

## ANNEX I

*Members of the Steering Group*

	Name	Title/position	Ministry
Australia	Ms. Carmel McGregor	Deputy Public Service Commissioner	Australian Public Service Commission
Austria	Ms. Angelika Flatz	Director General	Federal Chancellery, Public Service and Innovative Administrative Development
Belgium	Mr. Jacques Druart	Head International Co-ordination	Federal Public Service Personnel and Organisation
Canada	Mr. Nick Wise	Executive Director	Treasury Board Secretariat
Denmark	Mr. David Fjord Nielson	Special Advisor	Ministry of Finance
Finland	Ms. Katju Holkeri	Head of Government Policy Unit	Ministry of Finance
France	Mr. Daniel Aunay	Chef de la mission des relations internationales	Ministère du Budget, des Comptes publics, de la Fonction publique et de la Réforme de l'État
Italy	Dr. Pia Marconi	Director General	Department of Public Administration
Japan	Mr. Shinya Shimada	First Secretary	Permanent Delegation of Japan to the OECD
Netherlands	Mr. Dick Hagoort	Head of the Department on Analysis, Labour Market and Macro Economic Counselling	Ministry of the Interior and Kingdom Relations
Norway	Mr. Lasse Ekeberg	Deputy Director General	Ministry of Government Administration and Reform, Department of ICT Policy and Public Sector Reform
Sweden	Mr. Claes Elmgren	Advisor	Statskontoret
United Kingdom	Ms. Liz McKeown	Deputy Director, Analysis and Insight	Cabinet Office