

**Speech by Peter Waldorff, TUNED spokesperson, EUPAN/TUNED social dialogue meeting on leadership and management, 4 December 2006, Helsinki**

1. We in TUNED are pleased that, starting with our meeting in Gateshead last year, we have made it a tradition to agree joint declarations on some very crucial topics when we have our biannual social dialogue meetings.
2. Leadership and management is something that has an impact on all our members. Be it that they are managers, at top or middle level, that they are project managers or exercise self-management, or that they are merely subject to management.
3. The role of management is becoming increasingly complex as a result of increasing demands from the political level, employees and citizens; demands regarding budgetary constraints, efficiency, quality, employee satisfaction etc. Ongoing restructuring in public sector, such as decentralisation, privatisation and outsourcing, also poses new challenges to management, in terms of coordination and maintaining high ethical standards, to name but a few.
4. The role of leaders and managers is changing; from being a professional expert who manages and controls work, to acting as a tutor vis-à-vis employees who have been entrusted with responsibilities and decision-making powers. Today, employees want managers who are able to identify strategic objectives and who, at the same time, embody interpersonal skills such as presence, challenge and transparency. Human resource management is becoming increasingly important. And managers need to combine traditional management skills with competences such as communication skills and process management skills. This “professionalization” of management calls for continuing education, feedback, sparring and coaching of managers.
5. As we see it, management has a crucial role – in cooperation with the employees and their trade union representatives – to ensure that all employees are offered the opportunity to enhance their employability through strategic and systematic competence development. I would like to stress, that real influence on the development of their work place and their work is the single most important point of access for employees to develop their human resources, and – by so doing – to ensure their employability. This is not only a question of flexicurity, which seems to be top of the agenda in Europe at the moment. It is also a question of developing attractive work places in the public sector, which is the best and only answer to the challenges of demographic change.
6. I firmly believe, that placing the individual in the centre and focusing on personal competencies is a special and valuable feature of the public sector, and something the private sector can learn from.
7. It is also important that leaders and managers support actively equality and combat all forms of discrimination. Why? To maximise full potential of competences, retain the whole mass of talent in the work place and attract new ones. It is likewise important that managers ensure diversity. Why? To have the best basis for understanding and

acting in an optimum way vis-à-vis the surrounding world, while at the same time contributing to social cohesion.

8. Further, management has a key role in minimizing stress and preventing conflicts at the work place. This has to do with clear priorities, balance between demands and resources, a culture in which stress can be openly addressed, and, last but not least, space for employees to create a balance between their professional life and their private life. It is crucial for the work place culture that the leaders and managers, as role models, reconcile their professional and private life in a balanced way. Working time management, including negotiated flexibility, for managers and employees is a key issue. And, by this, we mean not working longer, but working smarter.
9. Finally, managers must ensure democracy, freedom of expression and trade union rights. There must be room for a genuine social dialogue with civil service trade union representatives and differences of opinion; and there must be a wide and clear framework for the freedom of speech of employees.
10. I want to stress that the development of state work places and the performance of state employees must be underpinned by collective agreements between trade unions and management – agreements that promote social dialogue on competence and quality development at the work place level, and provide support from the social partners at the central level in terms of professional guidance and funding.
11. This is why the statement should promote a well-structured and effective social dialogue at all levels, based on trade union rights. Leaders' support for fundamental rights as recognised at EU and International levels is a basic starting point for modern governance, modern administrations.
12. In my own country Denmark, the State Employer's Authority and the central trade union organisations are so committed to taking a joint responsibility for developing work places and staff performance that, seven years ago, we jointly set up the Centre for Development of Human Resources and Quality Management (SCKK).
13. To conclude, next year in June, a progress report on social dialogue will be submitted to the EU Public Administration Ministers. This will be a very significant marker for our cooperation. After 1 year of policy discussions, we think we can now adopt a more strategic approach. We need to better plan our meetings and for this we need to agree common issues, a timetable, and clearer decision-making rules. This is another strong demand we trust will be set in train under the forthcoming German Presidency.
14. While there is much enjoyment in being your guests, we would also like to co-host future social dialogue meetings in the near future. We trust that the German Presidency will further build upon our recent achievements and we very much look forward to a fruitful cooperation.

Thank you for your attention.