



Governo italiano

Presidenza del Consiglio dei Ministri

Measures and initiatives for
public administration modernization,
services for citizens and business, and
dissemination of innovation

Outcomes and strategy for 2010-2013

Ministero per la pubblica amministrazione e l'innovazione



During the first year of government, the Minister for Public Administration and Innovation has launched a process of renewal and modernization involving civil service and administrative organization as a whole. Such a reform process rests on **four pillars: meritocracy, efficiency, transparency and innovation**. Its main objectives, which are in line with the Lisbon Strategy – productivity growth, reduction of administrative burden, enhancement of public services - will lead to an efficiency boost within public sector, thus contributing to the overall relaunch and growth of the Country's economy.

The reform strategy in 2010-2013 rests on three pillars:

1. Modernization of the public administration;
2. Innovation and digitalization within PA and the Country;
3. Relationship between PA, citizens and business.

1. Modernization of the public administration

On November 15 2009, a public administration comprehensive reform scheme entered into force (Legislative Decree n. 150). The reform encompasses a revision of all aspects related to the civil service, with a view to improving labor productivity as well as PA efficiency and transparency. The reform implementation will be monitored by a Committee, also through a dedicated web site. The areas of the reform are:

- **Merit:** a reinforced selection mechanisms for economic and career incentives, with a view to rewarding the most worthy and skilled employees, encouraging commitment and deterring malpractices.
- **Assessment:** a performance assessment system that will help Public Administrations to reorganize their activities according to set targets and to an overall enhancement requirement. "Customer satisfaction", transparency and merit-rewarding will be the milestones of such a system.
- **Collective bargaining:** Collective bargaining provisions will be aligned with those regulating the private sector. More specifically, supplementary bargaining and, as a consequence, additional remuneration, will be conditional on the real attainment of planned results and management savings.
- **Management:** increased importance will be given to managers, who are now entrusted with concrete tools and who will be subject to, inter alia, economic sanctions in case of failure to comply with their obligations. Also, a set of new procedures governing the access to top echelon managerial positions has been introduced.
- **Discipline:** disciplinary proceedings have been simplified and a catalogue of particularly severe infractions leading to dismissal has been put in place.

Moreover, a legislative decree, preliminarily approved on October 15, establishes that, in case of inefficient provision of services, citizens and companies may take collective action against the relevant public administrations and public service providers to obtain an adequate provision of services.

To carry out such reforms, Public Administrations will be provided with a set of support measures, alongside a raising-awareness campaign on the use of information systems dedicated to management control.

In order to provide citizens with a more "transparent" Public Administration, under the so called "Transparency Operation", a number of data and figures will be disclosed, such as those on: absences, remuneration for consortia and companies in which the State has a shareholding, assignments for consultants and external freelancers, remunerated assignments to civil servants, secondments, leaves of absence and time off work related to elected public office, salaries, Curricula Vitae, e-mail addresses and contacts of managers and secretaries at municipal and provincial level.

As for anti-corruption measures, the Government will promote legality, transparency and integrity.

Last but not least, the Government will pursue an overall simplification target, with the aim of reaching the EU-wide goal to reduce administrative burdens for business by 25% by 2012.

2. Innovation and digitalization within PA and the Country

The Government has introduced a **Multiannual Plan ("i2012 – Innovation Strategies")** resting on Public Administration (e-Government), on the one hand, and economic and social sector (i-Economy/i-Society), on the other hand.

As far as the **e-government** plan ("e-Gov 2012") is concerned, the following priorities have been set out:

- Schools and Universities: the aim is to innovate the educational and teaching architecture of Italian schools as well as to improve communication between schools and families (digital blackboard, electronic reports and class register);
- Health: the Plan will increase service quality and reduce public expenditure associated with the delivery of health services (electronic health records, digital prescriptions and medical certificates);
- Justice: the digitalization of proceedings will lead, inter alia, to a simplification of notification of, and access to procedural documents for citizens and lawyers, as well as to a revision of information provided to citizens (electronic notifications of communications and procedural documents, online certificates of criminal records, electronic transmission of *notitiae criminis*);
- dematerialization and reduction of red tape within PA, thanks to the digitalization of management and filing process and to the deployment of the Public Connectivity System (Sistema Pubblico di Connettività). Against this backdrop, the Government attaches paramount importance to the certified electronic mail system for PAs, citizens and business.

The **i-Economy/i-Society** Plan will disseminate and encourage innovation, enhance public-private cross-fertilization, remove obstacles to technological transfer and increase technological scouting.

The priority areas of intervention will be energy efficiency, ICT, media and digital content, infomobility, design and biomedical.

Ad hoc initiatives have been already put in place. More specifically, the "Premio Nazionale per l'Innovazione ("National Award for Innovation") aims at rewarding innovation best practices in the areas of industry and services, design, Public Administration, Universities and the tertiary sector; the "Italia degli Innovatori" ("Italy of Innovators") Initiative, on the other hand, will bring Italian technological excellence concerning citizens and cities

on the International Stage at the 2010 Expo in Shanghai. The government is also promoting training, new professional profiles and talents while widespreading participatory democracy and ITC literacy, promoting the open source software and the reuse of ITC facilities.

Against this backdrop, particular emphasis will be given to measures carried out by the Italian Agency for Technological Innovation (Agenzia per la diffusione delle tecnologie per l'innovazione), the institutional body for the promotion and dissemination of innovation nationwide.

3. Relationship between PA, citizens and business

A set of to-be-adopted legislative initiatives, alongside a series of existing, fully-functioning projects, will improve the relation between PA, on the one hand, and citizens and business, on the other hand. Such projects will streamline dialogue between citizens and PA to overcome – on a regular basis – administrative malpractices and red tape for the benefit of the most disadvantaged social groups (the disabled and their family). The aim is to design a new digital administration - a PA 2.0 – capable of helping its "clients" by involving them in decision making processes. Such a new idea of democratic participation will put citizens "at the heart" of the reform process.

The main legislative initiative regards the introduction of the "**Charter of duties of Public Administration**" (Carta dei doveri della pubblica amministrazione). The Charter will help to enforce citizen's rights and duties of public administrations vis-à-vis citizens and business. This, in turn, will boost cooperation and mutual understanding. The initiative follows a process of renewal of the PA-citizens relations which is already consolidated within the framework of two legislative milestones: the Italian Constitution and the EU law.

As for already existing projects, the "**Friendly Line**" (Linea Amica) initiative, which gathers almost 500 contact structures (Uffici per le relazioni con il Pubblico, URP) accounting for over 1 million contacts every week will be further developed. Services offered by the portal will be enhanced and URP operators will be trained accordingly. Furthermore, a decisive impetus will be given to services for people hit by the earthquake in the Abruzzo Region, in cooperation with Regional Administration and the Italian Civil Protection. This will hopefully lead to the rehabilitation of damaged areas.

Concerning the "**Friendly Networks**" ("Reti Amiche") initiative, measures have been put in place to multiply points of access to services (100,000 by the end of 2009). This will further facilitate the relations between the citizens "clients" and PA and will minimize delays in the provision of services. Also, the "Reti amiche on the job" Initiative for the private sector will be deployed on a regular basis: this will allow for the creation of a new communication mode between PA and citizens on the workplace.

Finally, the initiative called "**Mettiamoci la faccia**" ("Show your face") will be further enhanced. Citizens will be able to "cast their vote" on the service provided by means of an emoticon (customer satisfaction) with a view to a progressive enhancement of services.

In addition to these three main initiatives, two other projects have been launched. One aimed at expanding the use of the "**Certified e-mail**" to facilitate contacts between public administration offices, citizens and business; the other ("**Smart Inclusion**") aimed at creating multimedia and internet networks connecting children's hospitals with the children's schools and homes to allow them to stay in contact with their classmates and families.