



Governo italiano

Presidenza del Consiglio dei Ministri

Modernization of the Public Administration

Shadows and lights: thwarting inefficiency
and rewarding merit

Ministro per la pubblica amministrazione e l'innovazione

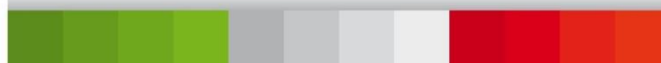




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Shadows and Lights

- The Italian Public Administration has “shadows” and “lights”.
- The so called “Transparency Operation” is meant to highlight both aspects so as to thwart inefficiency and reward merit.
 - It aims at guaranteeing citizens and enterprises a more efficient public service, better quality of services and strengthen citizens’ trust in public institutions.
 - It represents one of the lines of intervention upon which the upgrading of the Public Administration is based.
 - Actions such as, *inter alia*, monitoring civil servants’ absenteeism or disclosing the salaries of public managers and consultants, are aimed at ensuring visibility to provide citizens with control and protection tools making them more aware of the mechanisms underlying the functioning of Public Administration and its administrative costs.
- The so called “Not only idlers” (“Non solo Fannulloni”) Initiative aims at identifying and publicizing Public Administration success stories to increase citizens’ trust in Public Administration, as well as making a first step towards a recognition of merit and performance-based bonuses and incentives.



The “Transparency Operation”

- The “Transparency Operation” has been launched as a first step towards a more transparent administration.

- The publishing of data concerns:
 - Leaves of absence;
 - Consultants and freelancers;
 - Contracts awarded to civil servants;
 - Union secondments;
 - Time off work for unions activities or for elected public office;
 - Salaries, curricula, assignment, phone numbers, and e-mails of public managers;
 - Public Administration success stories.



Monitoring Absences

- Absenteeism is a scourge that affects Public Administration because it:
 - worsens service quality;
 - reduces productivity;
 - increases costs;
 - damages the image of public administration and of all the civil servants who work hard.
- Aware of such criticality, the Government has acted decisively on this issue through an awareness raising campaign undertaken alongside a series of regulatory initiatives (Law 133/2008 art.71) aimed at deterring the recurrent resort to periods of fake sick leaves.
- The outcome of these provisions has been monitored through a monthly statistical survey.
- Last available data show that in the period of June-October 2009 the illness-related absenteeism registered a 32.7% reduction, compared with the identical period in 2007 (before the entry into force of law 133/08).
- The increase of civil servants' presence in public offices has entailed more and better services as well as fewer queues, more employees on call, less offices having to close because of staff shortage, etc.



Consultancies and contracts to civil servants

- Two articles included in the 133/2008 Law (art. 46 & 61) aim at reducing consultancies and external collaborations.
- Data for 2008, available in a Report to the Parliament, reveal the awarding of contracts to 220,000 consultants and freelancers whose remunerations accounted for an overall € 1.1 bn.
- The disclosure and publication of PA consultants and freelancers wages, as well as remunerated contracts awarded to civil servants, within the so-called “Transparency Operation” have attracted a high public interest and media visibility.
- Moreover, the Department for Civil Service regularly forwards to the National Audit Office a list of all the Administrations that breach the obligation to disclose and publish consultants and freelancers remunerations. Contravening administrations are forbidden to appoint consultants for the following year.



Union secondments and time off work

- In the framework of the “Transparency Operation”, all the leaves granted by Public Administrations to civil servants to participate in Trade Unions activities (secondments, “leaves of absence” and time off work) or elected public office have to be published online.

- Data for the 2008, available in a Report to the Parliament, shows that:
 - the overall cost estimates related to periods of absence for Trade Unions activities accounted for € 148,891,450, corresponding to more than 1 million working days lost.
 - the time off work and leaves of absence for elected public office adds up to 739,667 working days, corresponding to absence from service of 2,027 employees a year, with a cost equal to € 62,837, 000 (based on an average salary of €31.000 a year).

- A Decree signed by Minister Brunetta on February 23, 2009 mandates for the year 2009 a 15% cut of all leaves for Unions activities.



“Not only idlers” (“Non solo Fannulloni”)

- The so called “Not only idlers” (“*Non solo Fannulloni*”) Initiative aims at highlighting the numerous public administrations success stories, rewarding and publicizing them through a series of measures, namely:
 - the disclosure of public administrations good practices on the Ministry for Public Administration and Innovation website;
 - a “competition” to identify and reward the best achievements that public administrations have accomplished;
 - a thorough diffusion of the best results achieved to the benefit of other administrations.

- Under this initiative, 831 cases of “good administration” have been published on the website, and 412 self-reference declarations have been submitted.

- In the framework of the competition “rewarding results” there are 477 administrations and offices that are presently engaged in management improvement plans to be completed within December 2009.



The New Transparency Framework

- The Reform decree (n. 150/2009) sets a new standard in Public Administration transparency. Building on the positive results obtained with the above-mentioned initiatives, the decree sets a global framework for transparency, aiming at fostering a citizen-centered form of control.
- This new framework is a change of paradigm in the Italian administration, that shifts the focus from retrospective and individualized accessibility to real-time total transparency.
- Each administration, as from 2011, has to draw a Multiannual Transparency Plan in order to guarantee total online access to the administration performance planning and results, individual rewards schemes, as well as to all other aspects of the administration's business. The plan will also list all proactive activities in order to support citizen participation.
- The National Commission for Evaluation, Transparency and Integrity will provide technical support for the Plan and be the whistleblower. It will also gather all data on a Transparency Portal, that will promote Open Government.
- Sanctions are foreseen for managers in case of non-compliance or implementation failures.