Public Employment and Management Network: achievements and future projects

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80% of OECD countries are restructuring government and ‘right-sizing’ the workforce.

### Staffing targets:

- **France**: 97,000 public sector jobs by only replacing 1 out of 2 retiring employees
- **Greece**: 20% of retiring employees replaced, fewer than short-term contract employees
- **Portugal**: Recruitment freeze of civil servants (no replacements)
- **Ireland**: 24,750 public sector jobs by 2014
- **Spain**: 10% replacement of vacant positions between 2011-2013
- **United Kingdom**: 330,000 public sector jobs by 2014

### Wages reductions:

- **Belgium**: 0.7% savings on personnel expenditures
- **Canada**: In 2010, a three-year freeze of departments’ salaries was announced
- **Czech Republic**: 10% wage cut in the public sector (excluding teachers)
- **Netherlands**: From January 2011 government froze public sector pay for at least two years
- **United States**: Two-year wage freeze, expected savings of up to USD 28 billion over 5 years
If this is unavoidable, how to do it? How can we maintain capacity *and* produce savings?

*Lessons from previous experience:*

- No ‘right size’ of the public service
- Workforce implications of public service reform need to be planned and be part of broader reforms
  - Large scale downsizing is the most problematic option for workforce adjustment
  - Recruitment freezes are the most detrimental approach to downsizing
  - Redeployment arrangements can help to retain skills and experience and manage industrial relations
- The workforce should be seen as an asset rather than as a cost
Some achievements of the PEM Network:

Analytical reports on:

• Restructuring the public workforce:
  *The workforce implications of any public service reform need to be considered and planned from the outset to build capacity, maintain trust and ensure continuity.*

• The government shift to competency management:
  *A focus on competencies is a vehicle for bringing about cultural change, more flexibility, adaptability and entrepreneurship into organisations.*

• Fostering diversity in the public service
  *Workforce diversity makes for a stronger, fairer public service that better understands and meets people’s expectations.*

• Managing the workforce through difficult times
  *‘Good’ workforce management is critical to exploit the full potential of the civil service.*
• Trends in the compensation of public employees: Changes in pay programmes have been slow. However, the fiscal crisis triggered a new urgency in the management of compensation.

Publications:
• The state of the public sector (2008)
• Ageing and HRM challenges (2007)
• Public Servants as Partners for Growth: toward a stronger, leaner and more equitable workforce (2011)

Government at a Glance
31% of all GaaG and 45% of GOV indicators

Other activities:
HRM peer reviews: Belgium, Brazil, Mexico
Contribution to Governance Reviews: Ireland, Slovenia, France
Projects for 2012

Analytical reports on:

- Strategic workforce planning
  
  *How to maintain a well-structured workforce of an appropriate size able to meet the changing needs in a cost-efficient manner?*

- Performance-related pay
  
  *Is the performance management system reliable? Are ratings viewed as ‘fair’?  
  Have lessons from past experience been learned?*

- The state of the public sector II

  *Strategic HRM in government - ‘hot issues’: industrial relations, role of central HRM body, mobility, criteria for redundancies (all tbc).*
Other topics:

- **HRM & ICT project**
  
  *To explore experiences in the use of ICT to modernise HRM and achieve better value for money.*

- **OECD Gender project**
  
  *Women in Government - an on-going survey on women in public employment across OECD member countries.*
For further information:

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