

# CITIZENS AT THE WHEEL



May 2002



MODERNISING &  
DANISH &  
GOVERNMENT

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# FOREWORD

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The public sector needs modernisation. The government wishes to give each citizen greater freedom of choice, legal rights must be strengthened, and government funds must be used to create the greatest possible public welfare. More time should be devoted to services for the benefit of the citizens and businesses, and less time on administration.

The public sector must focus on securing welfare, and on supporting individual initiative, which is the motor behind the development of society.

Already in the first months of its term in office, the government has presented a number of proposals designed to create an improved public sector. But the work does not stop there.

The government's modernisation programme provides a framework for the renewal that the coming years will bring. The programme describes the government's goals for the public sector of the future and includes examples of measures that are being set in motion.

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In dialogue with the relevant parties, the modernisation programme will be followed up by initiatives aimed, amongst other things, at creating freedom of choice, greater simplicity and improved quality. Accordingly, citizens and businesses, as well as local authorities, are encouraged to submit proposals that could contribute to the renewal of the public sector.

The modernisation programme will provide all parts of the public sector with a clear signal regarding how it should develop. This will allow public institutions and authorities to develop initiatives of their own that accord with the government's aims.

The government's modernisation programme provides the foundation for the public sector of the future, and for a welfare society based on freedom and solidarity.

THE DANISH GOVERNMENT

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# THE GOVERNMENT'S PLANS FOR THE PUBLIC SECTOR

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The government would like to see a renewal in the public system that sets the individual before the system. Individuals must have greater freedom to shape their own lives.

This modernisation must ensure that the public sector:

- is based on the free choice of citizens
- is open, simple and responsive, and
- provides value for money.

The public sector should adapt to suit the needs of citizens – not the other way around. Consequently, the existing structures and responsibilities must be subjected to a critical examination. The government will create simpler and more transparent rules, and do away with systems that stand in the way of the expression of individual initiative.

The common responsibility for the most vulnerable members of society must be united with the personal freedom to choose between different solutions. The government has confidence in the ability of the individual to take such decisions. Metaphorically speaking, the citizens must take the wheel.

# A PUBLIC SECTOR BASED ON THE CITIZEN'S RIGHT TO CHOOSE

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There must be greater personal freedom to choose between different solutions.

By means of a number of initiatives, the government will ensure that:

- Freedom of choice is enhanced in key social service areas
- Citizens have alternatives to choose between

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## FREEDOM OF CHOICE IN KEY SOCIAL SERVICE AREAS

Surveys show that people would like to have freedom of choice, but also that most people are quite satisfied with the level of service they receive from the authorities. People often prefer to go to the nearest hospital, or to retain the home helper they already have. But freedom of choice will give people other options that they do not currently possess.

We all have common responsibilities, such as to ensure that elderly people receive the personal assistance and care that they require. But individuals must be allowed to choose how this is done. This means that the elderly should be provided with a free choice of home help services, residential homes and care homes.

Free choice must be available to everyone – most of all, perhaps, to those who are not accustomed to making a fuss and getting their own way. Greater freedom of choice will provide citizens with a more responsive public sector.

Freedom of choice can also mean a greater sense of security – such as when people are offered the option of being treated at

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a private or overseas hospital if the waiting list for treatment at a public hospital exceeds two months.

A prerequisite for freedom of choice is an adequate level of information concerning the various choices and services that are available.

A choice of alternatives does not mean that the individual citizen can get whatever he or she likes. Freedom of choice must exist within an order of priorities and a politically determined level of service. Moreover, the public authorities will continue to be responsible for maintaining standards of quality, to ensure that, for example, hospital treatment is of top quality and that schoolchildren receive high-quality education.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- In its reform programme *Welfare and Freedom of Choice*, the government has presented a co-ordinated strategy for increasing the level of choice in the public sector.
- An Internet-based tool allowing citizens to receive up-to-date and comparable *information on local government services* will be at the disposal of municipalities and counties.
- It will be made mandatory for educational institutions to *publish information on the quality and content of their courses*.
- The aim is that all hospital departments issue *quality statements* during 2003. These statements will contain information on such matters as patient facilities, departmental personnel, and the ability of the department to meet specified goals in treatment and care.



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## A CHOICE OF ALTERNATIVES

Freedom of choice is only meaningful if there are alternatives to choose between, both with regard to solutions and suppliers. Suppliers should compete to provide the best solutions. The government will create a framework to allow different suppliers to offer innovative solutions and to create diversity in the services offered to users.

The aim is to provide several alternative suppliers within the areas of free choice. Here, too, we need to explore new paths.

We must open up for a broader range of private and state suppliers, as well as voluntary organisations.

It is vital that the level of quality is satisfactory. Freedom of choice will itself increase the level of quality, as the citizens reject inadequate offers. In this way, freedom of choice will also help to focus public resources, ensuring that the right service is delivered at the right time.

However, the overall responsibility for the quality of government-financed services will always be borne by the relevant public authority.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- A joint central/local government committee will secure initiatives to create *more suppliers*, particularly in the areas of free choice.
- *A uniform basis* will be created for the *submission of tenders and offers in public services*, making it easier for government to hold tendering procedures and for private companies to bid for government tasks. Safeguards must also be provided to ensure that the focus is on services and quality, to avoid resources being wasted on bureaucratic tendering procedures.

# SIMPLIFICATION — AN OPEN, UNCOMPLICATED AND RESPONSIVE PUBLIC SECTOR

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The government will create an open, uncomplicated and responsive public sector. Accordingly, initiatives are being established across a broad front in order to strengthen the position of citizens and businesses in their relationship with the public sector.

The government will focus on:

- Strengthening legal rights
- Rule simplification and relaxation of administrative requirements
- Simplification of the public sector
- Openness and coherence

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## STRENGTHENING LEGAL RIGHTS

Government is becoming involved in ever more areas of life. This is inevitable in a modern society, but it also increases the need to set clear limits. In a number of areas, the public sector possesses powers that could be seen as very intrusive to the citizen. The government will work to strengthen the legal rights of citizens.

Legal rights also encompass the right to complain about government decisions, and the right of people to monitor their own cases. The government wishes to make it easier for people to find out where and how they should direct complaints if they are dissatisfied with the way they have been treated.

The government will launch initiatives to create greater openness in administration. Information technology will be utilised to create more transparent administration.

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Increased and extended use of the Internet in citizen-government communications presupposes that the individual can have confidence in the authorities' storage and use of personal data. It is vital that personal and other sensitive data is treated in confidence, and that the individual citizen is granted insight into the treatment of his or her own data.

Local government is responsible for a very large proportion of the administration that is oriented towards citizens. Hence the way that a particular council runs a municipality can be of great significance for the individual. Consequently, the government believes it to be important that there is a sufficient degree of openness about council decision-making, and that council members have adequate tools to enable them to bear their responsibilities.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- With a view to making adjustments, a *legal rights commission* will examine the rules that allow government to demand information from citizens and to acquire access to private homes or businesses without a court order.
- *Full compensation for legal expenses* will be granted to citizens who win legal disputes with the revenue authorities outright or for the most part.
- If *home help services* have been partially or wholly cancelled, local authorities shall be obliged to guarantee that these *be made available to citizens who are entitled to them within a limited period of time*.
- *A thorough revision of the Public Access to Information Act* will be undertaken in order to create greater openness in

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public administration, as well as a correct and up-to-date balance in the rules in this area.

- A commission will be appointed to examine whether *the tools available to local council members are adequate*, and whether *the supervision by the central authorities of local authority finances, in combination with that of the responsible auditors, is up-to-date*. The examination will run until the end of 2002.

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## RULE SIMPLIFICATION AND RELAXATION OF ADMINISTRATIVE REQUIREMENTS

Exaggerated and complicated regulation is not merely a burden for citizens and businesses – it also entails unnecessary internal administration in the public sector. This uses up resources that could be devoted to such primary tasks as education, health and care of the elderly.

The government has asked all public authorities to work in a focused manner towards rule simplification and the simplification of administration. The government's clear goal is to ease the administrative burdens on citizens and businesses, making it as simple as possible to contribute to the development of society.

The government is aware that rule simplification will in some instances mean that a number of considerations will have to be weighed against each other. Rule simplification grants greater responsibility to citizens, but may at the same time mean that special interests cannot be accommodated to the same degree as formerly.

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The government prioritises high quality in legislation. Legislation should only be undertaken when necessary, and alternatives to legislation should always be considered. At the same time, new laws and regulations must be subjected to a thorough assessment of their consequences, so that they impose the least possible economic and administrative burden on citizens and businesses.

The government's efforts towards rule simplification are necessary, but not sufficient, to ensure that the administrative burden is reduced for citizens and businesses. Part of the relevant legislation springs from our co-operation with the EU. The government will consequently work towards better EU rules and more openness in the decision-making process.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- In spring 2002, *all ministries will examine their areas of jurisdiction for superfluous and inflexible regulation*. Against this background, the government will publish an integrated plan of action for rule simplification, administrative simplification and digital solutions before the end of June 2002.
- Citizens and businesses *may submit difficult-to-understand government documents* to the Ministry of Finance, who will assess the need to simplify the relevant regulations and make such documents more comprehensible.
- By June 2003, all ministries must have *removed any unnecessary legislative or other requirements that could comprise an obstacle to e-government*, including any requirements that hinder the use of digital signatures.

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## SIMPLIFICATION OF THE PUBLIC SECTOR

Efficient and flexible administration requires not only that rules applying to citizens and businesses are simple and transparent, but also that there is a critical examination of the organisation of the public sector.

The government has begun its term in office with the most comprehensive reform of central government since 1953. The organisation of central government now reflects modern requirements and the government's political priorities. In addition, greater coherence has been created between the ministry lines and the tasks at hand.

An examination of all councils and boards revealed that a large number of such bodies could be merged or abolished, releasing resources needed for social service tasks. There is no law of nature that dictates which tasks should be performed by the public sector and financed by taxation. The government will examine the boundaries of state responsibilities on an ongoing basis, with the aim of creating greater welfare and less bureaucracy.

More and more tasks require collaboration between different parts of the public sector. A number of municipalities are already addressing cross cutting issues, for example in the area of family and children's welfare. Many municipalities also collaborate across local government boundaries. Extended possibilities for interdepartmental co-operation must also be created in central government. Since the performance of many tasks involve several different public institutions and authorities, public employees should be encouraged to work interdepartmentally.

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The government wants to set the country's local authorities free to change, develop and bring innovative solutions to the considerable challenges faced by the public sector. The government believes that local authorities, which are in daily contact with citizens, may have many good suggestions for better internal organisation of the public sector.

The goal is to create a flexible and transparent public sector that is capable of making rapid adjustments to accommodate new needs.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- *The privatisation of a number of state companies* is under preparation, and *a general privatisation policy* is being worked out.
- *The critical examination of councils and boards, etc.*, will be continued with the aim of ensuring the optimal exploitation of central government resources.
- Models will be developed to provide inspiration for *inter-departmental organisation and collaboration* in the central government, including financial models, physical and technical structural frameworks, employment and payment-related factors, and the principle of accountability.
- All local authorities are encouraged to contribute creative ideas and to point out potential problems – large or small – that could hinder the *development of municipal services*.



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## OPENNESS AND COHERENCE

It is an important priority for the government that the public sector functions in an open and non-bureaucratic manner, reflecting the needs of citizens and businesses.

The government will increase the level of coherence in the public sector. The internal distribution of responsibilities within the public sector must not stand in the way of flexible and efficient service.

Dealings with the authorities, for example in connection with change of permanent address or starting a company, must be made simpler. The aim is to avoid imposing difficulty and administrative burdens on citizens and businesses by encouraging better cross-cutting co-operation in the public sector. The government will strengthen the level of collaboration between the various authorities when a person is passed from one institution to another, for example while being treated for an illness or in receipt of care, or while studying. It should not be the responsibility of the individual citizen to ensure that the processing of cases by the authorities is coherent.

The public sector must – wherever possible – aim to provide citizens with a free choice between traditional forms of communication with the authorities (post, telephone or personal interview) and self-service solutions via the Internet. The government will ensure easy, safe and secure Internet communication with the authorities. This will also mean that citizens and businesses will no longer be dependent on restricted public sector opening hours.

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Information technology will underpin the creation of a more open, user-oriented and democratic administration. As e-government becomes more widespread, it is the government's aim to allow citizens and businesses to monitor the progress of their own cases via the Internet, and to be able to receive information on case procedures, decisions and case processing times. The government also wishes information technology to be used to strengthen the level of dialogue between citizens and politicians.

Citizens and users should be involved and consulted. This will be more far-reaching than the influence currently enjoyed by citizens via user boards, etc. – it's a fundamental matter of every public institution being responsive and open towards citizens. But this naturally presupposes that citizens will assume a certain degree of responsibility, and make an active contribution towards helping to shape the public sector – such as by taking an active part in the development of their children's schools.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- In collaboration with local authorities, *a prioritised list will be prepared during 2002 of the co-ordinated digital services* that the state and local authorities ought be able to supply to citizens – such as services and forms that are concerned with families with children.
- By the winter of 2002/2003, anyone who wishes to do so will be able to use a *digital signature*.
- At the beginning of 2003, *a public business portal* will be launched, providing information and services which can be combined according to the needs of individual companies.

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- Prior to the end of 2002, a plan of action will be launched to *secure better conditions for the disabled in the area of IT and telecommunications*.
  - *A survey of central government case processing times* will be carried out, with the aim of identifying faster solutions. The government will encourage local authorities to undertake equivalent examinations of their own case processing times.
  - A strategy will be formulated to permit *easy access to one's own personal data*.
  - *The direct involvement of citizens must be secured in the running and use of the state's nature reserves*. Citizens, associations and local authorities should, for example, be consulted whenever facilities are established for the recreative use of natural areas, the provision of information on nature, or for the care of nature and wildlife in areas owned by the state.
  - In 2002, *guidelines on user surveys, and a web-based ideas catalogue on user consultation* will be published.

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The public sector is faced with major challenges in the coming years. The composition of the Danish population is changing. The number of elderly people will rise sharply, while the number of persons of working age will remain by and large unchanged. This will exert considerable pressure on state expenditure, and more people will be needed to provide care.

This alteration in the population will also make itself felt internally in the public sector. A large number of public employees are about to reach retirement age. The current relatively small youth population will make it a major problem to attract enough young people to replace those who retire.

If a balance is to be maintained, the public sector must become more efficient in the coming years and supply more services for the same resources. Within the state sector, the government will retain its priorities, so that resources may be transferred from administration to public welfare. All parts of the public sector will be obliged to examine how tasks can be performed better and at a lower cost.

The government will create more value for money by:

- Utilising IT as a means of creating efficiency
- Performing state tasks better and more cheaply
- Securing modern management and better workplaces

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## CREATING EFFICIENCY THROUGH IT

The government will bring Denmark to the forefront of developments as a modern IT and knowledge-based society, and will utilise new technology to alter the way that work is performed in the public sector. The aim is to provide citizens and businesses with better service, and to release public employees for tasks that contribute directly to the welfare of citizens.

Greater efficiency and less bureaucracy will be created by re-thinking the entire process of task performance. Accordingly, the government will take new paths and will challenge customary working procedures and paper-based routines in every area.

In the coming years, investments made in e-government can eliminate manual, routine case processing and reduce administration times. The goal is the establishment of more efficient public working practices, as well as faster and more correct case administration, for the benefit of citizens and businesses

New technology must contribute to the creation of increased collaboration across the boundaries of the public sector. With regard to the legal rights of citizens, it must be ensured that the exchange of information is possible between state IT systems, so that people come to experience the public sector as a well-functioning whole. This will eliminate double work, and will prevent people having to provide the same information several times.

Government must in general be able to offer citizens and businesses secure electronic mail as an alternative to postal mail.

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Moreover, time, paper and postage will be saved by the transition to electronic communication between public authorities.

The use of IT must contribute towards a development in which citizens and businesses will be using IT in many different contexts. By investing broadly, the government will ensure that everyone in Denmark will have the chance to jump on the IT bus.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- The government will encourage public authorities to *exchange information electronically*. Amongst other initiatives, the government will, in collaboration with local authorities, stipulate an "E-day". After this day public authorities – within appropriate security guidelines – shall be entitled to communicate with each other by electronic means alone, and eliminate the paper versions of their communications with other authorities.
- *Electronic case and document processing* must be extended to the entire public sector.
- There will be greater opportunity to *establish "home computer" schemes, and greater tax relief for employer-financed data communication*.
- The state and local authorities will collaborate on *Project e-Government*, which will remove obstacles to e-government and pave the way for the production of coherent solutions for citizens and businesses.

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- The *following areas will be examined* with a view to introducing digital solutions and greater efficiency in case procedures: services aimed at families with children, business services, the integration of immigrants and refugees, social welfare and health services, car registration, the labour market, and mapping and geodata.

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## BETTER AND CHEAPER

The protection and enhancement of our welfare society requires a solid economic foundation and a well-run public sector. The government will clarify the results of public spending.

The division of labour is clear. The democratically-elected politicians will decide the services and level of quality that is to be provided within the given economic framework, while operations and the organisation of work within individual institutions will be the responsibility of the institution's management. Along with the greater leeway for management goes greater responsibility for the results.

Accordingly, costs and results must be fully visible. Today, it is in practice very difficult to specify the cost of public services. Rent, for example, might be paid from one account, pensions from another and administration expenses from a third. This makes it difficult to assess whether or not there is a satisfactory level of efficiency, and to compare the efficiency of different institutions. Consequently, the political prioritisation of public funds requires that expenditure be made visible and transparent.

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The government wishes to reward institutions according to their efforts. In some areas, the amount of financing available will depend on the number of citizens who choose the suppliers of particular services. In this way, the suppliers of such services will enter into healthy competition to increase quality as far as possible within the financial limits.

The increasing competition emphasises the need for each individual institution to work systematically to improve quality and efficiency. A useful tool to this end is a holistic model, which covers every factor of significance for the improvement of quality, such as skill enhancement, sound financial practices and responsiveness towards citizens and users. Such an approach provides insight into the strong and weak sides of an institution, and enables comparisons to be made with other institutions.

A fresh look needs to be taken at the organisation of the public sector. Public institutions should not be preserved for their own sakes. All too often, new tasks have given rise to new institutions, without careful consideration of whether the tasks in question could have been undertaken by existing bodies. It should be possible to utilise new solutions at every level. The interplay between the public sector and voluntary organisations, for example, could be enhanced and could contribute to the development of solutions that are more responsive to the needs of citizens.

Ongoing assessments will be made as to whether the organisation of tasks is up-to-date. As a consequence of the government's tax stop, for example, it has been decided to abolish the current 224 tax assessment committees and 27 supervisory



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boards. In their place, a smaller tax assessment appeals organisation will be set up, consisting of 15 regional assessment appeals boards under the auspices of the state.

The government will challenge established habits and create greater scope for the application of new ideas. New initiatives are often halted by the fear of failure. Unfortunately, this has in the past been an obstacle to the development of the public sector. Naturally, great caution must be exercised when the legal rights or health of citizens are at stake, or in the case of projects with potentially wide-ranging financial consequences. But a culture must be created that rewards innovation. The government will encourage new solutions that can save time and effort, releasing more resources for the most important tasks.

For the government, the essential issue is not whether public or private employees undertake the tasks in question. The focus should be on the price and quality, not on who carries out the work. Competition must be utilised to create better quality and greater efficiency. To enquire into prices and quality must be the rule – not the exception.

Existing obstacles to outsourcing must be removed, and ongoing assessments must be made of which government tasks could be exposed to competition. At the time same, it must be ensured that private companies have the opportunity to challenge the efficiency of the public sector. Local and central government must be able to explain why a given task should be undertaken by the public sector, if a company makes the case that it can perform the same task better and at a lower price.

Government ability and capacity to hold tendering procedures and approve the quality of external suppliers must be strength-

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ened. The public sector must, amongst other things, become better at handling the challenges of Human Resources Management. The objective is to reduce the expense and difficulty associated with issuing tenders and procedures, and to secure a high level of quality, irrespective of whether the supplier is a public or private company.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- *Central government performance management must be simplified, and must have an increased focus on outputs and efficiency.*
- *A new and uncomplicated quality development tool (the Common Assessment Framework, "CAF") will be placed at the disposal of central and local government.*
- *Central and local government accounting will be based on accruals in order to make the costs of public services visible, and to increase the price comparability of public and private suppliers. At the same time, it will be considered whether central and local government budgets should be based on accruals, in order to create a better basis for prioritisation and improvements in efficiency.*
- *A paper on simplification, digital solutions and increased efficiency in the working practices of regional administration will be introduced.*
- *An innovation prize will be created for the public sector. This prize will be awarded to individuals or companies, employees or managers, who can produce original proposals for better and more efficient service.*

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- Private companies *will be able to challenge central and local government services* in terms of price and quality.
  - All local authorities and ministries will be required to prepare a *strategy for improving the efficiency and quality* of their services. Amongst other things, these strategies must consider how public tenders can create greater efficiency.
  - Non-binding guidelines will be created to *promote co-operation between public and private companies* and to *increase public sector tendering competencies*, e.g. via the creation of a public tender portal on the Internet.
  - *The Competition Act will be tightened up* to prevent local government deciding whether or not imposed restrictions on competition are lawful, and to stop public sector rules from imposing unnecessary limits on competition.
  - *The State Outsourcing Board will be altered and consolidated.* The Board's remit will be extended to the entire public sector, and it will be given a more active role.
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## MODERN MANAGEMENT AND BETTER WORKPLACES

Most state institutions function well and provide high-quality service to citizens and businesses. It is thanks to the efforts of public employees that, every day, child-minding, care of the elderly, education at every level and treatment of the sick is carried out all over Denmark. The large number of skilled and committed employees and managers is an important resource that must not be taken for granted.

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Accordingly, the government will focus more on employees and management in the public sector. The individual's access to professional and personal development must be improved. The aim is to make the public sector even better, and to enable it to recruit and retain the necessary staff.

The scope of the individual should be determined by his or her skills, not by narrow lines of demarcation. The public sector must dare to employ people with atypical qualifications. Refugees and immigrants, for example, who have trained as doctors or nurses abroad, should be welcomed into the Danish health service.

A continued rise in the labour force is a prerequisite for maintaining the level of service that we know today. The goal is to ensure that many more people are in employment in the period up to 2010. This can only be achieved if the state and the private sector become better at integrating everyone into the labour market. The government must take the lead in the state area, and show how workplaces can be enhanced by diversity.

The government's aim of empowering the individual also applies in the areas of personnel and management. Inflexible systems and rules that stand in the way of staff creativity and professional development should be eliminated.

The efforts of staff to provide good service to citizens and businesses is too inhibited by rules, procedures, lines of demarcation and collective agreements. Over the years, a system has been constructed that contains too many stand-alone collective agreements, established organisational practices and rules

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governing working hours. Such rules can act as an obstacle to mobility and flexible working practices, so there is also a need for simplification in this area.

State institutions should have the opportunity to adjust their organisation to suit their tasks. New organisation forms, flexibility and delegation of responsibility are also tools with which to recruit and motivate employees. The public sector must make use of its ability to offer interesting and meaningful work content, which can provide the basis for an employee's professional and personal development. Ongoing skill enhancement is the key to retaining value on the labour market.

By using new, more flexible payment systems, the government will demonstrate that it is worthwhile to make an extra effort. At the same time, it is expected that staff will contribute to the joint tasks to the best of their ability. This principle applies both to employees and management, and inefficient management must have consequences.

Experience indicates that it is difficult to create change and innovation in the absence of the necessary managerial focus. The efforts by employees are closely related to the quality of management. Consequently, investments must be made in the further training of public sector managers.

In the individual workplaces, management and staff must jointly create results. Through the modernisation programme, the government wishes to create a framework within which public sector employees can provide high quality to citizens and businesses.

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EXAMPLES OF  
GOVERNMENT  
INITIATIVES:

- The development of a *value-based central government policy on Human Resources Management*, including the formulation of a charter containing key values, and the granting of greater leeway to state institutions in implementing the policy.
- Faster *ascertainment of the qualifications of newly-arrived foreigners*.
- "*Time for Service*": an examination of ways in which public employees can devote more time to service, rather than administration.
- A *simplification of rules in the area of personnel administration*, in collaboration with the relevant staff organisations.
- A *consolidation of skill enhancement* among state employees, including the training of staff in e-government.
- The development of *initiatives for more professional management* in the state sector. These initiatives will encompass individual managers, new managers and the internal co-operation within the managerial group in individual institutions.
- In close collaboration with the National Association of Local Authorities in Denmark and the Association of County Councils, *attention will be brought to bear on the challenge of public management across sectors*.



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The government's modernisation programme creates the basis for an improved public sector, in which the freedom of citizens, legal rights and public welfare are central.

The challenge now is to transform the government's plans into concrete improvements for citizens and businesses. In every part of the public sector, a focused effort must be made towards renewal. In dialogue with citizens and businesses, the government will secure continued progress in the modernisation of the public sector.

A number of focus areas involve several sectors. These include freedom of choice, greater co-operation between the public and private providers, rule simplification, e-government, improvement of quality, and public management. The government will invite local government to collaborate with the state on the major common tasks.

The goal is clear. The public sector must take the individual as its starting point. The citizens must stand at the wheel.



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