SUMMARY RECORD

HRM Working Party Meeting
Paris, 3-4 July 2000

For further information, please contact
Sinikka WUOLIJOKI, Tel. 33-1 45 24 92 20, e-mail: sinikka.wuolijoki@oecd.org
or Deok-Seob SHIM, Tel. 33-1 45 24 17 58, e-mail: deok-seob.shim@oecd.org

94133

Document complet disponible sur OLIS dans son format d’origine
Complete document available on OLIS in its original format
SUMMARY RECORD OF THE MEETING OF THE
HRM WORKING PARTY, 3-4 JULY 2000

Developing Public Sector Leadership

1. The objective of the first day was to discuss how best to develop public sector leaders for the future. The secretariat provided an overview on the leadership issues based on the results of an OECD Symposium on Government of the Future: Getting from Here to There (http://www.oecd.org/puma/strat) and on the fact sheets by the Member countries.

2. There are a variety of reasons for the emergence of leadership development as an issue in some Member countries. Some countries have set up a specialised institution for leadership development. In addition, many countries seem to put emphasis on training in developing leaders. For instance, Austria, Belgium, Finland, Japan, Korea, Netherlands, Poland and Portugal established new training courses for the top executives or senior managers. Germany developed a four-phase system of leadership training.

3. Very few countries mentioned the issue of women leaders in the civil service. Norway addressed this issue by setting up a four-year plan to increase the number of women in top and middle managers. In the future, due to the critical skills shortage problem faced by most of Member countries, it is expected that a special emphasis would be given to women leaders in the public sectors of the OECD countries.

4. Strategies for developing leadership adopted by Member countries were presented by four country cases (United Kingdom, Germany, United States and Mexico). Each provided a different angle on leadership.

5. Leadership development strategies in the Civil Service of the United Kingdom were presented in the first country case. The Modernising Government White Paper published in March 1999 set out a long-term programme of change for all UK public services. The strategy for enhancing leadership capability described in the Civil Service reform report has three elements: 1) defining what sort of leadership is needed now and in the future and making appointments on that basis, 2) better targeted and more effective development programmes, and, 3) creating a more open and diverse Civil Service.

6. The UK Civil Service core competency framework is currently being updated as a part of a wider project to reform pay and performance management systems. The aim is to develop a framework, which better reflects the more diverse, creative, strategic and people-centred organisation. Reflecting leadership behaviour in each competency in the framework is doing this. The content of the framework and its practical application in the various processes is to be tested by a validation and piloting programme run in partnership with 18 departments and agencies.

7. The next step is to invite around 100 civil servants to a series of leadership challenge workshops. These will include current high performing senior civil servants, people on the verge of promotion to the Senior Civil Service, and people on development programmes. They will undergo a selection of psychometric assessments and take part in a selection of case study simulations intended to test what leadership choices they make in differing situations.

8. The aim is to develop a leadership profile or series of profiles which links the attributes of leaders as defined by their personal characteristics, competencies, professional skills and experience to preferred ways of behaving in differing leadership situations. This should provide a template, which, in combination with psychometric tests and other selection mechanisms will enable better appointments for the
challenging leadership roles. It will also provide a target profile, which can provide a guide for training and development interventions.

9. In Germany, there is no formal procedure to select a pool of future managers at early stage. As the selection of future managers takes place within the general process of staff development, the career development of future managers may extend over several years. At the federal level, many ministries and agencies have developed their own concepts for staff development. An important goal is to promote generalists. As ministries have complex tasks and programmes are changed often, there is a need for highly qualified employees, who are at same time, variable and flexible. In order to promote the leadership qualities of future managers of federal ministries, they are in general employed in public agencies, where they have the opportunities to get leadership experience, at an early stage of their career.

10. Training on the job is a central element of staff development. The goal is to improve the effectiveness of the work and to qualify for higher posts, in particular leadership positions. In order to improve co-operative leadership and staff development, superiors conduct extensive interviews at least once a year.

11. Future managers have to take part in an obligatory training programme, which is organised by the federal government departments in co-operation with the federal Academy for Public Administration. The Academy is the central institution for the higher civil service of the federation. The programme lasts a total of six weeks distributed over the civil servant’s first three years in the federal administration. It includes an orientation phase, interdisciplinary co-operation and promotion of key qualifications such as “training and team work” and “leadership and development”. Experienced managers are offered a three-week internship in the private sector and follow-up seminars. For top management there are available a forum of directors and individual coaching for top positions and in better leadership.

12. Good evaluation systems are of central importance in order to make good personnel decisions and to make these decisions transparent and acceptable for everyone. In order to guarantee equal opportunity, transparency and ex-post control of personnel decisions, all posts are widely advertised. In the case of external recruitment, especially for senior positions, there are special procedural requirements. In general, an assessment procedure is obligatory.

13. On the Länder level different concepts are being used for management training. The models for long-term training of future managers are of particular interest. The Leadership Academy Baden-Württemberg offers a 15 months course, which includes 3 months basic course work, 3 months internship in a private enterprise or in a public agency abroad, and 4 months intensive studies. The participants are granted special leave and are seconded to the Leadership Academy. They are deemed to be future managers, the average age being 36 years.

14. The Civil Service Leadership College, Speyer, offers 16 course weeks in 2.5 years, followed by an internship. The participants remain civil servants in their posts and continue their duties, but they are given leave for participation in 6 weeks of courses per year. The participants are currently in leadership positions or will shortly assume leadership functions. Participants of neither programme are assured of later promotion. In both cases, the selection of candidates is difficult because superiors tend not to want to lose the time of good staff for training courses.

15. In the United States the US Office of Personnel Management (OPM) is committed to developing leadership for future needs. OPM’s goal for building and enhancing leadership skills of the senior civil service is to transform Government training and development to focus on performance improvement with results that support agency missions and goals. One strategy to accomplish this has been to define a set of key characteristics and leadership competencies, called Executive Core Qualifications (ECQs), which are used for the selection of new members to the Senior Executive Service (SES) – the most senior level of
public service leaders. OPM has defined and validated these competencies through an ongoing program of research conducted by their own psychologists in co-operation with leading experts in the assessment field.

16. The first of these ECQs is **Leading Change**, which encourages creative thinking while it integrates national and program goals and priorities to improve customer service and program performance. The second qualification, **Leading People**, focuses on maximising employee potential and fostering high ethical standards. The third qualification, **Results Driven**, stresses results through accountability and continuous improvement. The fourth qualification is **Business Acumen** and it focuses on the use of new technology and information resources to enhance decision-making. Lastly, the qualification of **Building Coalitions and Communications** emphasises the ability to explain, advocate and express ideas in a convincing way, the ability to negotiate with individuals and groups, and the ability to develop an expansive, professional network.

17. These ECQs, and the twenty-seven competencies that define them, are used to:

- identify developmental needs of individuals in formal OPM-approved candidate development programs;
- select and certify candidates for the Senior Executive Service (SES);
- measure performance in the first year of service of these newly appointed leaders.

18. The ECQs also form the basis for the executive and management development curriculum. The Office of Executive and Management Development (OEMD) provides interagency, residential leadership training and development at the Federal Executive Institutes in many states. Through OEMD, public service leaders have a developmental pathway to leadership, known as the “Leadership Journey,” which provides assessment programs, training seminars, and continuous learning opportunities based upon the ECQs and taught within the values and framework of our Constitution.

19. As an example of leadership development strategies in individual public organisations, there is the case of US Treasury, which created a 2-week Executive Leadership Program in 1998. During the first week, executives learn about their personal effectiveness through different methods and, at the end of the first week, each executive sets a personal action plan. They return three months later to discuss experiences around their action plans and to focus on organisational effectiveness. Each cohort of 16-20 executives has an “Executive Sponsor” selected from Treasury’s most senior ranks to act as a catalyst both in the classroom and back on the job. The program has received very positive feedback.

20. The Country Case **Mexico** offers an example of the role of leadership in implementing an overall change in the Federal Civil Service. Until 1995, there had been a lack of a specific legal regime applicable to middle and senior public servants for more than seventy years. It had prevented the establishment of a federal civil service and thus, there was no formal system for their recruitment, selection, professional development and retirement.

21. Mexico’s federal public administration comprises two types of employees: unionized (450,000 operational positions without considering teachers and doctors) and non-unionized (39,000 managerial positions). Due to the political relationship between the State and the unions, unionized public servants enjoy the benefits of a special labor regime provided by the Federal Law for Workers at the Service of the State, while non-unionized public servants do not.

22. The Ministry of Finance and the Comptroller General Office play a leading role in both the reform and modernization processes of the federal public administration. In the case of the human resource management reform process, the leading role had to be played by the Civil Service Unit (USC) of the Ministry of Finance. USC is an office within the Ministry of Finance, empowered to regulate the federal
civil service, to plan and keep control of the budget for HR and to authorize structural change within ministries and agencies in the federal government.

23. In 1995, the USC set up a research team in order to gather information on the civil service systems operating in America and overseas. By 1996, the research team had developed a model for the Mexican federal public administration. A Law for the Federal Civil Service based on the model was drafted. However, it was not sent to Congress because it was considered that steps had to be taken before a law was in place so that when the law was approved it could be implemented successfully.

24. One of the first steps taken by the USC, was to restructure the compensation system (i.e. salaries, bonuses, and fringe benefits) to make it more transparent, fair and competitive. This change required downsizing the federal public administration in order to cover its additional budget cost. Nowadays, salary levels for federal posts are determined through a job evaluation system. Fringe benefits are also covered in the new compensation system so that the additional allowances that public servants receive according to their hierarchical group, are transparent and equitable. The Handbook issued on January 2000 sets out a compensation system that will allow the implementation of a merit-based civil service. 

25. In March 2000, the Ministry of Finance issued the regulation that established the guidelines for the performance appraisal of federal public servants. Ministries and agencies use these evaluations for awarding bonuses and salary level promotions and assessments. In July 2000, a regulation establishing a general training scheme for the federal public servants will be issued.

26. The process to construct the steps towards the establishment of a Federal Civil Service had to overcome several difficulties that put on trial the capacity of the USC to lead the change. Modifying the prevailing organizational culture in the federal public administration implied a complex leadership strategy, that required first a change the USC’s own organizational culture, in order to be able to credibly lead the HR reform.

27. In order to lead the HRM reform process, the USC had to redesign its own structure and change the organizational and labor culture of all its employees. This was achieved through the implantation of a quality assurance system (QS), where satisfying clients’ needs and expectations is the main objective. This process required an active leadership role of the Head of the USC to get the second and third level managers involved in this task. This led to the creation of Directive Committee on Quality (DCQ) in which USC’s senior public servants participated. It was also necessary to create consciousness in the USC’s personnel of the mission, vision and the importance of improving the quality of the services provided.

28. An Executive Committee on Quality (ECQ) was established, with the participation of all the middle public servants. The ECQ’s main function is to design the program for the implementation of the quality policies defined by the DCQ. Both DCQ and ECQ worked on the identification of opportunity areas for improvement, which included the assessment of resources required for service provision. Public servants in every level of the organization had to learn to work as a team and participate in putting in writing the operational procedures, and to review the regulations in order to deregulate and cut red tape. To show his compromise with the implementation of the QS, the Head of the USC, had to actively participate in this process.

29. The implementation the QS has helped identify and develop natural leaders at all levels of the organization. In most of the cases, these persons have been appointed as ISO change agents, whose task is to facilitate, monitor and make recommendations on the performance of QS.

30. By 1997, it was clear that the QS was working properly so the DCQ decided, to register all the processes and services that were delivered under the quality assurance standards of the International Standards Organization (ISO). To make this more challenging, the ISO 9001 standard was chosen. At present, USC is working on producing a simplified guide on quality assurance systems implantation in public sector organizations.
New emerging issues in the HRM area

31. On the second day, country case presentations were provided on three emerging issues in the HRM area. These new issues were professional ethics, critical skills shortage and knowledge management. Before the presentations the Secretariat provided two overviews: firstly, on recent developments and future challenges reported by Member countries on their fact sheets, and secondly, on the public sector pay and employment.

32. Most of the OECD countries are faced with critical skills shortage problems in the public sector. In some countries this problem comes from the demographic changes. Some countries reported that it is a result of losing government’s competitiveness in the labour market. There are often recruitment problems for specialists, particularly in the IT tasks. Another challenge is that the Public Service should reflect the profile of the community it serves both in age, gender and ethnic composition. To resolve the critical skills shortage problems Member countries reported a variety of approaches, such as the following: providing performance based salary; emphasising benefits of public employment; improving the image of the government; increasing exchange between the public and private sector; and recruiting at universities.

33. One of the emerging issues the field of HRM is professional ethics. OECD/PUMA has gathered a great deal of information on it during the last couple years. Approaches taken by Member countries to enhance professional ethics can be grouped into a few broad categories:
   - Legal framework;
   - Professional Socialisation;
   - Creating Incentives;
   - Developing performance measures.

34. Member countries are anxious to put in place a type of knowledge management programme, but lack the experience or knowledge to do it. Countries identified many challenges in retaining knowledge, especially when employees leave the organisation. This is of particular concern in countries with an older civil service with many preparing to retire.

35. The Secretariat provided a brief overview on the Public Sector Pay and Employment (PSPE) database, set up in 1993, and has been updated annually on the basis of responses from experts in Member countries. The Secretariat presented a plan to develop a more strategic method to collect HRM-related data, to integrate them within a new database which is being set up within PUMA and to share more efficiently the information with other OECD Directorates. It is also planned to co-operate with other international organisations like the World Bank in sharing the existing database with each other. In the discussion after the Secretariat’s presentation some delegates suggested that PUMA should co-ordinate its database also with EUROSTAT in order to avoid duplication.

36. Before the country case presentation on professional ethics the Secretariat provided a brief on the usage of code of conduct in OECD countries. Currently 11 OECD countries apply either code of conduct, code of ethics or civil service code. In addition, several countries are preparing codes of conduct. The reason for the popularity of codes of conduct is that it is a very flexible instrument. It can vary in form from a law to an agency document. It can communicate public sector values and expected standards and it can cover the whole public service, sectors or individual organisations.

37. The country case France introduced recent developments in the field of professionalism and ethics in the French public administration. The public service in France comprises all permanent civilian employees of the central government, regional and local authorities and their public establishments and public hospitals. These employees are organised under three services: the central civil service, the
territorial authorities, and the public hospital sector. Public servants are governed by two sets of provisions: the legal provisions that define the main guarantees, obligations and principles governing the employment and career or public servants, and the regulatory provisions that specify the implementation of the legal texts applicable to each “corps” of public servants.

38. Ethics in the French public administration is stipulated by a body of homogenous rules: standards which comprise the general servant statute, specific legislation, court decisions and codes of ethics and guides to ethics of each administration. The general public servant statute defines the professional obligations. The criminal code and the general public servant statute forbid public servants who permanently leave the public service, from carrying out professional activity in the private sector or a competitive public sector which is incompatible with their previous function in the administration. Rules concerning recruitment and promotion procedures guarantee transparent decision taking and equal opportunity.

39. Many administrations have drawn up guidelines and codes of ethics for the jobs and specific hazards of some public servants. For example there are ethical codes for the national police, the General Directorate of Taxation, post offices and the Ministry of the Infrastructure, Transport and Housing. Other codes are in the planning stage.

40. A lot of emphasis is being put on ethics training. Initial training takes place when students of the ENA and regional administrative institutes take mandatory training in ethics and criminal liability. Continuous professional training is also encouraged. It is also important to organise training for public officials on their criminal liability. There is a system for internal control at several levels of the administration to monitor how the ethical standards are being applied. Hierarchical control is very effective in the French administration.

41. Public servants being sanctioned may make an administrative or hierarchical appeal. Under certain conditions public servants may also bring the issue before the Appeals Commission of the Higher Council of the central Government Service, or before the Administrative tribunal as an action for illegal use of power. There are also several other commissions dealing with ethical conduct of the public service.

42. Since 1993, there has been an advisory commission in each of the three levels of the public administration. It is obligatory to consult them in the questions of compatibility of the private activities that a public official can or cannot undertake. The number of recommendations made by the commissions is constantly increasing. The division of the recommendations by type was in 1999 as follows: reservations about compatibility 15 per cent, incompatibility 1 per cent, incompetence 3 per cent and compatibility 80 per cent.

43. The country case of the Netherlands introduced the strategies used to combat critical skills shortage in the Dutch Civil Service. Labour market conditions in the Netherlands have changed rapidly over last decade. The labour market has changed from a demand to a supply driven market. The causes for this change can be found in a rapid economic growth and a growth of employment, as well as in ageing of the workforce which causes a steep rise in replacement demand. The problem is not merely quantitative in nature; there is also a qualitative side.

44. The public service is unlike any other economic sector. Its unique position makes the public service both as an employer and provider of public services extremely vulnerable. There is a real chance that economic and societal costs will arise for citizens and organisations if the government can not keep up the adequate level of service provision.

45. Various kinds of action have been taken to mitigate labour market problems. One of the first steps was to revise quite drastically the early retirement scheme. Government sector employers have started labour market communication programmes, which try to bring about a more correct and positive
The image of working in the government sector. In many programmes trainee-projects have been set up. The central labour agreements of the government sector have also been modernised. Nowadays it is possible to make a labour- agreement- a-la-carte which include some fixed general outlines but the individual employee can make his/her choices as to personal preferences (length of the maximum contractual work week, care leave, child care and so on).

46. In the field of career planning, training and combining care and work government employers can still enhance their labour market position. Training and upgrading of employees can help recruitment problems at the higher posts. As a consequence of this jobs will open at a lower educational level where the labour reserve is bigger. Some sectors have also begun to widen their scope of target groups.

47. The educational sector had some massive media-campaigns to improve the image of the teaching profession. They have campaigns to recruit former teachers and give refresher training to them. The defence sector has a huge demand for young graduates and school-leavers, because most of the vacancies are temporary contracts of 4 years. The defence sector has introduced training-on-the-job. The deal is to earn a good income and in the mean time get a certified professional training. The police also recruit fairly young personnel. A job-phone has been introduced providing all kinds of information on training, job-opportunities, wages etc. The police are trying to shorten the selection procedure, because it takes far too long for present labour market conditions. The military forces and the police are in co-operation in order to offer a career path to military personnel to move to the police with some additional training.

48. Knowledge management is one of the emerging issues in the public sector. During the last two three years work on knowledge management has been done in the Centre for Educational Research and Innovations (CERI) at the OECD. The book Knowledge Management in the Learning Society published this year introduces knowledge production, mediation and use in three different sectors: education, health and engineering. CERI and PUMA in close co-operation with three Danish ministries are preparing a seminar on knowledge management in private and public sector in December 2000 in Copenhagen, Denmark.

49. Denmark presented a plan on developing knowledge management (KM) and intellectual capital statements within the State made by the Danish Ministry of Finance. The plan gives a model for how an organisation may co-operate when structuring its own system of KM.

50. Why is KM so important today? The main reasons for KM are: the quantity of sheer quantity of information and the fact that the rate at which knowledge is created and updated has risen dramatically; the continuing pressures on enhancing efficiency in the public sector and achieving results in a shorter time; and a new generation in the civil service who, as soon as the learning curve decreases slightly, move on to the next job. The organisation has to focus on retaining the knowledge produced by these “zappers” in the time they are actually in the organisation.

51. KM includes many of the things we are already doing but viewed in a new context enabling standardisation of the management of knowledge and using our knowledge better. Management of knowledge includes three challenges for the organisation:

   1. How to develop new knowledge,
   2. How to reuse existing knowledge, and
   3. How to ensure that available knowledge will actually be used.

52. A higher degree of reuse of the existing knowledge is possible through personalisation and codification. Personalisation means that knowledge is disseminated to one or more employees through dialogue (mentor arrangements, neighbour teaching, network meetings etc.). It is a matter of codification when knowledge is structured and taken down in writing and thus made accessible to all (database,
Intranet, quality manuals etc.). The type of knowledge determines which strategy an organisation will choose. These strategies exist to manage activities since knowledge cannot be managed directly. Items of information or qualifications will not be knowledge until they are used.

53. The overall objective of the project in the Danish Ministry of Finance is to introduce new employees to their tasks better and faster, and to create more job substance contributing to retaining employees longer. This aim will be met by establishing access to better use of the existing knowledge in the organisation.

Programme of HRM work in PUMA 2000-2002

54. The Secretariat introduced its proposal for the Future Work Programme on HRM. Under the new PUMA mandate PUMA aims to focus its activities in those areas which are relevant to adapting governance and management systems to the demands of the changing conditions in which governments now operate. The critical areas are in:

- strengthening the capacity for managing knowledge;
- aligning human resource management with changing systems of strategy, planning, accounting, service delivery and control; and
- strengthening public sector leadership, values and capacity in an environment where public sector work appears to be losing its appeal.

55. Possible outputs on leadership are the following:

- A paper covering the role of leadership in the public sector and analysing different leadership development strategies;
- In partnership with one or more national leadership organisations, PUMA will organise a high profile series of seminars;
- Good models of leadership development strategies in Member countries will be collected and published.

56. Other outputs are:

- The collection of basic information about governance institutions, processes and trends in Member countries is currently being redefined. The purpose is to make it more systematic, integrated and comparable. The scope of data collection will be enlarged. The reliability and comparability of data will be enhanced. The HRM data will be integrated into a larger governance database.
- It is also proposed to provide Member countries with an external view of how well their public sector HRM policies meet current national priorities. In country case studies the scope would be the entire HRM system. The analysis would be on the basis of criteria agreed with the country involved.
- Management controls are feedback systems which advise senior management of policy and procedure compliance. It is proposed that a paper will be written which develops the concept of management control in the public sector and illustrates different OECD approaches to its application.
- PUMA have done an excellent study of public sector ethics across the OECD. It is proposed that PUMA develop diagnostic tools, which could be used by Member countries to assess the extent and characteristics of the ethical problems they face.
• PUMA could contribute the efforts of the Member countries in the area of knowledge management by assisting them in arranging high level seminars or symposiums in a national context. This could be done jointly with CERI/OECD. The lessons learned in successive seminars could be summarised and published by the Secretariat.
# HUMAN RESOURCES MANAGEMENT WORKING PARTY/
# REUNION DU GROUPE DE TRAVAIL SUR LA GESTION DES RESSOURCES HUMAINES

Paris, 3-4 July/Juillet 2000

## LISTE DES PARTICIPANTS / PARTICIPANTS LIST

**Chair:** Dr. Benita PLESCH

Speakers denoted by (*)

<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Position and Contact Information</th>
</tr>
</thead>
</table>
| **ALLEMAGNE/ GERMANY** | Mr. Joachim VOLLMUTH (*)  | Head of Division  
Federal Ministry of the Interior  
D-11014 BERLIN  
Tel: 004918886811920  
Fax: 004918886812029  
E-Mail: Joachim.Vollmuth@bmi.bund400.de |
| **AUTRICHE/ AUSTRIA** | Mr. Ernst KOUBA  | Director  
Federal Ministry for Public Service  
and Sport  
Wollzeile 1-3  
A-1010 WIEN  
Tel: 00431514337150  
E-Mail: ernst.kouba@bmols.gv.at |
|               | Ms. Christa VOIGT  | Director  
Federal Ministry for Public Service  
and Sport  
Wollzeile 1-3  
A-1010 WIEN  
Tel: 00431514437132  
E-Mail: christa.voigt@bmols.gv.at |
| **BELGIQUE/ BELGIUM** | M. Jean-Marc DOCHOT  | Conseiller de la fonction publique  
ABC Bureau Conseil en Organisation  
et Gestion  
Résidence Palace  
rue de la Loi, 155  
B-1040 BRUXELLES  
Tel: 003222874028  
Fax: 003222874010  
E-Mail: jeanmarc.dochot@mazfp.fgov.be |
<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Title/Position</th>
<th>Address</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>BELGIQUE/BELGIUM</td>
<td>M. Jean-Marie MOTTOUL</td>
<td>Chef de Corps des Conseillers de la Fonction publique, Directeur</td>
<td>ABC Bureau Conseil en Organisation et Gestion</td>
<td>Tel: 003222874007</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Résidence Palace</td>
<td>Fax: 003222874010</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>rue de la Loi 155</td>
<td>E-Mail: <a href="mailto:jeanmarie.mottoul@mazfp.fgov.be">jeanmarie.mottoul@mazfp.fgov.be</a></td>
</tr>
<tr>
<td>CANADA</td>
<td>Mr. Luc RIFFLET</td>
<td>Counsellor</td>
<td>Belgian Delegation to the OECD</td>
<td>Tel: 0033145249918</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>14, rue Octave-Feuillet</td>
<td>Fax: 0033145249925</td>
</tr>
<tr>
<td>CORÉE/KOREA</td>
<td>Mr. Soo-Young PARK</td>
<td>Policy Advisor to the Chairman</td>
<td>Civil Service Commission</td>
<td>Tel: 0082237033611</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>35-34 Tongui-dong</td>
<td>Fax: 0082237033620</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Jongno-gu</td>
<td>E-Mail: <a href="mailto:inkobubu@csc.go.kr">inkobubu@csc.go.kr</a></td>
</tr>
<tr>
<td></td>
<td>Mr. Mann-Seuk CHUNG</td>
<td>Deputy Director</td>
<td>Personnel Policy Division</td>
<td>Tel: 0082237033640</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Civil Service Commission</td>
<td>Fax: 0082237033624</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>35-34 Tongui-dong</td>
<td>E-Mail: <a href="mailto:mschung@csc.go.kr">mschung@csc.go.kr</a></td>
</tr>
</tbody>
</table>
DANEMARK/ DENMARK
Ms. Mikala Haag KREISER (*)
Head of Division
Ministry of Finance
Christiansborg Slotsplads 1
DK-1218 COPENHAGEN K
Tel: 004533923860
Fax: 004533123824
E-Mail: mhk@fm.dk

Ms. Charlotte WEGENER KOFOED
Adviser
Ministry of Finance
Christiansborg Slotsplads 1
DK-1218 Copenhagen K
E-mail: cwk@oes.dk

ETATS-UNIS/ UNITED STATES
Dr. Barbara GARVIN-KESTER (*)
Director, Office of Executive and Management Development
Federal Executive Institute
Office of Personnel Management
1301 Emmet Street
CHARLOTTESVILLE, Va. 22903
Tel: 001804 980 6220
Fax: 001804 979 1030
E-Mail: bjgarvin@opm.gov

Dr. Doris HAUSser
Assistant Director for Performance and Compensation Systems Design
Office of Personnel Management
Theodore Roosevelt Building
1900 E Street, N.W.
WASHINGTON, D.C.  20415-0001
Tel: 0012026062648
Fax: 0012026062548
E-Mail: dlhausse@opm.gov

FINLANDE/ FINLAND
Mr. Ari HOLOPAINEN
Senior Adviser, Human Resources Management and Development Personnel Dept./State Employer’s Office
Ministry of Finance
P.O.Box 286
FIN-00171 HELSINKI
Tel: 0035891604971
Fax: 0035891604839
E-Mail: ari.holopainen@vm.vn.fi
FRANCE

Mr. Yves CHEVALIER (*)
Sous-directeur des statuts et des Rémunérations
Direction générale de l’Administration et de la Fonction publique
Ministère de la Fonction publique, de la Réforme de l’Etat
32, rue de Babylone
F-75007 PARIS

Tel: 0142758803
Fax: 0142757106
E-Mail: y.chevalier@dgafp.fpred.gouv.fr

M. Marc DUVAUCHELLE
Chef du Bureau Emploi public
Direction générale de l’Administration et de la fonction publique
Ministère de la Fonction publique et de la Réforme de l’Etat
32 rue de Babylone
75007 Paris

Tel: 00331 4275 89 08
E-Mail: m.duvauchelle@dgafp.fpred.gouv.fr

Ms. Françoise WRAINTROP
Chargée de mission
Délégation Interministérielle à la Réforme de l’Etat
72 rue de Varenne
75007 Paris

Tel: 00331 42757207
Fax.: 00331 42758385
E-mail: f.waintrop@dire.pm.gouv.fr

HONGRIE/ HUNGARY

Dr. István BALAZS
Conseiller principal du Gouvernement chargé du développement d’administration publique
Office du Premier ministre
V. Kossuth tér 4
H-1055 BUDAPEST

Tel: 003614413204
Fax: 003614413218
E-Mail: istvan.balazs@meh.hu
<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Organization</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hongrie/Hungary (suite / cont’d)</td>
<td>Dr. Zsofia CZOMA</td>
<td>Counsellor for International Affairs</td>
<td>Prime Minister's Office V. Kossuth tér, 4 H-1055 BUDAPEST</td>
<td>Tel: 003614413217 Fax: 003614413218 E-Mail: <a href="mailto:zsofia.czoma@meh.hu">zsofia.czoma@meh.hu</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. József SIVAK</td>
<td>Deputy Permanent Representative Hungarian Delegation to the OECD</td>
<td>140, avenue Victor-Hugo F-75116 PARIS</td>
<td>Tel: 0153656500 Fax: 0147558060 E-Mail: <a href="mailto:hundeleg005@olis.oecd.org">hundeleg005@olis.oecd.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ireland/Ireland</td>
<td>Mr. Joseph McGOVERN</td>
<td>Assistant Secretary</td>
<td>Personnel and Remuneration Division Department of Finance 73-79 Lower Mount Street DUBLIN 2</td>
<td>Tel: 0035316045400 Fax: 0035316045423 E-Mail: <a href="mailto:joseph-mcgovern@finance.irlgov.ie">joseph-mcgovern@finance.irlgov.ie</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iceland/Iceland</td>
<td>Mr. Gunnar BJORNSSON</td>
<td>Director-General</td>
<td>Department of Personnel Policy Ministry of Finance Arnarhvoll IS-150 REYKJAVIK</td>
<td>Tel: 003545609300 Fax: 003545623690 E-Mail: gunnar <a href="mailto:bjornsson@fjr.stjr.is">bjornsson@fjr.stjr.is</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mexico/Mexico</td>
<td>Mr. Luis Guillermo IBARRA (*)</td>
<td>Head of the Civil Service Office</td>
<td>Ministry of Finance and Public Credit Av. Constituyentes No.1001, Edif.B Col. Belen de las Flores Delg. Alvaro Obregon CP01110 MEXICO, D.F.</td>
<td>Tel: 005252285053 Fax: 005252285177 E-Mail: <a href="mailto:lgibarra@sse.gob.mx">lgibarra@sse.gob.mx</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ms. Mara DEL TORO
Assistant of the Head of Civil Service
Ministry of Finance and Public Credit
Av. Constituyentes No.1001, Edif.B
Col. Belen de las Flores
Delg.Alvaro Obregon
CP01110 MEXICO, D.F.
Tel: 005252285053
Fax: 005252285177
E-mail: mdeltoro@sse.gob.mx

Mr. Odd BOHAGEN
Deputy Director General
Department of Employers Affairs
Ministry of Labour and Government Administration
Postboks 8004 Dep.
Akersgt. 59
N-0030 OSLO
Tel: 004722244820
Fax: 004722244889
E-Mail: odd.bohagen@aad.dep.no

Mr. Finn MELBO
Deputy Director-General
Ministry of Labour and Government Administration
Postboks 8004 Dep.
Akersgt. 59
N-0030 OSLO
Tel: 004722244880
Fax: 004722244889
E-Mail: finn.melbo@aad.dep.no

Dr. Benita E.C. PLESCH
Director General
Senior Public Service Office
Ministry of the Interior and Kingdom Relations
Postbus 20011
NL-2500 EA DEN HAAG
Tel: 0031704267338
Fax: 0031704266868
E-Mail: benita.plesch@minhzk.nl
<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>**PAYS-BAS/</td>
<td>Drs. Francisca MOESKER</td>
<td>Policy Advisor</td>
<td>Office for the Senior Public Service</td>
<td>Ministry of the Interior and</td>
<td></td>
<td></td>
<td><a href="mailto:francisca.moesker@minbzk.nl">francisca.moesker@minbzk.nl</a></td>
</tr>
<tr>
<td>NETHERLANDS</td>
<td></td>
<td></td>
<td>Kingdom Relations</td>
<td>Postbus 20011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2500 EA Den Haag</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>suite / cont’d</strong></td>
<td></td>
<td></td>
<td></td>
<td>Tel: 0031704267372</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 0031704266868</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E-Mail: <a href="mailto:francisca.moesker@minbzk.nl">francisca.moesker@minbzk.nl</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Drs. Herman SCHOLTEN</td>
<td>Administrator</td>
<td>Employment and Remuneration Policies</td>
<td>Ministry of the Interior and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(*)</td>
<td></td>
<td></td>
<td>Kingdom Relations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Postbus 20011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NL-2500 EA DEN HAAG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tel: 0031704266880</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 0031704266653</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E-Mail: <a href="mailto:herman.scholten@minbzk.nl">herman.scholten@minbzk.nl</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. Peter VAN DER PARRE</td>
<td>Policy Advisor on Labour Market Policy</td>
<td>Ministry of the Interior and Kingdom Relations</td>
<td>Postbus 20011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(*)</td>
<td></td>
<td></td>
<td>NL-2500 EA DEN HAAG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tel: 0031704266252</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 0031704267742</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E-Mail: <a href="mailto:peter.parre@minbzk.nl">peter.parre@minbzk.nl</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>**POLOGNE/</td>
<td>Dr. Jacek CZAPUTOWICZ</td>
<td>Deputy Head of Civil Service</td>
<td>Office of Civil Service/Urzad Sluzby Cywilnej</td>
<td>Aleja J. Szucha 2/4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POLAND</td>
<td></td>
<td></td>
<td></td>
<td>PL-00-582 WARSZAWA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tel: 0048226947120</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fax: 0048226947488</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>E-Mail: <a href="mailto:jacek_czaputowicz@taranis.usc.gov.pl">jacek_czaputowicz@taranis.usc.gov.pl</a></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ms. Isabela ZARCZYNSKA  
Counsellor, Department of Human Resources Management  
Office of Civil Service/Urzad Sluzby Cywilnej  
Aleju J. Szucha 2/4  
PL-00-582 WARSZAWA

Tel: 0048226947169  
Fax: 0048226946690  
E-Mail: zarczynska@taranis.usc.gov.pl

Mme Maria Teresa GANHAO  
Direction générale de l’Administration Publique  
Avenida 24 de Julho, 80 D - 4  
P-1249 084 LISBOA CODEX

Tel: 00351213915677  
Fax: 00351213973053 / 3900148  
E-Mail: dgap@esoterica.pt

Mr. Pavel KAJML  
Department of Human Resources and Development in Public Administration  
Ministry of the Interior  
U Obecniho domu 3  
CZ-112 20 PRAHA 1

Tel: 004202 2110 1203  
Fax: 004202 6144 1056  
E-Mail: kajml@csu.notes.cz

Ms. Nadezda MOKREJSOVA  
Director  
Department of Human Resources and Development in Public Administration  
Ministry of the Interior  
U Obecniho domu 3  
CZ-112 20 PRAHA 1

Tel: 004202 2422 3865  
Fax: 004202 6144 1056  
E-Mail: mokrejsova@csu.notes.cz

Mr. Pavel STERN  
Social Services Department  
Ministry of Labour and Social Affairs  
CZ- PRAHA

Tel: 0042002 2192 2207  
E-Mail: stemp@mpsv.cz  
Pavel.stern@mpsv.cz
<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Position</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROYAUME-UNI/UNITED KINGDOM</td>
<td>Mr. Malcolm DAWSON (*)</td>
<td>Head of SCS Performance Management and Pay</td>
<td>Admiralty Arch, The Mall, London SW1A 2WH</td>
<td>Tel: 0044 207276 1526</td>
<td>E-Mail: <a href="mailto:mdawson@cabinet-office.x.gsi.gov.uk">mdawson@cabinet-office.x.gsi.gov.uk</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mr. Barry FORRESTER</td>
<td>Cabinet Office Employment Conditions &amp; Statistics Division</td>
<td>Admiralty Arch, The Mall, London SW1A 2WH</td>
<td>Tel: 0044 207276 1641</td>
<td>E-Mail: <a href="mailto:bforrest@cabinet-office.x.gsi.gov.uk">bforrest@cabinet-office.x.gsi.gov.uk</a></td>
<td></td>
</tr>
<tr>
<td>SUÈDE/SWEDEN</td>
<td>Ms. Gunilla BOMAN PELLNÄS</td>
<td>Chief of Negotiations Swedish Agency for Government Employers</td>
<td>Box 3267, S-10365 Stockholm</td>
<td>Tel: 0046 8 700 01 424</td>
<td>Fax: 0046 8 700 1376</td>
<td>E-Mail: <a href="mailto:gbo@arbetsgivarverket.se">gbo@arbetsgivarverket.se</a></td>
</tr>
<tr>
<td></td>
<td>Dr. Monica WAGLUND</td>
<td>Director of Development National Council for Quality and Development</td>
<td>Box 3117 (Wallingatan 2), S-103 62 Stockholm</td>
<td>Tel: 0046 8786 9796</td>
<td>Fax: 0046 8786 9799</td>
<td>E-Mail: <a href="mailto:monica.waglund@kkr.se">monica.waglund@kkr.se</a></td>
</tr>
<tr>
<td>SUISSE/SWITZERLAND</td>
<td>Mr. Thierry BOREL</td>
<td>Head, Personnel Systems Federal Personnel Office Federal Department of Finance</td>
<td>Bundesgasse 32, CH-3003 BERNE</td>
<td>Tel: 0041 31 32 26 211</td>
<td>Fax: 0041 31 32 48 880</td>
<td>E-Mail: <a href="mailto:thierry.borel@epa.admin.ch">thierry.borel@epa.admin.ch</a></td>
</tr>
</tbody>
</table>
Mr. Beat BUERGI  
Counsellor  
Swiss Delegation to the OECD  
28, rue de Martignac  
F-75007 PARIS  
Tel: 01 49 55 74 57  
Fax: 01 45 51 01 49  
E-Mail: beat.buergi@pao.rep.admin.ch

TURQUIE/  
TURKEY  
Dr. Mesut GÜLMEZ  
Professor  
Public Administration Institute for Turkey and the Middle East (TODAIE)  
Türkiye ve Ortadogu Amme Idaresi Enstitüsü  
Yüçetepe 1 No.1 Cadde  
Anittepe 06100 ANKARA  
Tel: 0090 31 22 31 73 60  
Fax: 0090 31 22 31 38 81  
E-Mail: mgulmez@todaie.gov.tr

Mr. Ali KÖPRÜLÜ  
Ministre Conseiller  
Délégation de la Turquie près l’OCDE  
9 rue Alfred-Dehodenc  
75016 Paris  
Tel: 00 33 1 44 28 85 02  
Fax: 00 33 1 45 27 28 24  
E-Mail: turdeleo@club-internet.fr

UNITED NATIONS  
Ms. Nicole LANFRANCHI  
Personnel Policies Officer  
International Civil Service Commission  
United Nations  
Two United Nations Plaza, DC2-1078  
New York, NY 10017  
Tel: 001 212 963 84 67  
Fax: 001 212 963 01 59  
E-Mail: lanfranchi@un.org
OBSERVER  Ms. Elsa PILICHOWSKI  Special Assistant to the Deputy Vice-President Vice-President’s Office, East Asian and Pacific Region The World Bank 1818 H Street, N.W. Washington, DC 20433
Tel: 0012027851989 E-Mail: epilichowski@worldbank.org

SECRÉTARIAT DE L’OCDE / OECD SECRETARIAT
Ms. Sally SHELTON COLBY Deputy Secretary General Tel: 33-1 45 24 80 20 E-Mail: sally.shelton@oecd.org

Service de la gestion publique / Public Management Service
Ms. Geraldine BYRNE-NASON Acting Director Tel: 33-1 45 24 80 29 Fax: 33-1 45 24 17 06 geraldine.byrne-nason@oecd.org
Mr. Alex MATHESON Head, Budgeting and Management Division Tel: 33-1 45 24 90 85 Fax: 33-1 45 24 17 06 alex.matheson@oecd.org
Ms. Elke LOEFFLER Administrator Budgeting and Management Division Tel: 33-1 45 24 90 76 Fax: 33-1 45 24 17 06 elke.loeffler@oecd.org
Ms. Sinikka WUOLIJOKI Administrator Budgeting and Management Division Tel: 33-1 45 24 92 20 Fax: 33-1 45 24 17 06 sinikka.wuolijoki@oecd.org
Mr. Deok-Seob SHIM Project Manager Budgeting and Management Division Tel: 33-1 45 24 17 58 Fax: 33-1 45 24 17 06 deok-seob.shim@oecd.org
Ms. Amanda LOPEZ Trainee Budgeting and Management Division Tel: 33-1 45 24 76 12 Fax: 33-1 45 24 17 06 amanda.lopez@oecd.org