



PRESIDENCY OF THE
GOVERNMENT



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EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW
(VENICE COMMISSION)

in co-operation with

THE PRESIDENCY OF THE GOVERNMENT OF TUNISIA

Regional seminar for senior public officials

UniDem Med

**“ PERFORMANCE, MERIT AND EQUALITY
IN THE CIVIL SERVICE ”**

**Hotel Dar el Marsa
La Marsa, Tunisia**

27 - 30 March 2017

PROGRAMME

Monday, 27 March 2017

09.30 Welcome words

Mr Mohamed CHERIF, President of the General Committee of the Civil Service, Presidency of the Government, Tunisia

Ms Caroline MARTIN, Neighbourhood Cooperation Division, Venice Commission, Council of Europe

09.45 General introduction

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

**THEME 1: TOWARDS A NEW PUBLIC MANAGEMENT ?
NEW CHALLENGES AND NEW MISSIONS FOR THE CIVIL SERVICE**

10.00 - 13.00 First session (coffee break: 11.00 – 11.15, family picture 11.00)

How to respond to new challenges and the need for efficiency without compromising public service values? This first session will deal with the safeguarding and relevance of the founding principles of the public service (neutrality, continuity, general interest, etc.) in the light of the new tasks of the public service and the pre-eminence of the culture of human rights and the rule of law.

Speakers:

Mr Johan HIRSCHFELDT, Former president of Svea hovrätt (Svea Court of Appeal), Stockholm, Sweden, Substitute Member of the Venice Commission on behalf of Sweden

Mr Lech MARCINKOWSKI, Public Administration, SIGMA, OECD

National Experience – Palestinian National Authority

Mr Fathy KHADER, Director General, External Administrative Control Directorate, General Personnel Council

Ms Reem JARRAR, Administrative Auditor, General Personnel Council

Moderator:

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

Discussion

13.00 - 14.30 Lunch

THEME 2: EVALUATION OF THE PERFORMANCE AND RULES OF ETHICS IN THE CIVIL SERVICE

14.30 – 17.30 Second session (coffee break: 16.00 – 16.15)

How can we ensure the integration of ethical issues into the public service? What are their fields of application (services, policies and public communication) as well as their references and mechanisms (codes of conduct, training, awareness-raising etc.)? What are the best practices in terms of support and guidance (e.g. ethical advisors) and with what intra- and extra-administrative positioning and associated risks?

Speakers:

Mr Holger SPERLICH, Government Director, Federal Ministry of the Interior, Germany

Mr Mehrez HAFSI, Chief Officer, Department of Governance, Presidency of the Government, Tunisia

National experience - Jordan

Dr Omar AL-GHWAIRI, Director of Policies and Human Resources Development Department, Ministry of Public Service Development

Mr Mutasem MRAYAN, Director of Legal Affairs Unit, Ministry of Public Service Development

Moderator:

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

Discussion and conclusions of the day



Tuesday, 28 March 2017

THEME 2: EVALUATION OF THE PERFORMANCE AND RULES OF ETHICS IN THE CIVIL SERVICE (continuation)

09.30 - 13.00 Third session (coffee break: 11.00 - 11.15)

How can we guarantee better performance without compromising the quality of our services? What are the limitations of the culture of performance based on results? The third session will examine the differences in evaluation systems (individual and collective) and in public policies (human resources management, legal and institutional arrangements, etc.) in the light of references to the fundamental values and principles of the public service.

Speakers:

Mr Philippe VERMEULEN, Senior Adviser, Directorate Recruitment & Development, Federal Public Service Policy and Support, Belgium

Mr Mohamed Sami BEN ROMDHANE, Director General, Directorate General of Civil Service and Administration, Presidency of the Government, Tunisia

Moderator:

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

Discussion

13.00 – 14.30 Lunch

THEME 3: INTEGRATION OF A MERIT BASED SYSTEM IN THE CIVIL SERVICE: MISSION IMPOSSIBLE?

14.30 – 17.30 Fourth session (coffee break: 16.00 – 16.15)

The 4th session will address the topic of a modern human resources policy and management. What are the ingredients of a system based on merit, its advantages and disadvantages? The session will focus on issues of competency management, recruitment and selection based on merit.

Speakers

Ms Külli TOOMET-BJÖRCK, Adviser, Top Civil Service Excellence Centre, Government Office, Estonia

National experience - Morocco

Mr Taoufik AZARUAL, Director of Civil Service

Moderator:

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

Discussion and conclusions of the day

Wednesday, 29 March 2017**THEME 3: INTEGRATION OF A MERIT BASED SYSTEM IN THE CIVIL SERVICE: MISSION IMPOSSIBLE ? (continuation)**09.30 – 13.00 Fifth session (coffee break: 11.00 – 11.15)

The 5th session will examine the merit system in the public service in terms of learning and training. How to attract, retain and develop highly qualified staff? Besides, participants will seek to highlight best practices in the use of evaluation, promotion and career development processes for better knowledge transfer, also taking into account the specificities of administrative systems and organisational cultures.

Speakers:

Ms Külli TOOMET-BJÖRCK, Adviser, Top Civil Service Excellence Centre, Government Office, Estonia

Ms Khaoula LABIDI, Director General of Training and Skills Development, Presidency of the Government, Tunisia

National Experience - Algeria

Mr Reda RAMDANE, Director Implementation and Audit, Directorate General of Civil Service and Reform

Mr Amar REZKI, Inspector at the Directorate General of Civil Service and Reform

Moderator:

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

Discussion

13.00 – 14.30 Lunch

THEME 4: PLACE OF WOMEN IN THE SENIOR CIVIL SERVICE: BRIDGING THE GAP14.30 – 17.00 Sixth session (coffee break: 16.00 – 16.15)

The 6th session will address the issues of equality and the place of women in the senior civil service; Issues, context and perspectives. The session will serve to take stock of the state of equality in the senior civil service in Europe and in the Southern Mediterranean. Is there a gap between the standards and the international principles and the reality and the expectations on the ground?

Speakers

Ms Carlien SCHEELE, Senior Gender Equality Adviser, Director, Ministry of Education, Culture and Science, Netherlands, Seconded National Expert, Council of Europe

Mr Emmanuel BARON, Co-operation projects, Equality and Human Dignity Division, Council of Europe

National experience: Lebanon

Ms Jacqueline YACOUB BOUTROS, First Controller in the Personnel Department, Civil Service Board

Ms Nada AL-KHATIB, First Controller in Research and Guidance Directorate, Civil Service Council

Moderator:

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

Discussion and conclusions of the day

17.00 – 18.30 Cultural programme



Thursday, 30 March 2017

THEME 4: PLACE OF WOMEN IN THE SENIOR CIVIL SERVICE: BRIDGING THE GAP (continuation)

09.30 – 13.00 Seventh session (coffee break: 11.00 – 11.15)

How to break the glass ceiling to achieve equality in the senior civil service? The 7th and final session will focus on the presentation of best practices in terms of equality and women's employment and representation in the senior civil service.

Speakers:

Ms Carlien SCHEELE, Senior Gender Equality Adviser, Director, Ministry of Education, Culture and Science, Netherlands, Seconded National Expert, Council of Europe

Ms Samia DOULA, Judge, Cabinet of the Ministry of Women, Family and childhood Office of the Minister of Women and Family affairs, Tunisia

National experience - Morocco

Ms Aouatif BAKKACHA, Head of training Department, Directorate of Modernisation of Administration

National experience: Mauritania

Mr Sid'Ahmed Ould AHMED JID, Deputy Director General of Modernisation of Administration

Moderator:

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

Discussion

13.00 – 14.30 Lunch

14.30 – 17.30 General conclusions

Ms Neila CHAABANE, Director of the Doctoral School, Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission in respect of Tunisia.

Closing remarks and certificates award ceremony:

Representative of the Presidency of the Government of Tunisia

