PUBLIC MANAGEMENT SERVICE
PUBLIC MANAGEMENT COMMITTEE

FINAL AGENDA

Experts Meeting
Distributed Public Governance: Forms, Organisations and Functions of the Wider State Sector
Paris, 18-19 March 2002

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JT00122533

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FINAL AGENDA

Monday, 18 March

8.45 - 9.00  Coffee and croissants outside the meeting room

9.00 – 9.15  Introductory remarks by the Secretariat

9.15 – 10.00  The principles for good distributed public governance

Broad principles for good distributed public governance have been developed following the conclusions of the April 2001 experts meeting and discussed at the OECD/PUMA conference in Bratislava. Experts will be provided with the principles in advance and a discussion will follow allowing the Secretariat to finalise the principles and present them to the PUMA Committee.

10.00 – 10.45  Adapting form and function

- PUMA Secretariat will present to participants a terminology for the different organisational forms of the wider state sector as well as an overview of the possible best organisational structures for the different types of functions carried out by the wider state sector. This will allow for more informed and coherent discussions during the meeting.

- Presentation by Mr. Ronald Van Oosteroom, Head, Management Control, Ministry of Finance, the Netherlands.

- Presentation by Mr. Daniel Guttman, Attorney, Member of the National Academy on Public Administration’s Standing Panel on Executive Organization, United States.

10.45 – 11.15  Coffee break

11.15 – 13.00  Adapting form and function (continued)

13.00 – 14.30  Lunch
14.30 – 15.30 Establishing the best division of roles and responsibilities between the minister/ministry, the governing body and senior management

This session will focus on how to best divide up the roles and responsibilities between minister/ministry/ the governing body and senior management.

- Presentation by Mr. David Stuewe, Chief Executive Officer, Compensation Board of Nova Scotia, Canada.
- Presentation by Mr. Claude Rochet, Chargé de mission, Ministry of the Civil Service and Reform of the State, France.

15.30 – 16.30 Making the best use of boards

This session will focus on the functions and situations that are best adapted to the use of boards, and the different types of boards.

- Presentation by Mr. Richard Murray, Chief Economist, Swedish Agency for Public Management, Sweden.
- Presentation by Ms. Rosemary Banner, Head of Public Bodies Unit, Cabinet Office, United Kingdom.

16.30 – 17.00 Coffee break

17.00 - 18.00 Establishing good practices for the appointments and remuneration of senior management and governing body members

This session will focus on the rules and practices of appointments and remuneration of senior management and governing body members of entities of the wider state sector. This session will consist of a short introduction of the challenges underlined by Member countries at the April 2001 experts meeting and a roundtable discussion.

Tuesday, 19 March

9.00 – 11.00 Individual meetings of the 4 focus groups:

 a) The principles for good distributed public governance.
 b) Adapting forms and functions within the wider state sector.
 c) Roles and responsibilities of ministers, ministries, the governing body and senior management.
 d) Making the best use of boards.

11.00 - 11:15 Coffee break

11.15 – 13.00 Reports from the four focus groups followed by discussions

13.00 – 13.15 Concluding remarks by Secretariat
ANNEX
DETAILS ON CONTENT OF SPECIFIC SESSIONS

Please note that the following points are intended to prompt a discussion and should not be considered as exhaustive.

Session on principles for good distributed public governance

How relevant are these principles for the different countries? Are the draft principles the right ones – is the coverage right, is there anything omitted which should be included or included that should be omitted? Are there substantive problems with the draft material?

Session on adapting form and function

Specific issues to be discussed (for terminology, please refer to the terminology of the classification paper by Derek Gill):

On the classification – Is the classification useful in a cross country context? How relevant is it for the comparative analysis of countries experiences? Are the terms directly and indirectly controlled bodies applicable to your country (would the terms direct and indirect administrations more applicable)?

General regime issues – What are countries’ experience in ensuring the quality of the design of the governance and accountability regime proposed for departmental agencies and non-departmental public bodies (bodies which are institutionally or legally separate from ministries)? What problems have countries encountered with the case by case establishment of government bodies and the absence of a common legal framework?

Departmental agency and PLA questions – What sort of principles or criteria or tests do countries use to distinguish which functions are better undertaken by PLAS and which by other forms such as departments and/or departmental agencies? What are the general criteria for the establishment of departmental agencies and PLAs?

Government enterprise questions – What has countries experience been with half-way houses (quasi-corporations) e.g. using net funded departmental or PLA bodies undertaking commercial functions? How does that compare with commercial activities in the government companies of government enterprises? What form works best for cost recovered internal market activities?

PLB question – What has countries’ experience been with PLBs undertaking non-commercial functions?
Session on establishing the best division of roles and responsibilities between the minister/ministry, the governing body and senior management

Specific issues to be discussed:

Changes in management culture and competencies – The process of creating new bodies involves a fundamental change in the relationship between the central ministries and the arms-length body. It is a particularly important change for the line ministry as new competencies are required to manage in a new less hierarchical way.

Ministry monitoring – Ministries have often been comfortable assigning to a separate body some functions which are not well aligned with their core activities and mission. Has this then created the same problem in a different form – where the business of monitoring an arms length body is not well aligned with the core activities and mission?

Governance boards model – Does the governance model oversimplify the situation for governance boards? Is the distinction between the strategic role of the board (setting direction, reviewing performance) and the operational role of the management team in implementing reporting that useful in practice in the public sector? Is the model more dynamic – with the board and management team changing roles and actively interacting? Is this generally the case or only in certain circumstances?

Other models – How does that compare to models which do not have governing boards? What are the respective roles of the ministers/ministries and director generals/senior management? What does the need for increasing reporting ministries’ capacity to monitor the wider state sector involve?

Session on making the best use of boards

Specific issues to be addressed:

Types of boards – Boards take a number of forms - an internal governance board (with strong senior management presence), external governance board (particularly in English-speaking countries where the director general is not a formal member but attends the meetings), a legitimacy board (such as the social security fund containing social partners as well as the director general) as well as advisory boards. Some countries have gradations in between. What are countries experience about when different types of boards add value to the governance of organisations? In what circumstances is one person rule preferred to the board rule?
Session on establishing good practices for the appointments and remuneration of senior management and governing body members

Specific issues to be addressed:

Appointment and remuneration of senior management – How do salaries and other benefits of senior management (including director-general) compare with those of senior executives within ministries and in the private sector? What has been countries’ experience with the appointment processes of director-generals? Is it generally considered as open, transparent and promoting the appointment of the best possible director-generals?

Appointments and indications of members of the governing bodies – What has countries’ experience been with the appointments of members of the governing body? How much guidance is provided on appointment processes? Has this guidance improved the quality of appointments? Is this a function that is run centrally or by individual ministries? What balance has been struck between ministers desire to appoint their people without appointments becoming pure patronage? What has the experience been with process or merit requirements for appointments, and transparency? What approaches have countries taken to governing body induction? What protections are there for the removal of governing body members? How does this vary depending upon the type of organisation?

Governing body fees – Different countries have adopted different approaches with fees to governing body members. What is the experience of different fee arrangements for the quality and diversity of candidates for governing body positions?