



**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE**

GOV/PGC/M(2004)1
Unclassified

**SUMMARY RECORD OF THE 28TH SESSION
OF THE PUBLIC MANAGEMENT COMMITTEE***

**29th Session of the Public Governance Committee
15-16 April 2004**

This document is presented to the Committee for approval.

** Please note that the Public Management Committee was renamed the Public Governance Committee on 14 January 2004*

For further information, please contact Andrea Uhrhammer, PGC Secretary, Tel. +33-1-45.24.78.32,
email: andrea.uhrhammer@oecd.org.

JT00158352

Document complet disponible sur OLIS dans son format d'origine
Complete document available on OLIS in its original format

SUMMARY RECORD OF THE 28TH SESSION OF THE OECD PUBLIC MANAGEMENT COMMITTEE

Introduction and objectives of the meeting

1. Eighty-seven delegates from 29 member countries, as well as observers from Brazil, Chile, Slovenia attended the 28th session of the Public Management Committee (PUMA) on 13-14 November 2003 (see Annex). First Deputy Minister Mikhail Dmitriev of the Russian Federation also participated as an invited expert. The objectives of the meeting were to:

- Engage in an in-depth, substantive discussion on Public Sector Modernisation during a one-day special session on The New Public Executive.
- Elect 3 new members to the Bureau.
- Learn about country experiences through presentations by various countries on the different substantive items, as well as a presentation by the Russian Federation on administrative reform.
- Discuss the work carried out so far on Public Sector Modernisation, and provide feedback for the final report.
- Launch a first discussion of the new mandate and the 2005/06 work programme, identifying a strategic focus for future work as well as preferences for key activity areas.

2. The Chair of the Public Management Committee, Ms. Pia Marconi of Italy, opened the meeting, and announced a slight change in scheduling. The agenda was adopted without further amendment.

3. At the start of the meeting, Deputy Secretary-General Richard Hecklinger briefed participants on recent events, including the meeting of Senior Officials from Centres of Government, the meeting of Senior Budget Officials in June, and the High-Level Meeting of the Territorial Development Policy Committee. He also noted the results of the OECD medium-term priorities survey carried out earlier this year, stressing the importance of dialogue within countries on future OECD work.

Special Session on “The New Public Executive”

4. The first day of the meeting was organised as a special session on the topic “The New Public Executive”. This session followed a symposium-style format, with invited speakers and breakout sessions. This format was designed to allow more in-depth discussion of a specific, topical issue raised in the context of the PUMA work programme on Modernisation. The session was chaired by Knut Rexed, Vice-Chair of the PUMA Committee and Chair of the Human Resources Management Working Party.

5. In his opening remarks, the Chair noted that today’s senior public executives are working in an environment shaped by public sector reform and societal change. Expectations of citizens have grown, not just concerning services provided but also professionalism and transparency of public services and administrations. Traditional systems based on application of rules are being replaced by governance

systems based on results and performance. New demands are being placed on executives in public administrations, as well as on governments, which have to select, train and assess these executives, and provide them with incentives.

6. Distinguished speakers from academia and the private sector helped set the context for the discussions. Professor Allen Schick from the University of Maryland/Brookings Institution provided a broad perspective on this topic. He discussed the changes that impact on the new public manager, including the rise of individualism, diversity, transparency, decline in trust and confidence in government, and demand for performance. He also noted the political aspect of public management – executives are at the point of contact between management and politics. The tools currently used to help managers perform better -- strategic planning, measurement, contracts, markets -- are necessary but not sufficient to meet these challenges. Professor Schick argued that it was necessary to reclaim some of the aspects of old public management in order to rehabilitate new public management: civil service values, career development, training and elitism (but not exclusivity).

7. High-level participants from three countries also made presentations: Mr. Michael Wintringham, New Zealand State Services Commissioner; Mr. Georges Monard, President of the Belgian Federal Public Service for Personnel and Organisation; and Mr. Antoine Godbert, Interministerial official responsible for the senior civil service in France. These presentations -- from countries with very different senior civil service systems -- helped illustrate the different public sector leadership challenges countries face as well as ways to address them. Finally, Patrice Stern of ICS Interconsultants discussed the various dimensions of leadership in the private sector and the need to keep them in balance.

8. After lunch participants broke into three smaller groups to give countries the opportunity to discuss their experiences on specific topics and to share ideas. These break-out sessions allowed participants to address public leadership in a changing society, the recruitment and “forming” of the next generation of leaders, and how to ensure that individualised incentive systems serve the collective interest. The groups were chaired by Allen Schick, John Murray from Trinity College School of Business Studies, and Jean-Michel Saussois of the École Supérieure de Commerce de Paris.

9. In the final plenary session, several countries noted that it was important when reforming to ensure that positive aspects of the old system (such as public service values) are not lost. In all the discussions, it was clear that leadership is a complex issue, and that the political-administrative interface poses particular difficulties. Modernisation is a complex process, and when looking at other countries’ experience it must be taken into consideration that it is highly context-dependent.

28th session of the Public Management Committee

Approval of the Summary Record of the 27th session of the Public Management Committee

10. The summary record of the 27th session of the PUMA Committee [GOV/PUMA/M(2003)2] was approved without amendment.

Bureau elections and opening remarks by the Chair

11. The Chair reminded delegates that she had received nominations to fill three vacant seats on the Bureau: Elisabeth Dearing of Austria, Roberta Santi of Canada and Serge Arnaud of France. These nominations were seconded by Finland, the Czech Republic and Portugal, respectively, and the three candidates were then unanimously elected. The Chair welcomed the new officers, who thanked the Committee and welcomed the opportunity to participate more actively in its work.

12. In her opening remarks, the Chair noted that the first day's special session of the Committee had allowed delegates to engage in a more in-depth discussion on a highly relevant topic, and concluded that this format could be effective in order to increase the value of Committee meetings for member countries. She also noted the room document on Effective Participation in the PUMA Committee [GOV/PUMA/RD(2003)6], and stressed the need for delegates to prepare and consult with members of the other PUMA working parties. The Chair underlined that these two new initiatives are part of an ongoing effort by the Bureau and the Directorate to improve the quality and the effectiveness of Committee meetings.

Modernising government: people, structures and performance

13. Under this item delegates discussed the first results of the major project on the review of two decades of public sector modernisation. This project examines what we have learned from two decades of modernisation efforts, and looks at the various levers used to effect reform. Three of these levers – modernising public employment, changing organisations and governing for performance – were the subject of short notes by the Secretariat as well as of country presentations by Denmark, the Netherlands and Australia, respectively.

14. During the discussions following the three country presentations, delegates exchanged experiences with these levers, and stressed the importance and relevance of the modernisation work.

15. In order to highlight the practical consequences of certain reforms, Michael Wintringham, the State Services Commissioner of New Zealand, described his country's experience with developing and using management tools for preventing and controlling conflict of interest in a devolved management environment. Some countries expressed interest in the possibility of OECD developing a set of practical tools.

Administrative Reform in Russia

16. Mr. Mikhail Dmitriev, First Deputy Minister, Russian Ministry of Economic Development and Trade, gave a presentation of current administrative reform efforts in Russia. The reforms are comprehensive and far-reaching, and involve, broadly, the revision of functions and procedures for the bodies of the executive branch of power, the delimitation of authority between the Federal government and members of the Federation and local self-government, decentralisation of decision-making and civil service reform.

17. Delegates found the presentation very interesting, and noted that the reforms were very ambitious, and would require a major cultural change in the Russian administration. It was also stressed that, based on member countries' experience, it is important when introducing new modernisation policies to pay attention to the sequencing, in order to ensure that the prerequisites for success exist. It was clear that there is a real opportunity for mutual learning between OECD countries and Russia in this area.

Medium-term directions for PUMA work 2005-2006

18. This item provided a first opportunity for the Committee to reflect on its future work. At its next session in April 2004, the Committee will need to agree on a draft PWB and new mandate.

19. The Secretariat had prepared a document proposing a strategic focus for the future mandate and work programme, and suggesting possible activity areas that could be addressed. Countries were asked to discuss this note, identify the strategic focus for future work, and indicate preferences for key activity areas. Preparations for the new PUMA mandate and the 2005/06 programme of work must of course be undertaken within the framework of the current OECD PWB reform introducing results-based planning,

budgeting and management. A member of the Secretariat from the Budget and Finance Service briefed the Committee on the new PWB process, and the Director of GOV introduced the Secretariat document.

20. As regards the new mandate, countries agreed that a drafting group would be created, made up of the Bureau, the Secretariat and any other interested Committee members. This drafting group would propose a strategic direction and mandate for approval by countries at the April meeting, following a consultation process via electronic means.

21. For the 2005-06 work programme, delegates noted that it was important to consider where GOV could provide a comparative advantage. Given tight budget constraints, only 5-7 activity areas would be retained for the 2005/06 programme. Delegates agreed to consult with other stakeholders in the countries, such as members of the various PUMA working parties, and to send their preliminary priority ranking of activities to the Secretariat, who would circulate a revised list to countries before the December holiday break

Other business

22. The Spanish Ambassador to the OECD, Mrs. Elena Pisonero, gave a brief report to the Committee on the recent meeting of the network of Senior Officials from Centres of Government, held in Madrid in October. The next meeting, in 2004, will be held in Istanbul, Turkey.

Conclusions

23. The Chair concluded the meeting, noting that the new format was very useful, as it allowed a valuable exchange among countries. The programme of work and mandate renewal process had been agreed and launched, and should provide an opportunity for countries to make decisions on future work in an inclusive, participative way. She thanked the delegates for their participation as well as the Secretariat for the preparation of the Committee meeting.

PARTICIPANTS LIST
28TH SESSION OF THE PUBLIC MANAGEMENT COMMITTEE
LISTE DES PARTICIPANTS
28ÈME SESSION DU COMITÉ DE LA GESTION PUBLIQUE

13 November 2003 - 14 November 2003

Allemagne / Germany

Mr. Friedrich-Wilhelm MOOG

Head of Division
Federal Ministry of the Interior
O5
Graurheindorfer Str. 198
D-53117 Bonn
Germany

Tel : 49 1888 381 3232
Fax : 49 1888 681 3895
Email : friedrichwilhelm.moog@bmi.bund.de

Mr. Joachim VOLLMUTH

Head of Division
Federal Ministry of the Interior
EU and International Affairs of the Public Service
Bundesministerium des Innern
Alt-Moabit 101-D
D-10559 BERLIN
Germany

Tel : 00 49 1888 6814683
Fax : 00 49 1888 6814394
Email : joachim.vollmuth@bmi.bund.de

Australie / Australia

Ms. Lynne TACY

Deputy Public Service Commissioner
Australian Public Service Commission
Edmund Barton Building
BARTON
ACT 2601
Australia

Tel : +61 2 6272 3714
Fax : +61 2 6272 3763
Email : lynne.tacy@apsc.gov.au

Mr. Paul TILLEY

Minister-Counsellor (Economic)
Permanent Delegation
4 rue Jean Rey
F-75724 Paris Cedex 15
France

Tel : + 33 (0) 1 40 59 33 73
Fax : + 33 (0) 1 40 59 33 94
Email : paul.tilley@dfat.gov.au

Autriche / Austria
Vice-Chair

Ms. Elisabeth DEARING
Director
Federal Chancellery
Division for Administrative Development, III/7
Wollzeile 1-3
A-1010 Vienna
Austria

Tel : ++43/1/53115-7148
Fax : ++43/1/53115-7490
Email : elisabeth.dearing@bka.gv.at

Ms. Marion GRATT
Counsellor
Permanent Delegation
3, rue Albéric Magnard
F-75116 Paris
France

Tel : + 33 (0) 1/53 92 23 41
Fax : + 33 (0) 1/40 50 87 05
Email : marion.gratt@bka.gv.at

Belgique / Belgium

M. Georges MONARD
President
Federal Public Service for Personnel and Organisation
Copernicus, Wetstraat 51
B-1040 BRUSSELS
Belgium

Tel : +32 2 7905500
Fax : +32 2 7905590
Email : georges.monard@p-o.be

Mr. Frank FRANCEUS
Advisor-general
Federal Public Service Personnel and Organisation
Copernicus, Wetstraat 51 - Boîte 3
B-1040 Brussels
Belgium

Tel : 32 2 790 54 00
Fax : +32 2 7905499
Email : frank.franceus@p-o.be

M. Frank DUHAMEL
Secrétaire d'Ambassade
Délégation Permanente
14, rue Octave Feuillet
F-75116 Paris
France

Tel : + 33 (0) 1 56 75 34 56
Fax : + 33 (0) 1 56 75 34 70
Email : frank.duhamel@diplobel.be

Canada / Canada
Vice Chair

Ms. Roberta SANTI
Assistant Secretary to the Cabinet
Privy Council Office
Machinery of Government
Langevin Block, 80 Wellington Street
OTTAWA
Ontario K1A 0A3
Canada

Tel : +1-613-957-5491
Email : rsanti@pco-bcp.gc.ca

Corée / Korea

M. Jae-Doo YEA
Director
Organization Management Division
Ministry of Government Administration and Home Affairs
Seoul 110-760

Tel: + 82 1 37 03 46 41
Fax: + 82 1 37 03 55 30
Email : jdyea@mogaha.go.kr

Mr. Seon-Yong JEONG
Deputy-Director
Special Task Force for Government Reengineering
Ministry of Government Administration and Home Affairs
Seoul 110-760

Email : syjeong@mogaha.go.kr

M. Chusok YOON
Deputy Director
Ministry of Foreign Affairs and Trade
Economic Organisations Division
77 Sejong-Ro
Chongro-Ku
Seoul
Korea

Tel : 00 82 2 732 5697
Fax : 00 82 2 722 7818
Email : csyoon98@mofat.go.kr

Mr. Jong-Soo KIM
Ministry of Government Administration and Home Affairs
Organization Management Division

Email : kmanjs@mogaha.go.kr

Mr. Jungsoo DOO
Ministre-Counsellor
Permanent Delegation
Public Affairs Committee
2-4, rue Louis David
75016 Paris
France

Tel : + 33 (0) 1.44.05.24.08
Fax : + 33 (0) 1.44.05.21.75
Email : jsdoo83@mofat.go.kr

Danemark / Denmark

Mr. Mogens PEDERSEN
Deputy Permanent Secretary
Ministry of Finance
Christiansborg Slotsplads 1
DK-1218 Copenhagen K
Denmark

Tel : +45 33924046
Fax : +45 33924105
Email : mpe@fm.dk

Ms. Elisabeth HVAS
Head of Division for Public Management
Ministry of Finance
Christiansborg Slotsplads 1
DK-1218 COPENHAGEN K
Denmark

Tel : +45 33923860
Fax : +45 33924055
Email : ehv@fm.dk

Espagne / Spain

Mr. Manuel MARTÍNEZ
Chef du Bureau de Relations Internationales.
Ministère des Administrations Publiques
Secrétariat Général Technique
Castellana, 3
28071 MADRID

Tel : 00 34 91 586 10 55
Fax : 00 34 91 586 10 18
Email : mmartine@galiano.subs.map.es

Mme Mercedes CABALLERO
Counsellor
General Directorate for the Civil Service
Ministry of Public Administration
Madrid

Tel : + 34 91273 20 77
Email : mercedes.caballero@map.es

Etats-Unis / United States

Mr. Robert LUKE

Counsellor for Economics, Environment, Science &
Technology
Permanent Delegation
19, rue de Franqueville
75116 Paris
France

Tel : + 33 (0) 1.45.24.74.28

Fax : + 33 (0) 1 45 24 74 84

Email : LukeRS@state.gov

Mr. John ROBINSON

Advisor for Science & Social Policy
Permanent Delegation
19, rue de Franqueville
75116 Paris
France

Tel : + 33 (0) 1 45 24 74 30

Fax : + 33 (0) 1 45 24 74 84

Email : robinsonjg@state.gov

Finlande / Finland

Mr. Jorma KARJALAINEN

Director General
Ministry of Finance
Public Management Department
P.O.Box 28
FIN-00023 GOVERNMENT
Finland

Tel : +358 9 16033200

Fax : +358 9 16033225

Email : jorma.karjalainen@vm.fi

Ms. Katju HOLKERI

Counsellor
Ministry of Finance
Public Management Department
P.O. Box 28
FIN-00023 Government
Finland

Tel : +358 9 16033258

Fax : +358 9 16033235

Email : katju.holkeri@vm.fi

France / France
Vice-Chair

M. Serge ARNAUD

Ministère de la Fonction publique, de la Réforme de l'Etat et de
l'Aménagement du territoire
Délégation à la modernisation de la gestion publique et des
structures de l'Etat
72 rue de Varenne
75007 PARIS
France

Tel : 01 42 75 88 43
Fax : 01 42 75 80 59
Email : serge.arnaud@dmgpse.pm.gouv.fr

M. Antoine GODBERT

Responsable interministériel encadrement supérieur
Ministère de la Fonction publique, de la Réforme de l'Etat et de
l'Aménagement du territoire
Mission encadrement supérieur, DGAFP
32, rue de Babylone
F-75700 Paris SP 07
France

Tel : 01 42 75 85 81
Email : antoine.godbert@dgafp.fpred.gouv.fr

M. Jean-Pierre JOURDAIN

Sous Directeur
Ministère de la Fonction Publique, de la Réforme de l'Etat et de
l'Aménagement du Territoire
Direction des Ressources Humaines
75700 PARIS
France

Tel : 01 42 75 89 31
Fax : 01 42 75 88 62
Email : jean-pierre.jourdain@dgafp.fpred.gouv.fr

Mme Catherine Z Aidman

Secrétaire générale, Observatoire de l'emploi public
Ministère de la Fonction publique, de la Réforme de l'Etat et de
l'Aménagement du territoire
Direction générale de l'administration et de la fonction publique
(DGAFP)
32, rue de Babylone
F-75700 PARIS SP 07
France

Tel : 01 42 75 80 24
Fax : 01 42 75 88 62

M. Frédéric BOBAY

MINEFI
Paris

Mme Brigitte COUE

(Département Recherche Etudes Veille)
Ministère de l'économie, des finances et de l'industrie
IGPDE
Télédoc 848 - 70, allée de Bercy
F-75572 Paris Cedex 12
France

Tel : 01 53 18 61 57
Fax : 01 53 44 26 46
Email : brigitte.coue@institut.minefi.gouv.fr

M. Jean-Loup PETIT

Chargé de mission
Délégation à la modernisation de la gestion publique et des
structures de l'Etat
Fonctionnement, organisation et déconcentration de l'Etat
Hôtel de Castries
72, rue de Varenne
75007 Paris
France

Tel : 331 42 75 74 45
Fax : 331 42 75 80 59
Email : jean-loup.petit@dmgpse.pm.gouv.fr

M. Raymond PIGANIOL

Chef de la mission Affaires européennes et internationales
Ministère de la Fonction publique, de la Réforme de l'Etat et de
l'Aménagement du territoire
Direction générale de l'administration et de la fonction publique
66 rue de Bellechasse
F-75007 PARIS
France

Tel : 01 42 75 89 27
Fax : 01 42 75 70 83
Email : raymond.piganiol@dgafp.fpred.gouv.fr

Pierre SCHREIBER

Mission des Affaires Européennes et internationales, DGAFP
66 rue de Bellechasse
75700 SP 07 Paris
France

Tel : 33 1 42 75 50 87
Fax : 33 1 42 75 70 83
Email : pierre.schreiber@dgafp.fpred.gouv.fr

Mme Françoise WAITROP

Responsable du département Recherche, études, veilles
Institut de la gestion publique et du développement économique
(IGPDE)
Ministère de l'Economie, des Finances et de l'Industrie
Télédoc 848 - 64, allée de Bercy
F-75572 PARIS CEDEX 12
France

Tel : 01 53 18 64 98
Fax : 01 53 44 24 46
Email : francoise.waitrop@institut.minefi.gouv.fr

Mme Christiane AVELINE

Conseiller
Délégation Permanente
21, rue Octave Feuillet
F-75116 Paris
France

Tel : + 33 (0) 1 45 24 15 07
Fax : + 33 (0) 1 45 24 15 89
Email : christiane.aveline@diplomatie.gouv.fr

Grèce / Greece

Mme Angeliki MANITI-PAPADIMITRIOU

Directeur général
Ministère de l'Intérieur, de la Fonction publique et de la
Décentralisation
Direction générale de la Modernisation administrative
15, avenue Vassilissis Sofias
GR-106 74 Athènes
Greece

Tel : +30 21 03393111
Fax : +30 21 03393100
Email : dg.agman@syzefxis.gov.gr

Hongrie / Hungary

Dr. Zsófia CZOMA

Director for International Affairs
Prime Minister's Office
Department for Public Administration Modernization
V. Kossuth Lajos tér 4
H-1055 Budapest
Hungary

Tel : +36 1 441 21 83
Fax : +36 1 441 21 82
Email : zsofia.czoma@meh.hu

Dr. Imre VEREBÉLYI

Envoy Extraordinary and Minister Plenipotentiary
Permanent Delegation
140, avenue Victor Hugo
F-75116 Paris
France

Tel : + 33 (0) 1 53 65 65 00
Fax : + 33 (0) 1 47 55 80 60
Email : imre.verebelyi@delhongrie-ocde.fr

Irlande / Ireland

Ms. Carmel KEANE

Principal Officer
Department of Finance
Corporate Services Division
Government Buildings, Merrion Street
Dublin 2
Ireland

Tel : +353 1 6045529
Fax : +353 1 6682182
Email : carmel.keane@finance.irlgov.ie

Islande / Iceland

Mr. Baldur GUDLAUGSSON

Permanent Secretary General
Ministry of Finance
Arnarhváll
IS-150 Reykjavik
Iceland

Tel : +354 560 9200
Fax : +354 562 8280
Email : baldur.gudlaugsson@fjr.stjr.is

Mr. Gunnar BJORNSSON

Director-General
Ministry of Finance
Department of Personnel Policy
Solvholsgata 7
IS-150 REYKJAVIK
Iceland

Tel : +354 545 9342
Fax : +354 560 3690
Email : gunnar.bjornsson@fjr.stjr.is

Italie / Italy

Présidente / Chair

Dr. Pia MARCONI

Director General, UIPA
Dipartimento della Funzione Pubblica
Ufficio per l'innovazione delle pubbliche amministrazioni
Via del Sudario, 49
I-00187 ROMA
Italy

Tel : +39 06 68997583
Fax : +39 06 68997411
Email : p.marconi@funzionepubblica.it

Mr. Andrea PERUGINI

Premier Conseiller
Permanent Delegation
50, rue de Varenne
F-75007 Paris
France

Tel : + 33 (0) 1 44 39 21 54
Fax : + 33 (0) 1 42 84 08 59
Email : perugini@rappocse.org

Japon / Japan

Mutsumi NAKATA

Director
Ministry of Public Management, Home Affairs, Posts and
Telecommunications
Policy Planning Division, Minister's Secretariat
2-1-2 Kasumigaseki, Chiyoda-ku
100-8926 Tokyo
Japan

Tel : 81-3-5253-5156
Fax : 81-3-5253-5160
Email : m-nakata@soumu.go.jp

Ms. Keiko MARUYAMA

Policy Planning Division, Minister's Secretariat
Ministry of Public Management, Home Affairs, Posts and
Telecommunications
2-1-2 Kasumigaseki, Chiyoda-ku
100-8926 Tokyo
Japan

Tel : +81 3 5253 5156
Fax : +81 3 5253 5160
Email : k.maruyama@soumu.go.jp

Mr. Kenji SATO

First Secretary
Permanent Delegation
11, avenue Hoche
75008 Paris
France

Tel : + 33 (0) 1 53 76 61 43
Fax : + 33 (0) 1 45 63 05 44
Email : sato@deljp-ocde.fr

Luxembourg

Mexique / Mexico

José Luis MENDEZ

Coordinator, Public Management Programme
Colegio de México, A.C., El
Camino al Ajusco n°20
Col. Pedregal de Santa Teresa
CP10740 Mexico-City D.F.
Mexico

Tel : 00 52 5 6455955
Fax : 00 52 5 6450464
Email : jlmendez@sse.gob.mx

Juan Carlos MURILLO

Executive Director for Innovation and Quality Program
Presidency Office for Government Innovation
RESIDENCIA OFICIAL DE LOS PINOS
Col San Miguel Chapultec puerta 5
11850 Mexico DF
Mexico

Tel : +52 55 52 76 80 00 ext. 3
Fax: + 52 55 52 76 80 21
Email : juancmf@presidencia.gob.mx

Alberto PEREZ-JACOME

Minister
Permanent Delegation
128 rue de la Boetie
75008 Paris
France

Tel : +33 145 64 34 45
Email : aperezjacome@encore.com.mx

Mr. Juan Carlos MORENO

Counsellor
Permanent Delegation
128 Rue de la Boetie
75008 Paris
France

Tel : + 33 (0)1 45 64 34 37
Fax : + 33 (0)1 45 64 31 10
Email : jmoreno@sre.gob.mx

Noel GONZALEZ SEGURA

Third Secretary
Délégation Permanente
128 rue de la Boetie
75008 Paris
France

Tel : +33 (0)145 64 34 46

Norvège / Norway

Mr. Odd BOHAGEN

Deputy Director General
Ministry of Labour & Government. Administration
Akersgaten 59
Postboks 8004 DEP
N-0030 OSLO
Norway

Tel : +47 22244820

Fax : +47 22244889

Email : odd.bohagen@aad.dep.no

Mr. Terje DYRSTAD

Deputy Director General
Ministry of Labour and Government Administration
Department of Employers Affairs
Postboks 8004 Dep. (Akersgaten. 59)
N-0030 OSLO
Norway

Tel : +47 22244975

Fax : +47 22244889

Email : terje.dyrstad@aad.dep.no

Ms. Torun REITE

Deputy Director General
Ministry of Finance
Budget Department
Postboks 8008 Dep.
N-0030 OSLO
Norway

Tel : +47 22244324

Fax : +47 22249505

Email : torun.reite@finans.dep.no

Ms. Anne Kristin FOSLI

Senior Advisor
Ministry of Finance
Budget Department
Postboks 8008 Dep.
OSLO
Norway

Tel : 00 47 22244384

Fax : 00 47 22244905

Email : anne-kristin.fosli@finans.dep.no

Mr. Yngvar TVEIT
Economic Counsellor
Permanent Delegation
19 rue de Franqueville
75016 Paris
France

Tel : + 33 (0) 1 45 24 97 88
Fax : + 33 (0) 1 45 20 08 82
Email : yngvar.tveit@mfa.no

Nouvelle-Zélande / New Zealand

Mr. Michael WINTRINGHAM
State Services Commissioner
State Services Commission
100 Molesworth Street - P.O.Box 329
Wellington
New Zealand

Tel : +64 4 495 6625
Fax : +64 4 495 6702
Email : michael.wintringham@ssc.govt.nz

Vice-Chair

Mr. Derek GILL
Branch Manager
State Services Commission
Strategic Development Branch
100 Molesworth Street, P.O.Box 329
Wellington
New Zealand

Tel : +64 4 495 6663
Fax : +64 4 495 6699
Email : derek.gill@ssc.govt.nz

Mr. David WOOD
Counsellor
Permanent Delegation
Economic Affairs
7 ter, rue Léonard de Vinci
F-75116 Paris
France

Tel : + 33 (0) 1 45 01 43 38
Fax : + 33 (0) 1 45 01 43 44
Email : david.wood@mfat.govt.nz

Pays-Bas / Netherlands

Mr. Koos ROEST
Adviser on Strategic Policy
Ministry of the Interior and Kingdom Relations
Directorate-General for Governance and Kingdom Relations
P.O.Box 20011
NL-2500 EA The Hague
Netherlands

Tel : +31 70 4267179
Fax : +31 70 4267634
Email : koos.roest@minbzk.nl

Mr. Peter VAN DER GAAST
Head International Civil Service Division
Ministry of the Interior and Kingdom Relations
Directorate-General for the Public Service
P.O.Box 20011
NL-2500 EA The Hague
Netherlands

Tel: +31 70 42 66 921
Email: peter.gaast@minbzk.nl

Pologne / Poland
Vice Chair

Dr. Jacek CZAPUTOWICZ
Deputy Head of Civil Service
Office of Civil Service/Urząd Sluzby Cywilnej
Aleja J. Szucha 2/4
PL-00-582 WARSZAWA
Poland

Tel : +48 22 6947120
Fax : +48 22 6947488
Email : jacek_czaputowicz@taranis.usc.gov.pl

Portugal / Portugal

Mme Maria Ermelinda CARRACHAS
Directeur général
Direction générale de l'Administration publique
Avenida 24 de Julho, 80 D - 4º
P-1249-084 LISBOA CODEX
Portugal

Tel : +351 21 3972149
Fax : +351 21 3973053
Email : ermelindac@dgap.gov.pt

M. Cristiano DOMINGUES
Conseiller
Délégation Permanente
10 bis, rue Edouard Fournier
75116 PARIS
France

Tel : + 33 (0) 1.45.03.31.00
Fax : + 33 (0) 1.45.03.22.03
Email : portugal.ocde@wanadoo.fr

République Slovaque / Slovak Republic

Mrs. Iveta ŠPATINOVÁ
Director
Ministry of Interior, Section for Public Administration
Economic Department
Drienová 22
826 86 Bratislava
Slovak Republic

Tel : +421 2 4333 9147
Fax : + 421 2 4333 3733
Email : spatinova.iveta@mvsr.vs.sk

Mme Eva CHMELOVA

Directeur
Ministère de l'Intérieur; Section de l' administration publique
Département pour la coopération internationale
Drienová 22
SK-812 72 Bratislava
Slovak Republic

Tel : + 421-2-4333 8660
Fax : + 421-2-4333 4228
Email : eva.chmelova@mvsr.vs.sk

Mr. Lubomir PLAI

Chairman
Civil Service Office
Dr. Vladimira Clementisa 1D
SK-821 02 Bratislava
Slovak Republic

Tel : +421 2 482 82 623
Fax : +421 2 482 82 244
Email : plai@upss.sk

République Tchèque / Czech Republic

Mr. Jiri MAREK

Director
Ministry of the Interior
Modernisation of Public Administration Department
U Obecniho Domu 3
CZ-112 20 Prague 1
Czech Republic

Tel : +420 974 846 347
Fax : +420 974 846 356
Email : jmarek@csu.notes.cz

Ms. Petra SIMOVA

Administrative Advisor
Ministry of the Interior
Modernization of Public Administration Department
U Obecniho Domu 3
CZ-112 20 Prague 1
Czech Republic

Tel : 00420 974 886 204
Fax : 00420 974 886 817
Email : simova@mvr.cz

Royaume-Uni / United Kingdom

Mr. Bob STEPHENSON

Acting Director, International Public Service Group
Cabinet Office
Centre for Management and Policy Studies
Room 1.4, Admiralty Arch, The Mall
London
SW1A 2WH
United Kingdom

Tel : +44 20 7276 1682
Fax : +44 20 7276 1307
Email : bob.stephenson@college-cmps.gsi.gov.uk

M. Richard KORNICKI

Head of Development Directorate
Cabinet Office
Corporate Development Group

Tel : +44 (0) 20 7276 1312
Fax : +44 (0)20 7276 1308
Email : richard.kornicki@cabinet-office.x.gsi.gov.uk

Andrew MCBRIDE

Principal Consultant
International Public Service Group, CMPS
Cabinet Office
Sunningdale Park
Ascot, Berkshire SL5 0QE
United Kingdom

Tel: +44 1344 63 46 15
Fax: +44 1344 63 47 80
Email: Andrew.mcbride@college-cmps.gsi.gov.uk

Suède / Sweden
Vice Chair

Mr. Knut REXED

Director General
Swedish Agency for Public Management
Box 2280
SE-103 17 STOCKHOLM
Sweden

Tel : +46 8 454 4601
Fax : +46 8 454 4603
Email : knut.rexed@statskontoret.se

Mr. Håkan FÄRM

Deputy Director General
Ministry of Finance
Public Management Department
Drottninggatan 21
SE-103 33 STOCKHOLM
Sweden

Tel: +46 8 405 15 98
Fax: +46 8 411 71 69
Email : hakan.farm@finance.ministry.se

Dr. Monica WÅGLUND

Director of Development
National Council for Quality and Development
Box 3117
SE-103 62 STOCKHOLM
Sweden

Tel : +46 8 7869796
Fax : +46 8 7869799
Email : monica.waglund@kkkr.se

Mr. Per STENGÅRD

Principal Administrator
Swedish Agency for Government Employers
Arbetsgivarverket, Box 3267
SE-103 65 Stockholm
Sweden

Tel : +46 8 700 13 97
Fax : +46 8 7001340
Email : pes@arbetsgivarverket.se

Suisse / Switzerland

M. François MAYOR

Conseiller d'Ambassade
Délégation Permanente
28, rue de Martignac
F-75007 Paris
France

Tel : + 33 (0) 1 49 55 74 57
Fax : + 33 (0) 1 45 51 01 49
Email : francois.mayor@pao.rep.admin.ch

Turquie / Turkey

Ms. Ilgin ATALAY

Head of Foreign Affairs
Prime Ministry
Foreign Affairs Department
Mesrutiyet Cad. 24/5
Bakanliklar
ANKARA
Turkey

Tel : +90 312 4191152
Fax : +90 312 4191156
Email : ilgin@basbakanlik.gov.tr

Mr. Sevki EMINKAHYAGIL
Deputy Permanent Representative
Permanent Delegation
9, rue Alfred Dehodencq
75116 Paris France
France

Tel : + 33 (0) 1 42 88 50 02
Fax : + 33 (0) 1 45 27 28 24
Email : sevki.eminkahyagil@mfa.gov.tr

OBSERVATEURS/OBSERVERS

Bresil / Brazil

Mme Izabel DE ALMEIDA
Secrétaire adjoint à la gestion
Ministère du Plan, Budget et Gestion
Esplanada dos Ministérios
Bl. K - 4o. andar
74040-906 Brasília/DF
Brazil

Tel : 00 61 429 4916
Fax : 00 61 429 4917
Email : izabel.almeida@planejamento.gov.br

Mr. Fernando MUGGIATTI
Head of the Personnel Management Division
Ministry of Foreign Relations
Divisao de Gestao do pessoal (DP)
Ministério das Relações Exteriores, Anexo I - Salas 631 e 632
70.170-900 BRASILIA DF
Brazil

Tel : +55 61 4116427
Fax : +55 61 3212408
Email : fmuggiatti@mre.gov.br

M. Fernando IGREJA
Secrétaire
Brazilian Embassy
Paris
France

Tel : +33 1 45 61 63 00
Email : figreja@bresil.org

Chili / Chile

Mr. Marcelo GARCIA SILVA
Permanent Representative
Embassy of Chili in France
2, Av. de la Motte-Picquet
F-75007 Paris
France

Tel : +33 1 44 18 59 60
Fax : +33 1 44 18 59 61
Email : mgarcia »amb-chili.fr

Slovénie / Slovenia

Mr. Grega VIRANT
State Secretary, Public Administration
Ministry of the Interior
Directorate for Organisation and Development of
Administration
Smartinska cesta 152
1501 LJUBLJANA
Slovenia

Tel : 00 386 1 587 45 00
Fax : 00 386 1 541 7065
Email : grega.virant@gov.si

Mme Darja FABJANCIC
Counsellor
Embassy of Slovenia
28 rue Bois le Vent
75116 Paris
France

Tel : 01 44 96 50 68 (direct line)
Fax : 01 45 24 67 05
Email : darja.fabjancic@mzz-dkp.gov.si

Autres participants / Other participants

Fédération de Russie / Russian Federation

Mr. Mikhail DMITRIEV
First Deputy Minister of Economy
Ministry of Economic Development and Trade
1/3, 1st Tverskaya-Yamskaya str.
125993, GSP-3 Moscow A-47
Russian Federation

Tel : 00 7 095 200 52 82
Fax : 00 7 095 251 94 84
Email : dmitriev@economy.gov.ru

Mr. Sergei Yurvevitch PAVLENKO
Head of the Secretariat of the Vice Prime Minister
Ministry of Finance
2 Krasnopresnenskaya nab.
103274 Moscow

Fax : 00 7 095 205 40 67

Mr. Vladislav PAVLOV
First Secretary
Ministry of Foreign Affairs
Department of Economic Cooperation
32/34 Smolenskaya-Sennaya sq.
Moscow
Russian Federation

Tel : +7 095 241 26 67
Fax : +7 095 253 90 88
Email : des@mid.ru

Intervenants / Speakers

Prof. Jean-Michel SAUSSOIS

Directeur du programme Management public
Ecole supérieure de commerce de Paris
Département SHO Management public/EAP
79, avenue de la République
PARIS CEDEX 11
France

Tel : 01 49 23 20 98
Email : saussois@escp-eap.net

Dr. Patrice STERN

Professeur de management au groupe ESCP-EAP
ICS - Interconsultants
10, rue Chabanais
F-75002 Paris
France

Tel : +33 1 4703 0070
Fax : +33 1 4703 0071
Email : p.stern@icsconseil.com

Prof. John MURRAY

Trinity College
School of Business Studies
Dublin 2
Ireland

Tel : +353 1 6081040
Email : jamurray@eircom.net

Prof. Allen SCHICK

Professor of Public Policy
University of Maryland/Brookings Institution
1222 Woodside Parkway
SILVER SPRING
MD 20910
United States

Tel : +1 301 4057609
Fax : +1 301 4034675
Email : aschick@umd.edu; aschick10@yahoo.com

OCDE / OECD

2, rue André-Pascal
F-75775 Paris Cedex 16
France

Mr Richard HECKLINGER

Deputy Secretary General
Tel : +33 1 45 24 80 20

Direction de la Gouvernance publique et du Développement territorial /
Public Governance and Territorial Development Directorate

Mme Odile SALLARD

Director

Tel : +33 1 45 24 87 40

Fax : +33 1 45 24 87 96

Email : Odile.SALLARD@oecd.org

Mr. Rolf ALTER

Deputy Director, and Head of the Regulatory
Reform Programme

Tel : +33 1 45 24 14 10

Email : Rolf.ALTER@oecd.org

Mr. Alex MATHESON

Head, Budgeting and Management

Tel : +33 1 45 24 90 85

Email : Alex.MATHESON@oecd.org

Mr. Christian VERGEZ

Acting Head of Division, Governance and Role of the State

Tel : +33 1 45 24 90 44

Email : Christian.VERGEZ@oecd.org

Mr. Josef KONVITZ

Head, Regulatory Reform Division

Tel: +33 1 45 24 97 47

Email: Josef.KONVITZ@oecd.org

Mr. János BERTÓK

Principal Administrator

Tel : +33 1 45 24 93 57

Email : Janos.BERTOK@oecd.org

Ms. Elsa PILICHOWSKI

Administrator

Tel: +33 1 45 24 76 12

Email: Elsa.PILICHOWSKI@oecd.org

Ms. Teresa CURRISTINE

Administrator

Tel: +33 1 45 24 18 52

Email: Teresa.CURRISTINE@oecd.org

Ms. Andrea UHRHAMMER

PUMA Committee Secretary

Tel : +33 1 45 24 78 32

Email : Andrea.UHRHAMMER@oecd.org