

## **Report of Workshop T48a**

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Workshop T48a on the training of civil servants and public affairs training was organised by the Institute of Administration of Canton on the 10th and 11th of July 2010 with the support of ENA (France). This workshop was a continuation of workshop WS43 on the training of Public Administration leaders which was co-organised by ENA and the IRG on the 4th and 5th of October 2007 in Strasbourg. These two workshops brought together approximately ten European and Chinese public administration schools (or universities). Between these two workshop sessions, which took place as part of the China-Europa Forum, the Chinese partners also met together from the 22nd to the 24th of September 2008 at the Institute of Administration of Gansu during a seminar on Innovations in Civil Servant Training Systems held in China in which Pierre Calame and Chen Lichuan participated.

From a methodological standpoint, both workshops followed a similar format of exchanges structured around 3 axes : combining of knowledge, sharing of experiences and perspectives for cooperation as common challenges for the workshop themes. A presentation made by one of the parties present was always followed by reactions and questions from the other. The debates amongst the Chinese participants were often more heated and contradictory than the debates between the European and Chinese participants. Reflections on the similarities and differences between training systems often showed common stakes and the difficulties in coming up with a single model. In China there are two heterogenous systems which coexist (universities/public administration schools) ; in Europe there is little evolution concerning the great heterogeneity of training systems of its member countries.

Moreover, because of the great diveristy of the politico-administrative cultures of the represented countries, large differences exist amongst European countries with regard to the perception of public administration positions : the French are very attached to the «career» model, as opposed to job model. On this point France is closer to China than its European neighbors. The constitutional model itself (centralised State, federal State...) is such that the training process of civil servants does not have the same functions from one

country to another. For example, in Germany, continuing public administration training has the mission of connecting representatives of geographically distinct administrations (Länder), while ENA is more preoccupied with public management training in a democratic centralised State like France. In this way the process of civil servant training in France appears more similar to that of Chinese public administration schools, aside from the difference in political regimes of the two countries. In China, for example, the training of civil servants is organised at various levels around the strategy of development and political orientation defined by the central government.

Aside from the differences in socio-cultural and politico-administrative context, the evolution of society in each country is leading to common evolutions in training systems :

- The introduction of the practical in public affairs training (and therefore the importance of the number of practitioners included in the teaching body, as well as case studies) allows civil servants to adapt to the numerous situations they will encounter during their careers.
- The necessary enlargement of teaching contents in order to confront the diversification of student profiles (varying education levels) and the diversity of the administrations' demands must find a balance between society's needs and the personal needs of civil servants.
- An increasing importance in training is being accorded to societal questions. In China, the government is putting a priority on the construction of a harmonious society as it faces growing inequalities and collective incidents ; in Europe more and more attention is also being accorded to social questions.
- Training programs, both long and short courses, need to respond better to the demands of new situations in our societies in order to better manage unexpected events (therefore necessitating a better articulation of initial training with continuous training).

If there is a theme that seems to emerge for the meetings to come, it is the great challenge of coming up with a common understanding of the role of civil servants in a world that is increasingly more interdependent, more complex and more intercultural. We must reflect together, Chinese and Europeans, on the vocation of public administration, on the vision of society, on the values of

public service and civil servant ethics such as integrity, responsibility and humanism.

Mr Jacek Czaputowicz, director of the National School of Public Administration of Poland, and present in Canton and Hong Kong during the third edition of the China-Europa Forum, expressed his wish to organise the next workshop in Warsaw in 2012 or 2013. On the Chinese side, The Institute of Administration of Guangxi envisages, with the engagement of its administration office director, Mr Huang Xinyue, to organise a workshop during the 5th China-Europa Forum taking place in China in 2016.

### **European participants list :**

- **JACEK CZAPUTOWICZ (Poland)**
  - Former Deputy Head of the Polish Civil Service
  - Director of the National School of Public Administration (KSAP)
  
- **PHILIPPE BASTELICA (France)**
  - Directeur des relations internationales, Ecole Nationale d'Administration
  - Conseiller des Affaires étrangères
  
- **AIDAN HORAN (Ireland)**
  - Director of Training and Development, Institute of Public Administration (IPA)
  
- **CHRISTIAN KOCH (Germany)**
  - Teaching at the University of German Administrative Sciences Speyer
  
- **ALBERT CHEN LICHUAN (France)**
  - Administrator of the Institute for Research and debate on governance (IRG)
  - Coordinator for the Workshop T48a "The training of civil servants and the training in public affairs"