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The reduction of overheads Opportunity and feasibility of common support services

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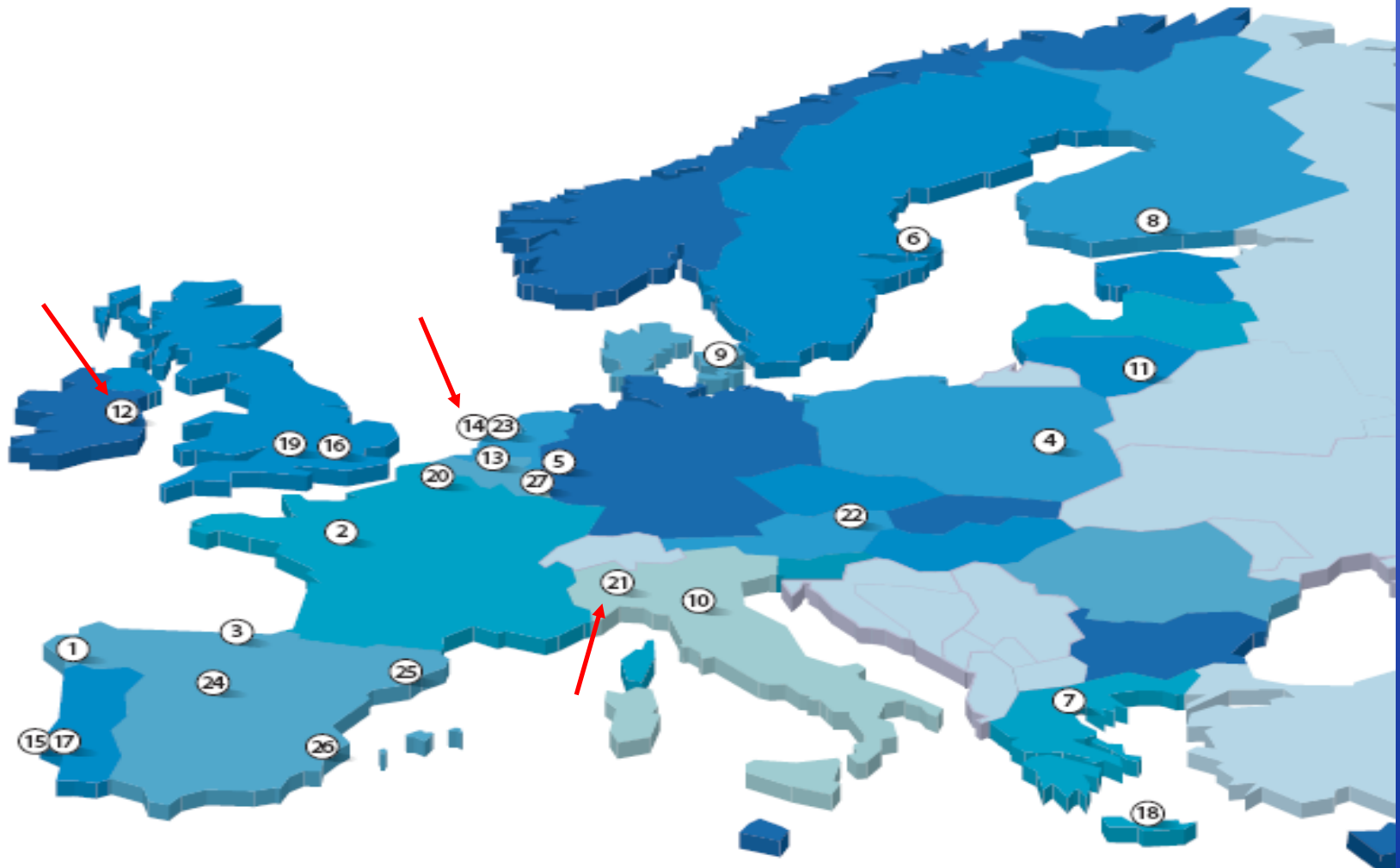


 **EU AGENCIES**
The way ahead





EU agencies





Characteristics of EU Agencies

- Many different locations
- Different technical, regulatory and scientific tasks
- Legally independent
- Operating within the EU regulatory framework



**Opportunity and
feasibility of establishing
common support
services for EU Agencies**

<http://www.europarl.europa.eu/studies>



Eurofound's strategy

- Insourcing research: increase staff in core operation
 - ▶ Doubling in 2 years time: 19 (2008) – 36 (2010)

- How?
 - ▶ Approval of 7 new/ reclassified posts (AD level)
 - ▶ Zero increase of support staff, including assistants



Dealing with less support staff

- Standardising and simplifying processes
- Using Commission services
- Grouping of transactions
- Decentralising
- In- and outsourcing



Common support services

- Objective
- Models
- Feasibility
- Current opportunities



Objective



European Parliament (2009), p. 24



Models for common support services

1. “Joint model” of service delivery
 - EU agencies receive services from the Commission

2. “Decentralised model” of task forces
 - each specialised in a distinct administrative task
 - located within one of the EU agencies

3. “Centralised model” for various administrative services
 - Centre for European Agency Support
 - Possibly with liaison offices at EU agencies' locations.



Common support services: current issues

- Inadequate responses to complaints
- Long time lags before services are provided
- High costs
- The "fit" of the services with agencies' needs
- Poor quality of services.



Feasibility: what determines the use of shared support service?

- Performance
- Organisation
- Legitimacy



Performance

- Economy
 - ▶ Transaction cost
- Efficiency
- Effectiveness
- Quality of service



Performance - Efficiency

Process efficiency	process optimisation
	automatisation
	standardisation

Cost efficiency	better use of infrastructure
	economies of scale through division of labour
	better use of human resources through specialisation



Performance

- Economy
 - ▶ Transaction cost
- Efficiency
- Effectiveness
 - ▶ Goal delivery
- Quality of service
 - ▶ Impact of centralisation: specialisation



Organisation

- Coordination
 - ▶ Autonomous entities need to coordinate
 - ▶ Challenging the silo mentality

- Task performance
 - ▶ Impact on core tasks
 - ▶ Diversity as a challenge to standardisation
 - volume, age, function of the agency



Legitimacy

- Accountability vis-à-vis stakeholders
 - ▶ Relationship with Commission
 - ▶ Expectations of the European Parliament
 - ▶ Reaction of host country (Council)



Current opportunities

- Optimise existing shared service provision
 - ▶ Communicate expectations
 - ▶ Initiate SLA

- Review regulation
 - ▶ Objective: Proportionate administrative burden
 - ▶ Actors: Commission and Agencies



Collaboration between Agencies

- Responding with goals and targets
- Knowledge transfer – using existing networks
- Benchmarking performance – exchange good practice
- Dedicate resources to share – systems and workflows
- Team up with other public administrations



Thank you

If you can not do great things, do small things in a great way