Public Employment and Management Working Party

ANNUAL MEETING

AGENDA

OECD Conference Center
Paris, 4-5 December 2008

*The OECD Conference Center is located
2, rue André-Pascal, 75016 Paris (16th district)*

For further information, please contact Elsa PILICHOWSKI at OECD Headquarters
Tel. +33 1 45 24 76 12; Email: elsa.pilichowski@oecd.org
FINAL AGENDA

Thursday, 4 December 2008

09:00 – 9:30 Coffee and croissants outside the meeting room

09:30 – 9:45 Report from Chair and Secretariat on developments in GOV and OECD, and on current HRM work programme. Chair (Louise McGirr) and Secretariat (Barry Anderson)

9:45 – 10:30 Session 1: Tour de table
Major HRM developments in OECD countries Country representatives

10:30 – 11:30 Session 2: HRM across levels of government
Presentation: Preliminary conclusions of OECD Consultant (Knut Rexed)
Discussion Country representatives

11:30 – 12:00 Coffee Break

12:00 – 13:00 Session 3: Recent experiences with downsizing and reallocating
Presentation: Preliminary findings of OECD Secretariat (Dirk Kraan)
Country cases: France, Netherlands Country representatives
Discussion

13:00 – 14:30 Lunch Break

14:30 – 16:00 Session 4: Ageing and service delivery
Presentation: Preliminary conclusions of OECD Secretariat (Oscar Huerta Melchor)
Country cases: Canada, Finland Country representatives
Discussion

16:00 – 16:30 Coffee Break

16:30 – 17:30 Session 4 (continued): Ageing and service delivery Country representatives
Country cases: Japan, Mexico
Discussion

17:30 – 18h15 Session 5: Discussion of future work program

18:15 – 19:00 Cocktail Reception (All participants are kindly invited)
Friday, 5 December 2008

**Special seminar**

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<tr>
<th>Time</th>
<th>Session Title</th>
<th>Presenter/Attendants</th>
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<tr>
<td>09:00 – 10:30</td>
<td>Special Session 6: Making reform happen: Conditions for successful change–Nourishing the roots of change</td>
<td>Secretariat, Country representatives</td>
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<td>Presentation: Preliminary framework</td>
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<td>Case studies: Canada, Ireland</td>
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<td>Discussion</td>
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<td>10:30 – 11:00</td>
<td>Coffee Break</td>
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<td>11:00 – 12:30</td>
<td>Special Session 7: Designing job profiles in government</td>
<td>Consultant (Maria Maguire), Country representatives</td>
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<td>Introductory Presentation</td>
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<td>Case studies: Belgium (SELR)</td>
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<td>Discussion</td>
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<td>12:30 – 13:30</td>
<td>Lunch Break</td>
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<td>13:30 – 15:00</td>
<td>Special session 8: The use of IT in HRM</td>
<td>Consultant (tbc), Country representative</td>
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<td>Introductory Presentation</td>
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<td>Case studies: Belgium (SELR), Denmark</td>
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<td>Discussion</td>
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<td>15:00 – 15:15</td>
<td>Conclusions by the Chair</td>
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Session 1

In this session, PEM working party members are invited to take a few minutes to update the working party on the HRM developments in their government. Working party members are encouraged to present these developments briefly with a view to emphasizing the motivations that have led to these developments, the challenges met, and if yet available, the results achieved. Working party members are also invited to point to new areas of concern in HRM in their government.

In addition, this session is a good occasion for working party members to ask other working party members if they have experience in some areas of HR reform, or if others have met similar HR challenges in the past, in areas that are of particular interest to their governments.

Session 2

In this session, Knut Rexed will make a presentation of the preliminary conclusions of the working party project on HRM across levels of governments. The conclusions will draw on detailed case studies from Belgium, Chile, Denmark, France, Iceland, and Spain, as well as on other sources of information on a number of additional countries.

A discussion of these preliminary findings will follow and help refine the conclusions.

Background Documents:

Secretariat: GOV/PGC/PEM(2008)6

Session 3

In this session, the Secretariat will give a presentation of the first findings that can be drawn from the first phase of GOV’s project on how to reform and downsize public administration, which is fully funded by the Dutch government. In this session, the first results of the data gathering exercise on the division of central government employment in specific functions will be presented. In addition, the first results of the experts meeting organized on December 3, 2008 will also be discussed and will include issues about: i) the size and organization of support services of central governments; ii) the planning and control processes of autonomous agencies.

This session will help refine these first findings and develop the project further.

Background Documents: None

Session 4

An ageing population generates new challenges for governments to provide public services such as health, long-term care and pensions but it also creates a window of opportunity to readjust the organisation of the provision of public services and to direct efforts and resources to priority areas. The PEMWP developed a project on Ageing and
the public service that resulted in a book published in 2007. This book was very well received and a follow up project was developed that sought to 1) analyse the different approaches to face the impact an ageing population is having on public service delivery; 2) explore the organisational forms of service delivery adopted or to be adopted by OECD countries to rearrange the mechanisms to provide public services; 3) examine how OECD governments are adjusting the system of multi-level governance and the coordination of public service delivery to the context of an ageing population; and, 4) analyse the role the voluntary sector is playing in the ageing strategy.

8. This session will review the preliminary conclusions drawn from the comparison of reform initiatives in eight OECD countries to meet the demands of growing ageing populations. It will underline the main achievements and difficulties OECD governments are facing in reorganizing the public service delivery system. Moreover, it will highlight the weaknesses and opportunities of the ageing strategies and the lessons that can be learnt from the eight country experiences. The presentation of case studies and discussion that will follow will help refine the conclusions.

Background Documents:

**Secretariat: GOV/PGC/PEM(2008)7**

1. **Session 5**

9. This session builds on last year general discussion about the future work programme. Participants are invited to participate actively in this discussion which will detail the future work programme of the working party for 2009-2010.

Background Documents:

**Secretariat: GOV/PGC/PEM(2008)8**

**Special seminar**

As discussed at the previous PEMWP meeting in 2007, and in addition to the more usual horizontal steering work of the PEMWP, the Secretariat would like to increasingly anchor the PEMWP’s work in concrete demands from member countries. GOV is starting to carry out a major three-year project of public service review of Greece, funded by the Greek Government. Public employment issues are a very important aspect of this review. To be able to respond to the Greek government’s concern, GOV needs to develop some expertise on a few topics on which it has limited capacity. The Secretariat believes that these topics are also of important concern and interest to most its member countries.

1. **Session 6**

10. This session will build on a previous introductory session held at the last meeting of the PEMWP in 2007 on “Managing change in government” that resulted in an OLIS document (GOV/PGC/PEM(2008)3). The OECD is carrying out an OECD wide project on “Making Reform Happen” to i) identify and better understand the factors behind
successful reforms; and ii) provide direct support to member countries in their domestic reforms. The conditions that make change successful can be described as the political and institutional factors that influence the design, decision-making process, adoption and implementation of reforms. They refer to the determinants that mediate between policy design and its realization such as i) the existence of appropriate institutions to support reform from decision to implementation; ii) the distributional impact and reactions of those affected by the reform; iii) reform agendas: timing and interactions across different policy areas and; iv) international experiences and support to sustain reforms.

11. In this session, GOV will present an outline of its draft analytical framework for the political economy of administrative reform based on previous work on countries’ experiences. PEMWP will be the first group in GOV to react to that framework for public employment reforms and other reforms in their area of competence. In addition, country presentations will help illustrate and refine the framework.

Background Documents:


Session 7

12. This session will be dedicated to a more technical aspect of HRM in government that is crucial in today’s practices and helps build sound HRM in government. This is especially the case as public services are increasingly needing specialized skills and as the most closed systems are opening up to entries from the outside. In addition, job profiling is one of the pillars on which competency based management, career management, performance management and mobility schemes rest.

13. This session will thus open the discussion with PEMWP members. A general report on the topic will be presented by an outside consultant (Maria Maguire), and followed by presentation of case studies by some member countries.

Background Documents:

Secretariat: PGC/PEM(2008)5

Session 8

7. This session will be dedicated to reviewing some countries’ experiences with the use of IT in HRM, and especially in recruitment, personal files registry, statistics, e-learning tools and methods, performance management, workforce planning, and individuals’ life cycles in organisations.

8. This session will take stock of where countries stand in the use of IT in HRM.

Background Documents: None
## Annual Meeting of the Public Employment and Management Working Party
Paris, 4-5 December 2008

### ~~~ REGISTRATION FORM ~~~

Please return the completed form to: helene.leconte-lucas@oecd.org
Fax: +33 1 44 30 63 34

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<th>Mrs.</th>
<th>Mr.</th>
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NAME (in block letters please)

First Name

JOB TITLE

ORGANISATION

MAILING ADDRESS

COUNTRY

TELEPHONE

FACSIMILE

E-MAIL ADDRESS

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