

September 3, 2009

Dear Colleagues,

I would like to warmly welcome you to Kyiv and to the Profession in Perspective 2009 conference.

As Head of the Main Department of Civil Service of Ukraine (MDCSU), I am pleased to have the honour of hosting the fourth edition of Profession in Perspective in Kyiv, Ukraine in September 2009.

The Ukrainian civil service is in a nascent stage of development as a professional and competent corps. In recent years, the MDCSU has been leading efforts to develop a contemporary legal framework for the civil service, including a formal separation of administrative and political function in the Ukrainian government. We expect that this fall's gathering will stimulate lively discussion and exchange among senior public service colleagues around the topic of political neutrality in the civil service — ranging from the key competencies required by senior bureaucrats in the 21st century nation-state to drivers and trends impacting upon the balance between bureaucratic neutrality and political responsiveness in civil services to the administrative-political interface and its implications for the accountability of senior bureaucrats.

It is my hope that the following days will be a time of sharing and collaboration and that this gathering will serve to further build and strengthen the network of senior public service colleagues that has emerged in recent years well into the future.



Tymofiy Motrenko, PhD
Head
Main Department of Civil Service of Ukraine

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CONTACT INFORMATION

Should you have any questions during the course of your participation in this gathering, please contact :

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AGENDA

'Political Neutrality of the Civil Service: From Theory to Reality'

2009 Profession in Perspective conference

Kyiv, Ukraine, 3—5 September 2009

Day 1: Thursday, September 3, 2009

During the day Meeting of participants at Boryspil Airport, transportation to the hotel.

Hotel location:

President Hotel

12, Hospitalna Street

Kyiv, Ukraine

<http://www.president-hotel.com.ua/en/virtualtour>

Phone:

+38 044 289-19-34

+38 044 256-38-55

18:00 Transfer from the hotel to the welcome reception

18:30 — 20.00 Welcome Reception
Location:
Building of Official Receptions of the Government
22 Hrushevskoho Street, Kyiv, Ukraine

20:15 Transfer from the welcome reception to the hotel

Day 2: Friday, September 4, 2009

Conference venue:

Club of the Cabinet of Ministers of Ukraine

7 Instytutska Street, Kyiv, Ukraine

Conference moderator:

Pierre-Gerlier Forest, President, Trudeau Foundation

8:15 Departure from the hotel to conference venue

8:30 Registration and Coffee

9:00 **Conference opening**

Tymofiy Motrenko, Head, Main Department of Civil Service of Ukraine

9:05 **Welcome address**

Maryna Stavniychuk, Deputy Head of the Secretariat of the President of Ukraine

Volodymyr Yalovyj, Deputy Head of the Apparatus of the Verkhovna Rada of Ukraine

Volodymyr Fedorchuk, Deputy Minister of the Cabinet of the Ministers of Ukraine

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| <p>agenda</p> <hr/> <p>p. 7</p> <hr/> <p>list of participants</p> <hr/> <p>p. 9</p> <hr/> <p>special guests</p> <hr/> <p>p. 11</p> <hr/> <p>theme backgrounder</p> <hr/> <p>p. 16</p> <hr/> <p>participant bios</p> | <p>9:15 Political Neutrality of the Civil Service: From Theory to Reality</p> <p>Keynote Address: <i>Pierre-Gerlier Forest</i>, President, Trudeau Foundation</p> <p>Presentations to Plenary: <i>Maria Barrados</i>, President, Public Service Commission of Canada <i>Christos Zois</i>, Deputy Minister, Ministry of Interior of Hellenic Republic <i>Tymofiy Motrenko</i>, Head, Main Department of Civil Service of Ukraine</p> <p>9:45 Plenary discussion</p> <p>10:05 Key competencies for senior bureaucrats in the 21st century nation-state</p> <p>Sub-theme introduction <i>Pierre-Gerlier Forest</i>, President, Trudeau Foundation</p> <p>10:10 Health break</p> <p>10:25 Discussion in small groups</p> <p>Group moderators: <i>Group 1: Pierre-Gerlier Forest</i>, President, Trudeau Foundation <i>Group 2: Tymofiy Motrenko</i>, Head, Main Department of Civil Service of Ukraine <i>Group 3: Bryan Andrews</i>, Chief Executive, Public Appointments Service of Ireland</p> <p>11:25 Groups report to Plenary</p> <p>11:55 Plenary discussion</p> <p>12:10 Drivers and trends impacting on the balance between bureaucratic neutrality and political responsiveness in civil services</p> <p>Sub-theme introduction <i>Pierre-Gerlier Forest</i>, President, Trudeau Foundation</p> <p>12:15 Buffet-lunch Location: Open terrace at the Club of the Cabinet of Ministers of Ukraine</p> <p>13:15 Discussion in small groups</p> <p>Group moderators: <i>Group 1: Pierre-Gerlier Forest</i>, President, Trudeau Foundation <i>Group 2: Tymofiy Motrenko</i>, Head, Main Department of Civil Service of Ukraine <i>Group 3: Bryan Andrews</i>, Chief Executive, Public Appointments Service of Ireland</p> |
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| 14:15 | Groups report to Plenary | |
| 14:45 | Plenary discussion | agenda |
| 15:00 | Group photo Location: Entrance Foyer, Club of the Cabinet of Ministers of Ukraine | p. 7 |
| 15:15 | Transfer from the conference venue to the Riverside station | list of participants |
| 15:45 | Riverboat tour on the Dnipro river | p. 9 |
| 17:00 | Transfer from the Riverside station to the open-air reception venue | special guests |
| 18:00 | Open-air reception Location: National Museum of Folk Architecture (Pyrohiv Village) | p. 11 |
| 20:30 | Return to hotel | theme backgrounder |
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Day 3: Saturday, September 5, 2009

Conference venue:

Conference Hall of the School of Senior Civil Service of Ukraine

15 Prorizna Street, Kyiv, Ukraine

Conference moderator:

Pierre-Gerlier Forest, President, Trudeau Foundation

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| 8:15 | Departure from the hotel to conference venue |
| 8:30 | Coffee |
| 9:00 | The administrative-political interface and its implications for the accountability of senior bureaucrats |
| | Sub-theme introduction <i>Pierre-Gerlier Forest</i> , President, Trudeau Foundation |
| 9:05 | Discussion in small groups |
| | Group moderators: Group 1: <i>Pierre-Gerlier Forest</i> , President, Trudeau Foundation Group 2: <i>Tymofiy Motrenko</i> , Head, Main Department of Civil Service of Ukraine Group 3: <i>Bryan Andrews</i> , Chief Executive, Public Appointments Service of Ireland |
| 10:00 | Groups report to Plenary |
| 10:30 | Closing Remarks and Wrap up of the Conference |
| | <i>Pierre-Gerlier Forest</i> , President, Trudeau Foundation <i>Maria Barrados</i> , President, Public Service Commission of Canada <i>Bryan Andrews</i> , Chief Executive, Public Appointments Service of Ireland <i>Tymofiy Motrenko</i> , Head, Main Department of Civil Service of Ukraine |

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| | 10:50 | Buffet-lunch Location: Conference Hall |
| <hr/> agenda | 11:30 | Departure from conference venue to St. Sophia Cathedral |
| p. 7 | 11:45 | Guided tour of St. Sophia Cathedral |
| <hr/> list of participants | 13:45 | Departure from St. Sophia Cathedral to the hotel / airport |
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LIST OF PARTICIPANTS

'Political Neutrality of the Civil Service: From Theory to Reality'

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| | | |
|-------------------|---------------------------|--|
| Armenia | Mr. Manvel Badalyan | Chairman, Civil Service Council of Republic of Armenia |
| Armenia | Mr. Gegham Sargsyan | Head of the Scientific — Educational Department, Civil Service Council of the Republic of Armenia |
| Armenia | Mr. Aharon Mkrtchyan | Project Manager, Public Sector Modernization Project of the Republic of Armenia |
| Azerbaijan | Mr. Vafadar Misirov | Deputy Chairman, Civil Service Commission under the President |
| Azerbaijan | Mr. Anar Zeynalov | Leading consultant, International Relations Sector |
| Canada | Ms. Maria Barrados | President, Public Service Commission of Canada |
| Canada | Mr. Pierre-Gerlier Forest | President, Pierre Elliot Trudeau Foundation |
| Canada | Ms. Patricia J. Hassard | Deputy Secretary to the Cabinet, Senior Personnel and Public Service Renewal, Privy Council Office |
| Denmark | Mr. Peter Warming | Associated Senior Consultant, Danish School of Public Administration |
| Finland | Mr. Teuvo Metsäpelto | Director General, Ministry of Finance, Personnel Department State employer's office |
| France | Mr. Emmanuel Vergne | Head, Multilateral Unit, French National School of Administration (ENA) |
| Germany | Mr. Stefan Friedrichs | Senior Consultant, dbb akademie |
| Greece | Mr. Christos Zois | Deputy Minister, Ministry of Interior of Greek Republic |
| Ireland | Mr. Bryan Andrews | Chief Executive of the Public Appointments Service |
| Ireland | Mr. John Cullen | Director General, Institute of Public Administration |

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Italy Mr. Nicola Favia Director, International affairs,
Ministero della Funzione Pubblica e
l’Innovazione

Latvia Ms. Baiba Petersone Deputy Director, State Chancellery,
Republic of Latvia

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Netherlands Mr. Jan Willem Weck Director-General, Office of the Senior
Civil Service

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Netherlands Mr. Marc van den
Muijzenber Director, ROI International

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Poland Mr. Wojciech Zieliński Deputy Director, Department of Civil
Service of the Chancellery of the
Prime Minister of Poland

Poland Mr. Marek Haliniak Deputy Director, National School of
Public Administration

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United Kingdom Mr. Adam Steinhouse Head, School of European Studies,
National School of Government

Ukraine Mr. Petro Krupko Minister of the Cabinet of Ministers
of Ukraine

Ukraine Mr. Tymofiy Motrenko Head, Main Department of Civil
Service of Ukraine

Ukraine Mr. Yuriy Yevteev Head of the Personnel Department
of the Secretariat of the Cabinet of
Ministers of Ukraine

Ukraine Mr. Mykola Borsuk Deputy Head, Main Department of
Civil Service of Ukraine

Ukraine Mr. Andriy Vyshnevsky Deputy Head, Main Department of
Civil Service of Ukraine

Ukraine Ms. Olena Tertyshna Deputy Head, Main Department of
Civil Service of Ukraine

Ukraine Ms. Tetyana Kovtun Director, Center for Adaptation of the
Civil Service to the Standards of the
European Union

Ukraine Mr. Edward Zakharchenko Director, School of Senior Civil
Service of Ukraine

SPECIAL GUESTS OF THE CONFERENCE

'Political Neutrality of the Civil Service: From Theory to Reality'

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| NEMYRYA Hrygoriy Myhailovych | Vice-Prime-Minister of Ukraine |
| ULYANCHENKO Vira Ivanivna | Head of the Secretariat of the President of Ukraine |
| OMELCHENKO Oleksandr Oleksandrovych | Member of Parliament of Ukraine, Chairman of the Parliamentary Committee on State Building and Local Self-Government |
| ZAYCHUK Valentyn Oleksandrovych | Head of the Apparatus of the Parliament of Ukraine |
| DANYLYSHYN Bohdan Mykhaylovych | Minister of Economy of Ukraine |
| DENISOVA Lyudmyla Leontiyivna | Minister of Labour and Social Policy of Ukraine |
| ONISCHUK Mykola Vasylovych | Minister of Justice of Ukraine |
| VAKARCHUK Ivan Oleksandrovych | Minister of Education and Science of Ukraine |
| UMANSKYI Igor Ivanovych | Acting Minister of Finance of Ukraine |
| HANDOGIY Volodymyr Dmytrovych | Acting Minister of Foreign Affairs of Ukraine |
| TRYUKHAN Vadym Valeriyovych | Director of the Coordination Bureau for European and Euro-Atlantic Integration of the Secretariat of the Cabinet of Ministers of Ukraine |
| GONCHARUK Nataliya Trohymivna | Head of the Administrative Reform Department of the Secretariat of the Cabinet of Ministers of Ukraine |
| SAVCHENKO Yuriy Vasylovych | Head of the Department for International Cooperation, Intergovernmental Relations and External Economic Policy of the Secretariat of the Cabinet of Ministers of Ukraine |
| ZHOVKVA Igor Ivanovych | Director of the Office of the Vice-Prime Minister of Ukraine |
| NIKITINA Tetiana Vasylivna | Head of the Civil Service Trade Union |

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| p. 3 | PRYHODKO Volodymyr Panasovych | Rector of the National Academy of Public Administration under the President of Ukraine |
| agenda | PRYSYIAZHNYUK Volodymyr Kostyantynovych | Rector of the Municipal Management Academy |
| p. 7 | GOSHOVSKA Valentyna Andriyivna | Director of the Institute for In-service Training of Top Management, National Academy of Public Administration under the President of Ukraine |
| list of participants | ZAGORSKY Volodymyr Stepanovych | Head of the Lviv Regional Institute of Public Administration, National Academy of Public Administration under the President of Ukraine |
| special guests | Ilaria CARNEVALI | Head of Democratic Governance Cluster, UNDP Ukraine |
| p. 11 | Kati CSABA | Counsellor /Head of Aid (CIDA), Canadian Embassy in Ukraine |
| theme backgrounder | Guillaume LEGROS | First Secretary, Canadian Embassy in Ukraine |
| p. 16 | Larissa BEZO | Canadian Project Manager, Ukrainian Civil Service Human Resources Management Reform Project |
| participant bios | Kristina WITTFORTH | Vice-President, International Development Programs, Canadian Bureau for International Education |
| | Réal ST-AMAND | Senior Advisor to the President of the Public Service Commission of Canada |

THEME

'Political Neutrality of the Civil Service: From Theory to Reality'

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"In their quest for legitimacy, democratic regimes find themselves having to balance two values that can be in some tension: fair and non-politically partisan public service delivery and, subject to the law, the responsiveness of public servants to the policies of the current executive.

*Neutrality, in the sense of political non-partisanship in public administration, is of course a precondition for ensuring that, regardless of their political orientation, citizens are treated fairly and in an equitable manner. Operationally, it is delivered by emphasizing professionalism, merit and competence amongst public servants. These values are important to the level of justice and continuity in public administration — arguably a significant determinant of how much trust citizens place in their system of government. At the same time public servants must be accountable to the government for the effective delivery of its programme, and responsiveness of the administration to the government of the day within the law and the constitution is key to the effectiveness of implementation of government policies."*¹—

OECD Working Paper on Public Governance

Simply put, effective governance requires an effective and practical distinction to be made between the appropriate activities of the political and administrative spheres. Regardless of the historical or cultural traditions in a given country, a government's effectiveness is largely dependent upon the professionalism and competency of its civil service in impartially executing the work of the state and maintaining its continuity. The form in which this separation between political and administrative spheres is set out varies uniquely from country to country — largely dependent upon the legal framework, traditions and presence of democratic institutions in place.

Individual countries have charted unique courses in an attempt to balance the need for political neutrality, professionalism, and administrative continuity in their civil services, on the one hand, and the political interests and ambitions of the governing party, on the other. In the case of countries in transition, public administration reform necessarily involves a process of depoliticization wherein the civil service is formally separated from the political sphere and thus is able to operate free from direct political interference to consolidate democracy and the rule of law. A key step in this process of transition is that of establishing a professional and impartial civil service that is able to provide permanence throughout the transition process.

However, at the same time this is happening, some of the countries with well-developed civil service traditions have seen a loosening of the attachment to bureaucratic neutrality — wherein there is a politicization or re-politicization of their bureaucracies.

¹ Matheson, A. et al. (2007). „Study on the Political Involvement in Senior Staffing and on the Delineation of Responsibilities Between Ministers and Senior Civil Servants“, OECD Working Papers on Public Governance 2007/6, OECD Publishing.

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And when SIGMA recently reviewed the status of civil service reform in the countries admitted to the EU in 2004, they found similar re-politicization in several². Such changes in individual countries' civil services have far reaching implications for the relationship between senior civil servants and ministers and for the long term effectiveness of the machinery of government. It would be useful to understand better the costs and benefits of these reversals.

The balance between political and administrative spheres — between professionalism and political sensitivity — is also subject to shifts and adjustments arising from newly emerging trends, either at the level of an individual country or more globally speaking. For instance, the world economic crisis is placing increased pressures on governments and their civil services to respond to financial and other global socio-economic challenges which affect the ability of public administrations to implement policies and deliver services to citizens.

Political and administrative spheres are separate but linked realms. There are key points at which they intersect, divide and often blur. By consequence, there are times when senior civil servants' realities may collide with those of ministers. The issue of accountability is frequently the hot button issue that draws attention to difficulties or uncertainties at this interface.

As leaders of civil services in your respective countries, we propose that we explore the above-noted issues on the basis of three sub-themes:

1. The new competencies required in public administrations of the 21st century
2. Trends affecting the relative value placed upon bureaucratic neutrality and political responsiveness in civil services
3. The administrative-political interface and its implications for the accountability of senior bureaucrats

1. The new competencies required in public administrations of the 21st century

Most would agree that the traditional competencies remain valid and relevant for the most part — competencies such as the ability to think critically and analytically, understanding and respect of evidence, subject-matter knowledge, teamwork and interpersonal relations, self-discipline and honesty are not in question. Of interest for our discussions are the emergent requirements.

Public administration

- Does the improvement of program effectiveness and client responsiveness require senior bureaucrats to be given substantial managerial discretion? To what extent has this been accomplished in your countries without threatening political control? What were the key safeguards?
- Are there significant risks if management discretion is increased in a transitional context where the bureaucracy remains weakly trained and organized? Are there examples where effectiveness and responsiveness improvements have been achieved within a traditional command and control bureaucracy? What kind of institutional measures have been used to bring it about?

² Meyer-Sahling, J-H. (2009). „Sustainability of Civil Service Reforms in Central and Eastern Europe Five Years After EU Accession“, SIGMA Paper No. 44, OECD Publishing. SIGMA Paper available at <http://www.sigmaweb.org>.

- Does “neutrality” have different meanings in a context of broad managerial discretion, on the one hand, and in a bureaucracy constrained by detailed laws and regulations and tight supervision on the other hand?

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Citizen participation

- How important are public consultation skills for bureaucrats charged with improving responsiveness to clients and other stakeholders? How have these activities been managed in your countries to avoid competing or interfering with political activity?

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Media relations and public consultation

- Is it necessary for bureaucrats to become skilled in public communication concerning the programs and policies they administer? How do your governments define and control the boundaries between technocratic and political communications activity?
- Should the balance between the bureaucratic and political roles in public consultation and communication be different in a transition context from what is appropriate in a mature democracy?

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Transitional versus mature democracies

- Are there major differences between the competencies required in mature democracies versus those required in countries that are struggling to develop and consolidate democratic institutions after decades of non-democratic rule?
- If there are different competencies needed in transition countries, can it be argued that some of them can only be obtained, or more readily obtained, through political or patronage appointments than through civil service processes?

2. Trends affecting the relative value placed upon bureaucratic neutrality and political responsiveness in civil services

Transparency

- If the emergence of internet technologies and 24-hour news broadcasting has significantly increased the pressures for governments to be responsive, is it your experience that the pressure has fallen mostly on politicians? Or, on bureaucracies? Or, equally on both?

Fiscal austerity

- Have your governments responded to pressures to reduce budget deficits and spending by giving greater management discretion and flexibility to the bureaucracy or by tightening the top-down controls? Is it possible to evaluate the outcome of the strategy adopted in your country?

Citizens as clients

- Have you found that the general public in your country places a higher value on the fairness and honesty with which public services are provided? Or, are speed and effectiveness felt to be paramount?

Globalization

- Has the increase in the number and complexity of international linkages under globalization affected mostly the bureaucracies of your countries? Or, mostly the political level? Or, both equally?
- Do you feel that your country's future success in the globalised world will be assured by the sophistication of political and business elites or will it depend more on the knowledge and abilities of bureaucrats? What specific new competencies is your government trying to recruit for this purpose?

Politicization of civil service

- In responding to the above trends, to what extent has your government increased the proportion of political appointments to public service positions? Or, conversely, has it reduced them? What kind of institutional (e.g. legal) changes were made to bring this about? Have safeguards been introduced to permit civil service careers to flourish? Have safeguards been necessary to ensure continuity after electoral turnovers?
- Beyond the area of political appointments, have there been other effects on the political neutrality of the civil service in your countries brought about by the above-noted trends?
- How has your civil service institution adjusted/shifted in light of these external drivers and trends? And, what implications has this had for your role as the leader of your civil service institution?
- How can civil service leaders ensure that their organizations continue to meet the evolving politics of interest within their given countries and globally?

3. The administrative-political interface and its implications for the accountability of senior bureaucrats

Not even the most highly developed civil service systems can claim unblemished neutrality or a "pure" merit system. For example, it was the United Kingdom that coined the term "old boys' network" to describe an important avenue of entry to civil service. In France, the prerogatives and privileges of the so-called ENArques are acknowledged and even celebrated. And in United States, the famous hundred day honeymoon of a new President is heavily occupied with selecting and recruiting thousands of political appointees to take up posts in the administration.

Yet, in spite of anomalies, most countries, including the three cited above, maintain the principle and practice of separating political and administrative work. Laws, institutions, rules and procedures are designed by each country to meet their needs and to serve their specific version of the principle.

During this session, it is hoped that senior civil service leaders will have an opportunity to discuss how senior bureaucrats skillfully traverse the borders between the two worlds — administrative and political — and avoid collisions.

Defining the boundaries

- Is there a settled model in your country of where the administrative-political boundaries lie? Does your government define the boundaries in laws and

regulations? Have the boundaries changed much in the past decade? Have the changes been carefully defined and implemented? Or, have they been gradual and informal? Have they been widely debated? Is there broad consensus among political parties? Are the changes understood by the general public? Does the general public care?

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- If your government is one that experiences significant numbers of appointments to, and exits from, the public administration based on political criteria, what measures exist to ensure these individuals serve the national interest rather than more narrowly-defined partisan interests? Do they rely entirely on formal safeguards such as laws and codes of conduct? On transparency? Or, is the cultural context the principle factor?

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Differing patterns of political involvement

- Political/ patronage appointments are generally thought of as bringing people from the private, academic or non-profit sector into civil service. However, in some countries there is an established revolving door pattern of individuals moving from the public administration into the political or business worlds and often back into the bureaucracy. Could representatives of such countries describe what legal and administrative arrangements are considered necessary to discipline this process?
- Whether with straightforward political entries or with the revolving door, what measures are taken to motivate career civil servants who are unable to aspire to key posts because of it? Is this approach seen as significantly affecting the overall professional quality of the career service?
- Whatever the method of entry of non-career officials, can it be said that the onus for public responsiveness, consultation and communication falls mainly on the politically appointed officials?
- Is the accountability clear in these circumstances? Are the career civil servants taken "off the hook" in these matters?
- Does the presence of large numbers of non-career appointees in administration, or the appointment process itself, create significant political controversy? Is the controversy likely to be strong enough and sustained enough to lead to further changes?

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Are there any general lessons to be learned?

- Based upon your experience, what approaches are effective in avoiding collisions and addressing conflict between administrative and political spheres?
- How have new technologies and the spread of information through new media affected the visibility of senior bureaucrats, and by extension, their public accountability?
- What are the main benefits and drawbacks observed with the politicized and/or revolving door systems? Does the political appointments process enable the recruitment of special skills (such as public communications or international trade and business know how) more readily than the civil service procedure permits?
- Does the public service command real respect among the general public in your countries? And does the general public differentiate between political appointees and career civil servants in expressing an opinion?

PARTICIPANT BIOS

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ARMENIA



MANVEL BADALYAN has been working as the Chairman of the RA Civil Service Council since January, 2002 and as the Lecturer of the faculty of Economy at Armenian Agricultural Institute since 1991. He is considered to be one of the main authors of drafts of civil service legal acts. Being a Member of the RA National Assembly he has made an initiative for a number of draft laws. He was confirmed as the Deputy, member of the State Legal Issues of the Commission National Assembly of the Republic of Armenia in 1999.

Manvel Badalyan was appointed the Chief of the Armenian Youth Council in 1997. He managed to head the Council of Students, Armenian Agricultural Academy in 1991. He worked as the secretary of the Komsomol organization of the Armenian Agricultural Institute in 1988.

Manvel Badalyan graduated Armenian Agricultural Institute with the Distinction Diploma, Department of Economy, in 1988.

He was born on April 1, 1961.



AHARON MKRTCHYAN was confirmed as the Secretary of the Public Sector Reform Commission in May, 2008. He has been working as the Project Manager in the World Bank, Public Sector Reform Commission since June, 2005. From December, 2004 up to June, 2005 he was the Lawyer in the World Bank, Public Sector Reform Commission. In August, 2002 Aharon Mkrtchyan was appointed by the President of the Republic of Armenia as the Member of the National Commission on TV and Radio (on voluntary basis).

From February, 2002 to January, 2005 he delivered lectures on the discipline "Civil Service System in RA" in the Management faculty of the Yerevan State Institute of Economy. Previously, from February, 2003 to December, 2004 he performed the duties of the lawyer in the World Bank, State Committee of Water Management under RA Government, "Water Sector Development and Institutional Improvements PIU" SI, Executive body of the Regulatory Board in

Charge of Regulation of WUAs' and WUAFs'. In January, 2002 Aharon Mkrtchyan became the Member of Civil Service Council of the RA.

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Before that he worked as the Local advisor for issues of the Public Sector Reform Commission of the RA — related to the Civil Service reforms. In January, 1997 he was confirmed as the Chief Specialist in the Legal Department of the Government Staff.

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In October, 1994 he was promoted to the post of the Legal advisor at the Ministry of Transport and Communication of the RA, "North Auto Park" Company.

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Aharon Mkrtchyan was born on September, 18, 1972 in Yerevan, Armenia. In 1994 he graduated Yerevan State University, Law Department (Specialty: Lawyer).

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GEGHAM SARGSYAN takes the station as the Head of Scientific-Educational Department, RA Civil Service Council.

At the same time he delivers lectures on Civil Service System in the RA in the Public Administration Academy.

From 1999 to 2001 he worked as the Research officer of the RA Academy of Science.

participant bios

AZERBAIJAN



MISIROV VAFADAR RASUL was confirmed as the Deputy Chairman of the Civil Service Commission under the President of the Republic of Azerbaijan in March 2007.

He had served as the Chief of the "Tests Bank" department at the State Student Admission Commission of Azerbaijan Republic since 1992.

Misirov Vafadar Rasul has been working as the part time Lecturer at the Azerbaijan Civil Engineering Institute, Baku, Azerbaijan since 1992. From 1989 to 1992 he was the teacher at the Azerbaijan Civil Engineering Institute, Baku, Azerbaijan.

Misirov Vafadar Rasul graduated with Distinction Diploma Kharkov Technical Institute, Department of Power Engineering in 1985. He received the Lecturer's Diploma in Azerbaijan Civil Engineering Institute in 1999.

Misirov Vafadar Rasul was born on September 5, 1962.

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ANAR ZEYNALOV has been working in the Civil Service Commission under the President of the Republic of Azerbaijan since February, 2006.

Previously, he worked in the banking system. He graduated the International economy faculty of the Azerbaijan State Economy University in 2001.

He earned the Master's degree of the MBA of the Azerbaijan State Economy University specializing in finances in 2007.

CANADA



MARIA BARRADOS was confirmed as President of the Public Service Commission of Canada effective May 21, 2004. She had served as interim President since November 2003. From December 1993 to that date, she was Assistant Auditor General, Audit Operations, at the Office of the Auditor General of Canada.

Educated as a sociologist, Ms. Barrados has a wealth of knowledge of and a solid background in audit, evaluation and statistical analysis.

In 1975, she began her career as a Lecturer and later as a Research Project Supervisor at Carleton University. In March 1985, she joined the Office of the Auditor General, where she held positions of increasing responsibility in the Audit Operations Branch. She chaired executive committees on value for money and professional practices, representing the Office of the Auditor General at parliamentary hearings and at meetings with ministers and senior officials. She was responsible for many financial and valueformoney audits, including audit work related to results measurement, accountability, human resources management and public service renewal.

Ms. Barrados is a member and former Chair of the Canadian Council on Health Services Accreditation. She has been a member of the Board of Trustees of the Ottawa Grace Manor and the Ottawa Hospital. She is also on the nominating committee of the Community Foundation of Ottawa.

Ms. Barrados obtained a BA with high honours in Sociology from the University of Saskatchewan in 1966. She also has an MA in Sociology from McGill University (1970) and a PhD in Sociology from Carleton University (1978).

She is a recipient of the Confederation Medal (1992).

Ms. Barrados is married and has one daughter. She was born in the Netherlands, is a Canadian citizen and lives in Ottawa.



PIERRE-GERLIER FOREST Prior to joining the Trudeau Foundation, Pierre-Gerlier Forest was an Assistant Deputy Minister with Health Canada, the Canadian federal Ministry of Health, where he was first appointed to the G.D.W. Cameron Chair (2003) before becoming Chief Scientist (2004–2006). Principal scientific advisor to the Minister of Health and to the Deputy Minister of Health Canada, Professor Forest worked to bridge the world of policy and the world of research by encouraging the creation of multiple forums for dialogue and knowledge transfer. Well known for his work in the areas of health policy and the governance of health care organizations, PG Forest also held the position of Director of Research, Commission of the Future of Health Care in Canada (Romanow Commission).

He spent most of his academic career at Université Laval, in Québec City, where he was Professor of policy analysis and public management with the Department of Political Science (1990–2007). He is the author of more than a hundred scientific papers and books, of which, notably, *Changing Health Care in Canada* (Ottawa, 2004) and *Le Système de santé québécois un modèle en transformation* (Montréal, 1999).

PG Forest obtained a Master's degree in Political Science at Université Laval (1984) and a PhD. in History and Socio-Politics of Science at Université de Montréal (1989). In the years following his post-doctoral studies (Manchester Business School), several governments and numerous organizations have called on his expertise, particularly in the areas of health system reform and knowledge management. PG Forest also holds adjunct professorships with the Faculty of Medicine, Université de Montréal and the National School for Public Administration (Québec). In 2008 he was elected as a fellow of the Canadian Academy of Health Sciences.



PATRICIA J. HASSARD is a lawyer who graduated the University of Western Ontario in 1981. She entered the public service in 1983 working as Counsel and later in management at the Canadian Transport Commission.

She served for several years as Senior Counsel/Director of Operations for the Legislation and House Planning/Counsel Secretariat and as Director of Operations for the Security and Intelligence Secretariat in the Privy Council Office.

She spent three years with Elections Canada, first as Director of Legal Services and then as Assistant Chief Electoral Officer, including during the 2000 general election.

She joined the Solicitor General's Department in August 2001 as Director General of the Policing and Law Enforce-

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ment Directorate and subsequently became the Assistant Deputy Minister for the Policing, Law Enforcement and Interoperability Branch for Public Safety and Emergency Preparedness Canada.

In May 2005 she was named Senior Assistant Deputy Minister responsible for the Emergency Management and National Security Branch in the Department of Public Safety and Emergency Preparedness Canada.

In November 2006 she joined the Privy Council Office as Deputy Secretary to the Cabinet, Senior Personnel and Special Projects Secretariat.

In January 2009 her mandate was expanded at which time she became Deputy Secretary to the Cabinet, Senior Personnel and Public Service Renewal.

DENMARK



PETER WARMING is Associated Senior Consultant at the Danish School of Public Administration, has more than 20 years working experience from the public sector.

Peter's core competencies are EU affairs and preparing civil servants from candidate countries for EU membership.

This includes TNA, developing curricula, implementing training programmes, organisational analysis, evaluations, etc. For the last 12 years he has been carrying out assignments in more than 15 countries including China and Vietnam. Peter has a Master degree in Political Science.

FINLAND



TEUVO METSÄPELTO is Director General of the Office for the Government as Employer.

He was born in 1949. He is married. He has a university degree in law (graduated in 1970).

His professional career started in 1971 in a tax court specialised in value added tax, at that time tax on turnover. Since 1973 he has worked at the Ministry of Finance in different positions mainly as an expert in civil service law. He was a secretary in a committee that prepared the first codified law on civil servants in Finland.

Between 1991 and 1994 he acted as Deputy Director of the Office for the Government as Employer. In 1994 he was appointed as Director General. The Office for the Government

as Employer represents the Government in collective agreements on pay and other conditions of work and coordinates and initiates strategic HR development in the Government sector. The Government employs 124 000 civil servants and employees.

Beside his main occupation he has been member and chairman of several committees and working groups, member of the Labour Court representing public employers in 1983-1988, vice chairman and chairman of the Board of the Government Pension Fund and chairman of the Board of the Finnish Institute of Public Management.

Mr Metsäpelto has during his career attended management training courses in Finland organised e.g. by Lifim Ltd (former Finnish Institute of management) in 1991 and 1992 (8 weeks) and a program on National strategy in 1994 as well as a one week course in Los Angeles organised by UCLA.

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FRANCE



EMMANUEL VERGNE since 2002 has served as the Head of the Multilateral Unit of the French National School of Administration (ENA).

Previously, Mr Vergne worked for the French Ministry of Justice and for the French diplomatic service.

Mr. Vergne is graduated in Political Sciences with a specialisation in Public Administration, Public Law and EU Affairs. He holds a Master degree in Geopolitics with a specialisation in Eastern European countries.

Mr. Vergne has more than 15 years experience in managing technical assistance programmes in Public Administration, EU affairs and legal affairs as Twinning Project Leader, Team leader, Project Director, Project Manager and Long-term and Short-term expert in EU and international funded-projects.

Mr. Vergne's international experience includes working as a Project leader and consultant in Bulgaria (Projects: EU PHARE Twinning Project "Strengthening the capacity of the Bulgarian government structures for monitoring and analysing major policy issues and designing coherent strategic solutions" and "Strategic Policy-making and Co-ordination", EU/PHARE), EU expert, Team Leader, Project Director and Adviser in Romania (Projects: EU PHARE Project "Institute of Public Administration"; EU PHARE Project "Creating a corps of young managers within the Civil service", EU PHARE Project "Develop an operational Institute of Public Administration" and EU PHARE Twinning Project: "Romanian Ministry of Public Administration and French Ministry for Civil Ser-

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GERMANY



vice”), EU Expert in Russia (Project: EU TACIS Project “Administrative Reform II : Human Resources Management”); Mr. VERGNE has visited Ukraine on several occasions.

Mr Vergne is the MS Project Leader of the Twinning Project “Support to the development and improvement of the civil servants training system in Ukraine” which will start in October 2009 and support the National Academy of Public Administration and the Main Department of the Civil Service of Ukraine.

Mr. Vergne, fluent in English, speaks also German, Spanish, Romanian, and has knowledge of Russian.

STEFAN FRIEDRICHS is Senior Project Manager in the Department of International Projects at the German dbb akademie. He has extensive experience in training and consulting in strategic HRM policies for middle and top management in the public sector.

Drawing from his working experience as Resident Twinning Adviser and Senior Expert in several EU Programmes and Twinning Projects Mr. Friedrichs has gained profound insights in training and developing high ranking Civil Servants and different organisational and steering approaches in the public sector.

From the experience he acquired in Hungary, Estonia, Serbia, Romania, Slovenia, Bulgaria, Bosnia, Poland and China in implementing reform and quality initiatives and in providing training in line with the establishment of a new public service in these countries, he is well informed about the administrative reality in new and old EU Member States and beyond.

Stefan Friedrichs was working in the business development of the German American Chamber of Commerce of the Western United States in San Francisco and as Project Director for the project “Cities of Tomorrow — International Network for better Regional and Local Government” of the German Bertelsmann Foundation.

Mr. Friedrichs has a Master in Public Administration (MPA) from the University of Potsdam in Germany and a Masters degree in Business Administration (MBA) from the Open University Business School in the United Kingdom.

He publishes several articles and case studies in newspapers and journals on public sector reform on a regular basis. He is founding member of the European Society for e-Government and member of the Asia-Pacific-Forum.

GREECE



CHRISTOS K. ZOIS is the Deputy Minister for the Interior, MP, Larissa, ND. He was elected Mp in Larissa with Nea Demokratia in the elections of 2000, 2004 and 2007. On 7.10.2002 he was elected secretary on the Presidium of the Parliament. He participated in the Standing Committees of Public Administration, Public Order and Justice as well as in the Standing Committee of Defense and Foreign Affairs. He was appointed by the Prime Minister K. Karamanlis as a substitute Parliamentary member of the Foreign Affairs Council. In May 2007 he was appointed as Parliamentary Representative of the New Democracy and ex officio member of the party's Political Council. He was executive member of DAP-NDFK (Democratic Renewal and Innovation-ND's Students' Movement), member of ONNED Executive Office, responsible for matters regarding trade unions, cooperative and young scientists. Member of ND's Parliamentary Work Group in the sectors of the Home Affairs and Agriculture. He was head of ND's sector in Evritania (1994).

From July 2001 to February 2004 he was deputy head of ND's sector of Justice and responsible for Public Property. Since the summer of 2004 he was alternate member of the external policy council. Secretary of the Law Faculty student's association at the Aristotelian University of Thessaloniki.

He has graduated Aristotelian University of Thessaloniki, the Faculty of Law. ZOIS K. CHRISTOS has managed to earn (DEA) in Public Law, at the University of Toulouse I, in France.

He was born in Dusseldorf, Germany on October 15, 1968. He is married to Ioanna Tzagali.

IRELAND



BRYAN ANDREWS heads up the Public Appointments Service (PAS), which is the central recruitment, selection and assessment body for the Public Service in Ireland; In addition, PAD manages Civil Service promotion competitions and provides training, job analysis, consultancy and organizational and individual development services across a wide range of Public Service bodies.

Bryan was recruited to head up the Office of the Civil Service & Local Appointments Commissioners in 2000, was tasked with preparing the ground for the establishment of the new public service recruitment structures. During the period since then, a major transformation programme was undertaken to introduce a new client centred and business ethos into the organization. It was during this period that the brad publicjobs.ie was established as the central on-line recruitment facility for the public service.

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Bryan is a qualified Executive and Professional Coach, holds a BSc. in Public Administration from Trinity College, an MBS (Human Resources Management) from the Smurfit Business School, UCD and an MSc in Public Management from Trinity College.

He has been a member of the Implementation Group overseeing the public service modernization programme, Chair of the Quality Customer Service Officer Network, member of the Excellence Through People Approvals Board, member of the judging panel for the National Awards in HR and is a Chartered Fellow of the Chartered Institute of Personnel and Development.



JOHN CULLEN has been the Director General of the Institute of Public Administration (IPA) in Ireland since 2002. The IPA is Ireland's premier body for training and education for the Irish public service.

Before joining the IPA, John had a long career in the civil service. In the Ministry of Environment and Local Government, he led environment policy during Ireland's Presidency of the EU in 1990. As Assistant Secretary General of the Ministry he led a team which designed and implemented a major reform of the Irish local government system during the 1999 to 2002 period.

He was earlier a member of the board of directors of the State company responsible for re-developing the Temple Bar quarter in Dublin.

John retires from his position as Director General at the end of September 2009

ITALY



NICOLA FAVIA is the Director of International Affairs at the Public Administration Department of the Italian Office of the Prime Minister where he provides intellectual and managerial leadership coordinating inter-governmental and inter-ministerial teams assessing and enhancing public sector efficiency and effectiveness, and reducing the burden to citizens; and he coordinates, leads and negotiates strategic processes steering Italian public sector reform.

In this context, he represents the Office of the Prime Minister at inter-governmental committees of the OECD, EUPAN and EIPA on issues related to public governance, regulatory management, budget and human resources, anti-corruption.

Dr. Favia is an economist by training (Ph.D., Boston University 1994) and combines analytical skills in macroeconomics, public finance and trade with 20 years of professional experience in working in growth and poverty eradication with developing countries (of 4 different continents), multilateral International Financial Institutions (the International Monetary Fund, the World Bank and the Inter-American Development Bank), the United Nations (UNIDO and IFAD) and Government agencies related to development services.

Dr. Favia's professional expertise is combined with strong communication skills in English, French, Italian, Portuguese, and Spanish, languages in which I provided advisory services to multilateral, bilateral and national institutions, and published analytical papers and policy reports.

Dr. Favia was born in Rome in 1958, is single and has no children.

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LATVIA



BAIBA PETERSONE has more than 10 years of working experience within the public sector in Latvia, including 5 years of work at high-managerial level of the civil service. Her current position as the Deputy Director at the State of Chancellery in public administration and policy co-ordination affairs together with the previous position as the Head of the Policy Co-ordination department are of special significance.

Through these positions, Ms. Petersone has gained responsibility upon design and implementation of public policy reform and public administration reform in Latvia. In particular, she led the work of institutional reform of public administration in Latvia, including human resources development — Law on Public Administration Structure, Civil Service Law, Law on Public Agencies, legislative process and implementation.

In addition, she was involved into the drafting of the new system of policy planning documents in new version of Regulations of Cabinet of Ministers "Regulations of the Internal Order and Procedure of the Cabinet of Ministers".

Finally, in her position as Director of the department of Education Strategy at the Ministry of Education of Science of Latvia, she led the elaboration of the strategic development program of the education system 1998—2003 in Latvia, and participated in the elaboration of the education development policy paper for the years 2002—2005.

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NETHERLANDS



JAN WILLEM WECK was confirmed as the Director-General for the Senior Civil Service at the Ministry of the Interior and Kingdom Relations in September, 2001.

Previously he was the Director-General of the Telecommunications and Postal affairs at the Ministry of Transport. Jan Willem Weck took the station as the Director-General of Civil Aviation at the Ministry of Transport in 1991. He has served as the Deputy Secretary-General of the Ministry of Economic Affairs since 1984.

He was the Director of Legal Affairs at the Ministry of Economic Affairs in 1982. Before that he was appointed as the Deputy Director of Electricity and Nuclear Power at the Ministry of Economic Affairs in 1979. He headed up the Environmental Affairs at the Ministry of Economic Affairs in 1975. Previously he was confirmed as the Staff member of the Consumer Management at the Ministry of Economic Affairs.

He graduated the University of Groningen, Legal Faculty in 1972.

Jan Willem Weck was born on November 6, 1947.

POLAND



WOJCIECH ZIELINSKI is Deputy Director of the Department of Civil Service, Chancellery of the Prime Minister. He is responsible for Human Resources Management and Budget. Since 2006 he has worked in the Chancellery of the Prime Minister, managing the unit of performance budgeting methodology and implementation, and then the unit of remuneration and budget of the civil service.

He also worked also in other public offices — in the Ministry of Science, Ministry of Foreign Affairs and the Border Guard Headquarters. Wojciech Zielinski has some experience out of civil service — as journalist in “Puls Biznesu” (the Pulse of Business), and the Warsaw Voice.

Wojciech Zielinski graduated Warsaw School of Economics (PhD studies), National School of Public Administration, Warsaw University (Journalism and Public Science faculty).

He is the author and co-author of several books and numerous articles on HRM, Management, European Integration.



MAREK HALINIAK currently takes the station as the Deputy Director of the National School of Public Administration. Before that he worked as the Chief Inspector for Environmental Protection.

He worked as the General Adviser at the Ministry of Environment since 2001 to 2006.

In 1998 he was promoted to the post of General Director of the Ministry of Environment.

Dr Marek Haliniak was confirmed as the Deputy Director of the Department of Ecological Policy in the Ministry of Environment in 1994.

From 1993 to 1994 he was the Chancellery of the Prime Minister of the Republic of Poland.

As for the additional past accomplishments, Dr Marek Haliniak was the Polish representative at the Group of States against corruption (GRECO) of the Council of Europe Member of the Team for Ethics in the Civil Service Council Secretary of the National Council for Sustainable Development.

Dr Marek Haliniak was born on May 24, 1964.

In 1993 Dr Marek Haliniak graduated Warsaw Technical University and the National School of Public Administration.

UKRAINE



PETRO KRUPKO was born on March 5, 1958 in Bondari village in the Chernihiv district of Ukraine.

Has higher education, graduated from Taras Shevchenko State University of Kyiv as a lawyer.

Worked as first deputy chief of legal department, first deputy head, head of legal department of the Cabinet of Ministers, deputy Government Secretary of the Cabinet of Ministers — director of legal department.

From 2001 — deputy State Secretary of the Cabinet of Ministers, director of legal department of the Secretariat, deputy minister, first deputy minister of the Cabinet of Ministers. March 23 — September 27, 2005 — Minister of the Cabinet of Ministers. October 2005 — February 2007 — First Deputy Justice Minister.

People's deputy of Ukraine of the VI convocation. Honourable lawyer of Ukraine.

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TYMOFIY V. MOTRENKO, PhD, was appointed Head of the Main Department of Civil Service of Ukraine by Presidential Decree on October 1, 2003. He has served as the senior official responsible for the Ukrainian civil service since that time overseeing fundamental reforms in the civil service sphere, including the drafting of a new Law on the Civil Service.

In his current post, Dr. Tymofiy V. Motrenko also serves as the deputy head of Coordinating Council on the Civil Service under the President of Ukraine, as a member of the National Council on public administration and local self-government, as a member of the National Security and Defense Council of Ukraine Interdepartmental Commission on Combating Corruption, and as a deputy head of the National Council on youth policy under President of Ukraine.

Dr. Motrenko has a degree of Doctor of philosophy, professor. He is a head of the Expert Council of High Attestation Commission of Ukraine in the sphere of "Public administration". Dr. Motrenko is also a member of the Advisory Board and Scientific Board at the National Academy of Public Administration under the President of Ukraine; further serving as a member of Advisory Boards in several leading institutions of higher education in Ukraine.

In 1994, Dr. Motrenko was elected as a deputy to the oblast Council and as a head of the oblast Council commission. In the 1996—1999 period, Dr. Motrenko worked as a deputy head of Vinnytsia oblast Administration and was responsible for social issues.

Since 1999, he has been working within the Cabinet of Ministers of Ukraine — serving as deputy of Minister of Cabinet of Ministers of Ukraine (1999—2000); deputy government secretary (2000), deputy of State secretary of Cabinet of Ministers of Ukraine (2001—2003), and deputy Minister of Cabinet of Ministers of Ukraine (2003).



YURIY YEVTEEV is the Head of the Personnel Department of the Secretariat of the Cabinet of Ministers of Ukraine. He also serves as a member of the Coordination Council of the National Academy of Public Administration under the President of Ukraine and of the Expert Public Administration Council under the State Accreditation Commission of Ukraine. During his career in the civil service, Mr. Yevteev made a significant contribution to the development of a legislative framework for the civil service.

He occupied executive positions in the Ministry of Industrial Building and State Committee on Logistic Support of the Ukrainian Soviet Socialist Republic (the USSR), and in Ukraine's Ministry of Economy.

Since 1995, he has worked in the office of Cabinet of Ministers of Ukraine. In 1978, he graduated from the Kyiv Technologic Institute of Light Industry. He was awarded the Order of Merit of the Third Class, order of the Volodymyr the Great of the Third Class and other state awards.

Mr. Yevteev was born on January, 1, 1952 in the village of Potiyevka, Zhytomyr region.



MYKOLA BORSUK is Deputy Head of the Main Department of the Civil Service of Ukraine. He coordinates the cooperation with central and local executive government bodies and local government bodies, supervises the process of competitive selection to the civil service, the formation of staff reserve, and annual performance assessment for civil servants. Mr. Borsuk is also in charge for the organization of an annual all-Ukrainian competition “Friendly Administration” and of all-Ukrainian Sports Day among teams of civil servants.

Mykola Borsuk has worked in the public sector since 1990. In 1990, he was appointed the First Deputy Head of the Kyiv regional state administration. He joined the Main Department of the Civil Service of Ukraine in 1997, serving as the First Deputy Head from 2002 to September 2008. He was awarded the Order of Merit of the Third Class in 2002.

Mr. Borsuk graduated from Biltserkovskiy agricultural institute in 1974. He was born on December 18, 1947 in Tetiyiv, Kyiv region.



ANDRIY VYSHNEVSKY is Deputy Head of the Main Department of the Civil Service of Ukraine (MDCSU) responsible for the strategy of civil service development, its adaptation to the standards of the European Union, e-government and international cooperation. He also coordinates the activity of the Department for Policy Analysis and Strategy of Development of the Civil Service of the MDCSU and of the Center for Adaptation of the Civil Service to the Standards of the European Union/ Twinning Programme Administration Office.

In 2004, Mr. Vyshnevsky initiated the establishment of the Center for the Support of the Institutional Development of the Civil Service under the MDCSU. From April 2004 to March 2008, he was Director of the Center, which mission was that of providing informational, analytical, expert and organizational support to the development of public administration, strengthening the institutional capacity of the

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civil service of Ukraine and its adaptation to the standards of the European Union.

In 2002—2003, he worked as advisor to the State Secretary of the Cabinet of the Ministers of Ukraine on issues of institutional development. In 2001—2002, he managed the program on public administration reform at the International Center for Policy Studies.

Mr. Vyshnevsky was a leading expert of the Department for Internal Policy of the Kharkiv regional state administration in 1999—2000. Prior to that, he worked as an editor at the Kharkiv regional state television and radio company in 1997—1998.

In 2005, Andriy Vyshnevsky graduated from the Kyiv University of Law as a lawyer. In 1999, he graduated from the Kharkiv State University with a major in Biology.

Andriy Vyshnevsky was born on 13 December 1977.



OLENA TERTYSHNA is Deputy Head of the Main Department of Civil Service of Ukraine (since September 2008). She manages the elaboration of the standards respecting professional training for public servants and officials in local government bodies, supervises graduate programs in Public Administration and state contracts with respective institutions of higher education.

Ms. Tertyshna supervises and controls the activities of the department on the organization of professional training for public servants and officials in local government bodies. She is also responsible for the organization of an annual all-Ukrainian competition “Best Civil Servant”.

Ms. Tertyshna graduated from the Dnipropetrovsk State University in 1991 with a major in Philology. In 1989—1997, she worked as a teacher of Russian and Ukrainian languages and literature. She also holds a master’s degree in Public Administration from the National Academy of Public Administration under the President of Ukraine (1999).

Olena Tertyshna has worked in the public sector since 1997. In 1997 – 2005, she served as the Deputy Head of the Solonyansk Local State Administration in charge of organization issues. From 2005 to September 2008, before joining the Main Department of the Civil Service of Ukraine, she chaired a department within the Civil Service Department of the MDCSU in the Dnipropetrovsk region.

Ms. Tertyshna was born on June 16, 1967 in Dniprokamyanka, Dnipropetrovsk region.



TETYANA KOVTUN was born on 16 July, 1977 in Lviv city, Ukraine. In 2002 she graduated from the National University of “Kyiv-Mohyla Academy” and was awarded the degree of master in political science.

In 2004, she gained a scholarship from the MUSKIE programme and obtained master degree at the School of public policy, University of Minnesota (specialization - econometrics, microeconomics).

In the 2002—2004 period, Tetyana Kovtun worked at the Center of Population Research in USA where she was investigating labour market indicators.

Tetyana Kovtun worked in the Center “Social monitoring” (1996—1998), International center for perspective researches (1998—2002). During 2004—2008 she was working in the Center for support of the civil service institutional development.

Since 7 October 2008 Tetyana Kovtun is a director of the Center for adaptation of the civil service to the standards of European Union and since 22 October 2008 — a director of Twinning Programme Administration Office.



EDWARD ZAKHARCHENKO is the Director of the School of Senior Civil Service in Ukraine established under the Main Department of the Civil Service of Ukraine in 2008.

Eduard has started his career at the International Centre for Policy Studies in 1997. During 1999—2001 he acted as a Ukrainian Project Manager of the Canadian-Ukrainian “People’s Voice Project” (CIDA/WB funded).

Eduard was also deeply involved in the development, implementation and management of various technical assistance projects aimed at strengthening of the good governance at the central and local levels in Ukraine.

These initiatives were implemented under the frameworks of UNDP, EU Delegation and DFID activities. Eduard is highly experienced in the development and delivery of training programs for Ukrainian civil servants and public officials from the Central Eastern Europe and Middle Asia.

Eduard Zakharchenko was born in 1973. He graduated the National University of Kyiv-Mohyla Academy specializing in Political Science in 1998.

In 2008 he obtained his second Master Degree from the London School of Economics and Political Science (UK) being the Chevening Scholar (DFID funded).

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UNITED KINGDOM



ADAM STEINHOUSE is Head of the School of European Studies at the National School of Government.

Previously, he taught European Politics at the universities of Oxford, Cambridge and the London School of Economics, and he was a commentator for the BBC, CNN and Sky News on European and North American affairs.

His book, *Workers' Participation in Post-Liberation France*, was published by Lexington Books. Born in Montreal, Adam graduated with a BA from Harvard University and a DPhil from Oxford University.

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