
Public Sector Performance measurement systems & indicators in the EU

2003, Italian Presidency
Study on Implementation of CAF among the Member States European event on CAF

2004, Irish Presidency
Review of the CAF Resource Centre at EIPA

2005, Luxembourg Presidency
EPAN Administrative Framework Communication Plan EUPAN CIRCA Protocols

2005 Luxembourg Presidency
IPSG & e-Gov study: Good Practices Information Systems for public administrations in Europe

2005 Luxembourg Presidency
Study on the use of the Common Assessment Framework in European Public Administrations - Development and Promotion of a Communication Network

2005 UK Presidency
Innovative Case Studies: Focus on Leadership

2006, Austrian Presidency
CAF works – better service for the citizens by using CAF

2006 Finnish Presidency
Making Quality Sustainable; co-desing, co-decide, co-produce, co-evaluate. The report of the Scientific Rapporteurs, 4QC Conference

2006 Finnish Presidency
Looking for a Deliverable Lisbon Strategy on Sustainable Growth and Jobs; Provisional Agenda for Strategy-Focused Public Governance

2006 Finnish Presidency

2007 Portuguese Presidency
4th Quality Conference Impact Assessment Study

2008 Slovenian Presidency
Quality Management in Public Administrations of the EU Member States - Comparative analysis

2008 Slovenian Presidency
European Primer on Customer Satisfaction

2008 Slovenian Presidency
Evaluation of Public Administrations' Added Value to the Lisbon Strategy Goals

2008 French Presidency
Seven Steps to a Citizen Charter with Service Standards: Implementation Plan for Governmental Organizations; Practitioners handbook (elaborated by the IPSG under the coordination of the Netherlands)

2008 French Presidency
Models of measuring citizen experience (Learning Team on Administrative Burden for Citizens)

2008 French Presidency
Standard Cost Model for Citizens (Learning Team on Administrative Burden for Citizens)

2008 French Presidency
Report on national approached of reducing administrative burdens for citizens (Learning Team on Administrative Burden for Citizens)

2009 Swedish Presidency
New report on national approaches of reducing administrative burdens for citizens (Learning Team on Administrative Burden for Citizens)