



Governo italiano

Presidenza del Consiglio dei Ministri

Modernization of the Public Administration

The new Italian Law on Civil Service reform
and for the efficiency and transparency
of Public Administration





Table of contents

Facts on the reform.....	slide 1
The new Public Administration (PA).....	slide 2
Instruments and principles of the reform.....	slide 3
▪ Transparency and integrity.....	slide 4
▪ Performance evaluation.....	slide 5
▪ Meritocracy and rewards.....	slide 6
▪ Managerial Responsibility.....	slide 7
▪ Personnel mobility.....	slide 8
▪ Disciplinary sanctions.....	slide 9
Structural changes.....	slide 10
▪ New model of collective bargaining.....	slide 11
▪ A Commission and independent evaluation bodies.....	slide 12
What we learned from others.....	slide 13
▪ Common elements.....	slide 14
▪ Comparison table.....	slide 15
Implementation.....	slide 16



Facts on the reform

- On October 9, 2009 the Government approved the legislative decree n. 150 implementing the Law n. 15 of March 4, 2009 on civil service reform and for the efficiency and transparency of public administration.
- The decree entered into force on November 15.
- It is the first time that a law of this complexity and relevance to re-launch the efficiency and productivity in the whole country is approved in little more than 15 months.
- The reform, which concerns all public administrations and 3.6 million civil servants, has been widely accepted by local governments.



The new Public Administration

- More transparency
- Faster and more reliable responses
- Less absenteeism
- Less queuing
- More courtesy
- Better quality services
- More efficient offices, closer and at the service of citizens and enterprises



Principles and instruments of the reform

1. Transparency and integrity
2. Performance evaluation
3. Meritocracy and rewards
4. Managerial responsibility
5. Personnel mobility
6. Disciplinary sanctions



1. Transparency and integrity

- Total accessibility to all the information concerning PA: proceedings, salaries, curricula, leaves of absence, tenders, evaluation.
- Every administration has to adopt a three-year program for performance transparency and for integrity.
- Every administration has to provide a specific web page on the transparency and integrity program.



2. Performance evaluation

- Definition of objectives based on the “SMART” methodology.
- Assessment and evaluation, both of individual performance and of structure organization.
- Performance report, to enable internal auditing and customer satisfaction.
- The new system drastically changes the current system by defining an outcome based approach and independent evaluation bodies within administrations.



3. Meritocracy and rewards

- Selective distribution of incentives through certified assessment systems to reward individual and office performance.
- Merit-based brackets for the allocation of incentives: not more than 25% of civil servants get half of the available incentives; not more than 50% get the remaining half of incentives; the other 25% of civil servants gets no incentives.
- Not more than 5% of the civil servants who are in the highest bracket can obtain an additional annual bonus for excellence.
- Annual award for innovation.
- Wage increase based on merit.
- Access to high level training, professional growth, higher assignments.



4. Managerial responsibility

- The manager is a “public employer”, he must be autonomous and responsible for managing human resources.
- He must evaluate and reward his employees.
- He must be held responsible for lack of control over the effective productivity of human resources.



5. Personnel mobility

- Personnel mobility procedures have to be based on employee's proficiency and on objective criteria ensuring transparency of the decisions.
- The procedure can be activated only upon Manager's approval.



6. Disciplinary sanctions

■ Objectives:

- Optimize the level of efficiency in Public Offices
- Fight low productivity and absenteeism in the Public Sector

■ In case of false declarations or false medical certificates:

- the civil servant will be dismissed and will have to refund the administration
- the doctor will be struck off the medical register and if he is employed by the National Sanitary Service will be dismissed.

■ Other misconduct leading to dismissal:

- reiteration of absence without leave behaviour;
- Unjustified refusal to be transferred ;
- False documentation or declarations when applying for a job or for a promotion;
- Aggressive or offensive conduct;
- Conviction of offense against public administration or other serious offense;
- Perduring poor performance.



Structural changes

1. New model of collective bargaining.
2. A Commission for the evaluation, transparency and integrity in public administration and independent evaluation bodies.



1. New model of collective bargaining

- Convergence with the private sector model.
- Law dispositions cannot be modified by collective bargaining.
- National contracts of three-year duration.
- To reduce time for contract renewal, 60 days after the entry into force of the budget law the sums allocated for the contracts can be allotted.
- Four compartments for collective bargaining have been created.



2. A Commission and independent bodies for evaluation

- A Commission for the evaluation, transparency and integrity in public administration and independent evaluation bodies will be established.
 - The Commission issues the guidelines for the adoption of evaluation models and recognizes the independent evaluation bodies established in every administration.
 - Each independent evaluation body checks the adoption of an evaluation system and certifies the performance report which includes the evaluation grading of offices and employees.



What we learned from others

1. Common elements
2. Comparison table


























1. Common elements

- The reform is in line with an international trend to enhance public administration performance and reinforce service delivery.
- The analysis of the reforms in other countries provided a benchmark.
- Some common elements:
 - Focusing the administrative action on the citizen;
 - Defining a performance cycle;
 - Selectively rewarding merit;
 - Setting up a body for the evaluation;
 - Redefining public servants' rights and duties.



2. Comparison table

	Evaluation	Premiality	Evaluation Agency	Transparency	Customer Satisfaction
FRANCE		Progressive adoption			
UK					
SPAIN		Being adopted			
PORTUGAL					
CANADA					



Implementation

- The implementation of the reform will be coordinated and monitored by a Committee established with a Ministerial Decree on October 27, 2009.
- The Committee is composed by representatives from each of the Departments and Agencies under the Minister's political oversight.
- As a first implementation of the principle of transparency, a web portal has been created (www.riformabrunetta.it). The portal will allow people to know, follow the implementation and discuss the reform.
- The monitoring section of the portal is updated by the Committee, working in this way also as a planning and management tool.