Human Resources Management Working Party

AGENDA

Human Resources Working Party Meeting
Learning Government Symposium

3-4 February 2003
OECD Headquarters, Paris

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HUMAN RESOURCES WORKING PARTY MEETING
LEARNING GOVERNMENT SYMPOSIUM

3-4 February 2003
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BACKGROUND

Mandate and rationale

Knowledge management was given top priority for the Public Governance and Territorial Development directorate (GOV – formerly PUMA, the Public Management Service) by the PUMA Committee in 2000. GOV’s Human Resources Working Party has carried this project forward. A forum on “Knowledge Management: ‘Learning by Comparing’ Experiences from Private Firms and Public Organisations” was held in February 2001 in Copenhagen, in collaboration with the Centre for Education Research and Innovation (CERI) of the OECD and the Government of Denmark.

The two-day meeting will start with a meeting of the HRM working party members only to review GOV’s work programme in the area of modernisation and discuss the future work programme in the area of human resources management. It will be immediately followed by three sessions on the learning government which will be open to a broader public.

This symposium represents the final stage of GOV’s work on knowledge management per se. However, the symposium will focus on the larger issue of the learning government by reviewing the experience of OECD member countries with both knowledge management and also the challenges of government adaptivity through evidence-based learning. The symposium will also be the opportunity to discuss the results of the survey on knowledge management practices for central government.

The Symposium will thereby be the means of transition for presenting the KM work in the wider context of “Learning Government” – an important theme in the Modernisation project for 2003/04.

Goal of the symposium

The goal of the symposium is to provide tools for OECD member governments to become better “learning organisations” by improving the knowledge base of their activities and policies. The symposium will analyse the increasing pressures of the knowledge-intensive economy on public organisations. It will also review the challenges created by the increasing variety of sources of knowledge and the tools available to governments to best incorporate this new knowledge. It will also analyse the issue of adaptivity through the review of the challenges of evidence-based learning, i.e. how organisations can continuously adapt to the results of evaluation and assessment of their policies and actions.

The symposium will draw concrete conclusions about possible reforms, their sequence, and tools and provide recommendations for member governments.
AGENDA

Monday, 3 February 2003

HRM WORKING PARTY MEMBERS ONLY

9.15 – 9:30  Introductory remarks by the Secretariat

9.30 – 10.30  Main session: Lessons learned from 15 years of reforming the civil service: Recruitment, retention, contracts and pay

Presentations and discussion

- **France**: Mr. Bernard Colonna d’Istria, Deputy Director for Human Resources Management, General Department for Administration and Civil Service, Ministry of Civil Service, State Reform and Territorial Development.

- **Italy**: Mr. Francesco Verbaro, Department for Public Administration, Human Resources Office.

- **Belgium**: Mr Geert Sintobin, Director General for Personnel, Service Public Fédéral Personnel et Organisation.

10.30 – 11.00  Coffee break

11.00 – 11.30  Main session: Lessons learned from 15 years of reforming the civil service: Recruitment, retention, contracts and pay (continued)

11.30 – 12.30  Discussion of the work programme past and future

12.30 – 14.00  Lunch (no host lunch at the OECD “Brasserie”)
EVENT OPEN TO A BROADER PUBLIC
Symposium: The Learning Government

14.00 – 14.30 Introduction by Chair and Secretariat

14.30 – 15.30 1st session: How to make governments adaptive?

The OECD Review of Modernisation has identified that “adaptivity” has become a key public management issue. How do governments identify important changes in their environment affecting the results of their policies and actions and develop the capacity to make appropriate and timely adjustments in public policy and services?

Keynote speech by Dr. Graham Scott, Executive Chairman of Southern Cross International Ltd, Chairman of Celtic Pacific Limited, chairman of the Asia-Pacific branch of the Law and Economics Consulting Group, former Secretary to the Treasury in New Zealand.

Discussion

15.30 – 16.00 Coffee break

16.00 – 17.30 1st session continued

Country presentations and discussion

- Mr. Jan-Eric Furubo, Head of the Secretariat for Strategic Analyses, Swedish National Audit Office, and co-editor of The International Atlas of Evaluation (2002).

- Dr. Maria Barrados, Assistant Auditor General, Office of the Auditor General of Canada.

18.00 – 20.00 Cocktail
Tuesday, 4 February 2003

9.15 – 10.15  

**2nd session: Are organisations equipped to face the challenges created by the knowledge economy?**

The knowledge economy should not be reduced to the explosive period of the new economy which bursted in OECD economies for a short period of time before being seriously slowed down – an unlamented casualty of the ending of the long bull market in corporate stocks, the collapse of the “dotcom” bubble, and the recent reversal of industrial productivity growth in some of the leading economies.

The knowledge economy involves rather a long-standing set of structural changes dealing with the conditions of creation, transmission and use of knowledge and information with the improvement of human capital, the ICT revolution and the development of new models of creation and distribution of knowledge.

This introductory session will review the long-term consequences of the knowledge-intensive economy for organisations, and the specificity of the challenges for government organisations.

Presentations and discussion

- “The Knowledge Economy: What is it? What is it not? Are Traditionally Structured Organisations Threatened?” by Dr. Dominique Foray, Principal Administrator, Centre for Educational Research and Innovation (CERI), OECD.
- “Knowledge Management in Government: An Idea Whose Time has Come”, by Dr Jean-Michel Saussois, Professor at ESCP-EAP, Paris.

10.15 – 10.45  

Coffee break

10.45 – 12.15  

**3rd session: How do central governments stand in terms of knowledge management practices?**

This session will focus on reviewing the results of and conclusions from the OECD/GOV survey on knowledge management practices for ministries/departments/agencies of central government. The survey was carried out in 20 OECD member countries. One hundred thirty-two central government organisations participated in the survey.

Presentation by OECD/GOV Secretariat followed by discussion

12.15 – 13.30  

Lunch
13.30 – 14.45  **4th session: Knowledge management: How do governments do it?**

This session will focus on discussing the experience of two OECD member countries with the implementation of KM strategies in government. The session will examine the issue of knowledge management from a government-wide perspective. How coherent should KM practices be in central government? What policies can be put in place to enhance KM in the whole-of-government? What is the role of horizontal central organisations to promote KM in the whole-of-government?

**Presentations**

- Finland: Ms. Maija Jussilainen, Public Management Department, Ministry of Finance.
- Sweden: Ms. Kerstin Borg Wallin, Director-General for National Council for Quality and Development.

**Discussion**

14.45 – 15.15  **Coffee Break**

15.15 – 16.30  **5th session: Knowledge management: How do individual ministries do it?**

This session will review the experience of a few ministries with the implementation of KM strategies. What policies have been put in place to promote KM in the ministries? How have they been implemented? What have been the main results of these policies?

- United States: Ambassador James H. Holmes, State Department.
- Finland: Ms. Irma Nieminen, Head of Information Management, Ministry of Education.

16.30 – 16.45  **Summary of discussions** by Mr. Jean-Michel Saussois

16.45 – 17.00  **Closing statements**