

Public Governance and Territorial Development Directorate
Public Governance Committee

Network on Public Employment and Management

Draft Agenda: Public Employment and Management Expert Meeting

Senior Civil Service: Performance, Accountability and Organisational Success

26-27 November 2015
Paris, France

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Draft Agenda: Public Employment and Management Expert Meeting**Senior Civil Service: Performance, Accountability and Organisational Success****26-27 November 2015****Paris, France**

The OECD/GOV is pleased to present a unique and innovative expert meeting bringing together two long-standing communities to discuss common tools and mechanisms to drive performance in OECD Governments. This PEM expert meeting begins with a joint session with the Senior Budget Officials' Performance and Results Network to explore the linkages and connections between two interrelated dimensions of performance systems: money and people. This joint session and the subsequent PEM-focused meeting will explore the following questions:

- How can performance systems be designed to encourage greater use of performance information in decision making?*
- How can performance information be used to incentivise ambitious goal-setting and accountability in a politicized system?*
- What are the motivational instruments available to drive more effective use of performance information and what effects might these have on the performance of civil service systems as a whole?*

****First morning – joint meeting with the Performance and Results Network **in room CC12** ****

Thursday, 26 November 2015 (CC12, 9:00-13:00 / Room D, 14:30-17:30)

9:00-9:15

1. Welcome to Participants and Introduction

- **Mari Kiviniemi** , Deputy Secretary General, OECD
- **Rolf Alter** , Director, Public Governance and Territorial Development Directorate, OECD
- **Peter van den Berg** , Performance & Results Network Chair / State Councillor, Netherlands
- **Robert Cloarec** , Public Employment and Management Chair / Principal Secretary to the Council on Basic Values, Sweden

9:15-10:30

1.a. Delivering Organisational Performance: Mission, Measurement, Money, Management

Governments around the world are increasingly adopting goals and measures as a way to align activities in support of improved societal outcomes and enhance accountability. Experience has shown that national and international indicators can be remarkably effective tools in driving performance and enhancing accountability. But experience has also shown that they can sometimes provoke self-protective responses that interfere with performance and accountability gains. How can management and accountability mechanisms be designed to better allocate resources and enable better performance?

- **Shelley Metzenbaum Key Note Address** , Senior Advisor, the Volcker Institute; former Associate Director for Performance and Personnel Management at the White House Office of Management and Budget
- **Christian Kastrop** , Director, Policy Studies Branch, Economics Department, OECD

This keynote session will look at the agenda of performance holistically and ask how to best align performance measurement, budgeting processes and accountability regimes for the senior civil servants charged with achieving measurable results.

10:30-11:00	Coffee Break and Networking
11:00-12:45	<p>1.b. Measuring Performance and Aligning Performance Accountability</p> <p>Can performance systems be bespoke? Better outcomes are the objectives for all organizations and civil servants, but they may not always be the proper measure of performance. How do past experiences inform what to measure, how to measure, and how to hold organizations and individuals to account? How are countries aligning organizational objectives with individual goals and accountability?</p> <ul style="list-style-type: none"> • Pia Lövengren Ravn , Agency for Modernisation, Ministry of Finance, Denmark • Dr Orlaigh Quinn , Department of Public Expenditure and Reform, Ireland • Dr Damian West , Australian Public Service Commission <p>Can organisational performance metrics and senior civil service accountability be better aligned so that performance information supports continuous innovation and improvement? Recent experiences in the United Kingdom provide shared budget and management perspectives on performance.</p> <ul style="list-style-type: none"> • Simon Madden , Cabinet Office & Johannes Wolff , HM Treasury, United Kingdom
12:45-13:00	<p>1.c. A Summary Report of Aligning Performance Measures, Management and Budget</p> <p>Setting the stage for independent dialogue for the Performance & Results and Public Employment and Management networks. How can subsequent discussions be better informed of governments' broad performance agendas?</p> <ul style="list-style-type: none"> • Shelley Metzenbaum , Senior Advisor, the Volcker Institute; former Associate Director for Performance and Personnel Management at the White House Office of Management and Budget • Robert Cloarec , Public Employment and Management Chair / Principal Secretary to the Council on Basic Values, Sweden • Peter van den Berg , Performance & Results Network Chair / State Councillor, Netherlands
13:00-14:30	Lunch *** From this point, PEM Expert splits for own meeting in room D***
	2. Goals, Measurement and Incentives for SCS Accountability
14:30-15:45	<p>2.a. Goals, Measurement and Incentives for SCS Accountability, pt. 1</p> <p>Goals focus, energize, encourage persistence, and stimulate discovery. To drive significant performance gains, goals need to be specific and challenging, not general or easy. While specific, challenging targets drive progress toward any kind of goal, at some stage government agencies need to adopt outcome-focused targets. When they fail to do so, they inevitably get caught on a treadmill managing what they do, rather than what they are trying to accomplish.</p> <p>Measurement can motivate, illuminate, communicate, and inform choices, and, in so doing, strengthen accountability and improve outcomes.</p>

Incentives have the power to change behaviour that can improve outcomes. Extrinsic incentives in the form of externally promised financial rewards and threatened penalties can motivate, but they can also discourage and trigger dysfunctional responses, including performance-dampening, accountability-reducing responses such as outcome avoidance, measurement manipulation, and timid targets.

This session will look at how goals are set for senior civil servants in select OECD countries and how they are measured against these goals. It will consider the experience of OECD countries in trying to link rewards with goals and measurement, and explore what may make sense in the public sector context.

Chair

- **Dr Orlaigh Quinn** , Department of Public Expenditure and Reform, Ireland

Case-Studies

- **Sissie Derdelinckx-Furhmann** , Ministère de la décentralisation et de la fonction publique, France
- **Debra Tattrie** , Treasury Board of Canada Secretariat
- **Susanna Rihs** , Austrian Federal Chancellery

Discussant

- **Shelley Metzenbaum** , the Volcker Institute

Open Discussion

- How do OECD countries set ambitious but achievable SCS performance targets which enhance organisational effectiveness and efficiency?
- How can countries align the need for long-term, challenging targets with shorter-term political cycles and annual budget cycles?
- What role can incentives play in promoting the achievement of performance goals (promotion, performance pay, bonuses)?

15:45-16:15	Coffee Break
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16:15-17:30	2.b. Goals, Measurement and Incentives for SCS Accountability, pt. 2
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Chair

- **Dr Orlaigh Quinn** , Department of Public Expenditure and Reform, Ireland

Case-Studies

- **Simon Claydon** , UK Cabinet Office
- **Dr Iris Nehemia** , Civil Service Commission, Israel

Presentation

- **Daniel Gerson** , OECD: SCS management , performance and accountability: considerations for the next SHRM survey

Discussant

- **Shelley Metzenbaum** , the Volcker Institute

Open Discussion

- How do we achieve a balance between concrete targets and the flexibility required to innovate and respond to shifting priorities?
- How to incentivise working across silos?

From 17:30	Cocktail (with SBO Performance and Results Network)
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Friday, 27 November 2015 (Room D, 9:30-13:00)	
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9:30-10:45	3. Building towards SCS accountability for performance: enablers, barriers and challenges
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While many governments aim to align performance data and SCS accountability systems with results, many do not success. Different institutional, political and administrative structures and traditions likely play a role in determining the shape and success of these mechanisms. This session will invite countries to discuss steps taken towards aligning SCS accountability with performance results, looking at success factors and lessons learned.

Chair

- **Simon Claydon** , UK Cabinet Office

Series of Case-Studies

- **Janeyri Boyer** , SERVIR, Peru
- **Inchul Shin** , OECD, Korea
- **Nina Langerholc Čebokli** , the Ministry of Public Administration, Slovenia

Open Discussion

- What steps have OECD countries taken to begin implementing performance and accountability systems for Senior Management?
- What lessons can be shared from successes and/or shortcomings of these initiatives?
- How do different country contexts (e.g., institutional political culture) affect the design and functioning of Senior Management systems?
- What data can be collected by the OECD to support the development of better SCS management and accountability?

10:45-11:15	Coffee break
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11:15-12:30 **4. SCS Performance and Accountability: Attracting, Retaining and Developing the right people with the right skills and values**

It has been suggested that the single most important factor driving performance amongst senior managers is the quality of the available talent pool. This final section will look at implications of the preceding days' discussion for senior civil servants' attraction, retention and development in moderated discussion groups. Groups will report back at the end of the session.

Group A : *Attracting the right people for the job: qualifications, skills and values.*

What are the key capacities and values needed in SCS? How to compete with the private market in order to attract best future top managers?

Group B : *Retaining the right people to drive long-term improvements: engagement, career progression and stability in the senior the civil service.*

What is the role of a stable senior civil service? How to retain the right people in the right place in times of austerity? How to balance mobility with stability?

Group C : *Senior management development: implication on leadership development programs, learning opportunities and the public leadership supply line.*

What are the implications of developing leaders at all levels? What are the skills and values that need to be highlighted?

12:30-13:00 **5. Final comments, next steps and close of meeting.**
