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PROGRAMME

GOVERNMENT OF THE FUTURE: GETTING FROM HERE TO THERE

Symposium to be held in Paris, 14-15 September 1999

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Examining the present, in light of the past, for the purposes of the future

GOVERNMENT OF THE FUTURE: GETTING FROM HERE TO THERE*

*Symposium organised by the OECD
Paris, 14-15 September 1999*

PROGRAMME

The first day of the Symposium will consider the emerging challenges to good governance, the shape of governments of the future, and the kind of reforms -- to government roles and functions and public administrations -- that will be required to respond to these challenges. Also to be considered will be how governments recognise and effectively use reform opportunities, and the strategies and tactics that can be employed to achieve successful reform.

The sessions on the second day delve further into how governments conduct reform and are devoted to the problems and solutions for achieving coherence across the multiplicity of reforms occurring throughout government, and the role that evaluation can play as usable knowledge to assist government decision making about what to reform, when, and how. The complexities and risks associated with launching and implementing reforms will be examined with special attention given to how deep cultural change can be achieved as part of reform initiatives.

Presentations will raise questions, suggest solutions, and generally challenge some of the existing notions about the 'how' of reform. They will be followed by general discussion and, in the case of Sessions II and IV, by workshops that provide an opportunity for participants to concentrate on selected issues in more depth.

* This event is supported by a grant from PricewaterhouseCoopers.

PROGRAMME

TUESDAY, 14 SEPTEMBER

09.30–09.40 Welcome and introduction to the Symposium by the OECD Secretary General

Introduction by the Chair – Lord Butler of Brockwell GCB, CVO

09.40–11.00 Session I **GOVERNING INTO THE NEXT CENTURY**

Countries have completed over a decade of intense reform. But governments cannot afford to stand still; there is much more to do if governments are to improve economic and social outcomes for all citizens.

This session will set the scene for the symposium by looking at some of the key challenges confronting governments into the next century. It will consider the future priority areas of reform that governments will need to address in order to tackle the challenges ahead and address the issue of the readiness of government administrations to take up and deal effectively with these challenges.

Keynote presentation by Roberto Carneiro (20 minutes)

Background paper:

Roberto Carneiro: *A Changing Canon of Government: From Custody to Service*

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General discussion on the following questions:

- Responses to the ideas presented by Roberto Carneiro.
- What will be the priority areas of reform to address the challenges ahead?
- Some governments have been able to recognise the signals for change and to respond more quickly and effectively than others - what are the particular characteristics that enable them to do so?

Response by Roberto Carneiro (5 minutes)

Summary of key points by Chair

11.00–11.30 Tea/coffee break

**11.30–13.00 Session II FINDING EFFICIENT APPROACHES
TO DESIGN OF REFORM**

**Bringing together the “best” of what is working well,
with the “best” thinking on reform**

The aim of the session is to consider recent approaches -- strategies, tactics and way opportunities are used -- to reform of public administrations and government roles. It will raise important questions about the adequacy of these approaches to match the risks and opportunities in the rapid-change environments ahead and canvass new possibilities for approaching reform.

Presentation by Allen Schick (15-20 minutes): “Opportunity, Strategy and Tactics in Public Management Reform”

Background papers:

Allen Schick : *Opportunity, Strategy and Tactics in Public Management Reform*
PUMA/SGF(99)4

The Secretariat: *Synthesis of Reform Experiences in Nine OECD Countries: Government Roles and Functions, and Public Management*
PUMA/SGF(99)1

General discussion - responses to Allen Schick’s presentation

13.00-14.30 Lunch

14.30–14.40 Response by Allen Schick on the themes emerging during the general discussion.
Orientation by the Chair to the focus questions for the workshops.

14.40–16.10 Workshops (4)

Four questions focusing on design of reform* will be considered (see opposite).

16.10–16.40 Tea/coffee break

16.40–17.30 Plenary session - reports by the four workshops (10 minutes each)
Response by Allen Schick to the points raised in the reports.

Summary of key points by Chair

EVENING COCKTAIL AND DINNER

* *Reforms*: changes to roles and functions of government, as well as those that improve/enhance the performance of public administrations (such as budget, performance management, human resources, machinery of government, strategic management, service delivery).

Workshop A: Groups 1 and 2

Focus questions:

- How can governments build a constituency for reform, identify possible reform options, and get reform started? In countries that have achieved extensive reform, how can reform fatigue be avoided and the momentum for needed reform sustained?
- What will governments need to know and understand about design, targeting, prioritising and sequencing of reform?

Workshop chair:

Rapporteur:

Workshop B: Groups 3 and 4

Focus questions:

- What are the risks and opportunities associated with different approaches to reform? What are the conditions under which reform initiatives of different scales will be most easily launched, and, conversely, under what circumstances will it be most difficult? How might any barriers be overcome? What are the lessons to be learned from the past -- its failures and successes?
- What evolution is occurring in approaches to reform?

Workshop chair:

Rapporteur:

WEDNESDAY, 15 SEPTEMBER

09.00–11.00 Session III BUILDING COHERENCE INTO REFORM

Presentation by Evert Lindquist (15- 20 minutes)

This session looks at how governments can build coherence across reforms and how the notion of coherence can change as reforms are being implemented. The sorts of institutional capacities and processes that governments will need to achieve coherence will also be considered as well as the information needs of government to decide what to reform, the timing of reform and how to do it.

Background papers:

- | | | |
|----------------------|--|----------------------|
| Evert Lindquist: | <i>Reconceiving the Center: Leadership, Strategic Review, and Coherence in Public Sector Reform</i> | PUMA/SGF(99)5 |
| Jean-Claude Thoenig: | <i>Evaluation as Usable Knowledge for Public Management Reforms</i> | PUMA/SGF(99)6 |
| The Secretariat: | <i>Synthesis of Reform Experiences in Nine OECD Countries: Government Roles and Functions, and Public Management</i> | PUMA/SGF(99)1 |

General discussion on the following questions:

- Certain functions are required to achieve some level of coherence and co-ordination of reform across government. Some governments have a more defined “centre” that might take on these functions, while others do not and achieve these functions through other means. What sorts of capacities and mechanisms will governments of the future need if they are to adopt coherent approaches to reform?
- How can interest be stimulated in new tools and strategic processes that will assist governments to have a coherent overview of public sector performance and the institutional arrangements in place?
- How can evaluation (internal and external) help governments set a vision for reform, prioritise reform efforts, and bring coherence across reforms?

Response by Evert Lindquist (5 minutes)

Summary of key points by Chair

11.00–11.30 Tea/coffee break

11.30–13.00 **Session IV IMPLEMENTING AND MANAGING SIGNIFICANT CHANGE**

Presentation by François Dupuy (20 minutes)

To be successful, reforms demand change that goes beyond cosmetic change to the essentials of an organisation's systems, processes, behaviours, and values.

This session will consider the underlying success factors for managing and implementing profound change -- of prevailing cultures and values, as well as the systems and processes -- in contrast to change expected as part of day-to-day management decisions. It will look at how cultural changes can be achieved as part of reform initiatives as well as whether there are some approaches proving more successful than others in transforming cultures.

Background papers:

François Dupuy: *Why is it so difficult to reform public administration?*
PUMA/SGF(99)7

The Secretariat: *Synthesis of Reform Experiences in Nine OECD Countries: Change Management*
PUMA/SGF(99)2

Particular attention will be given to the following:

- Identifying and assessing the risks (and strengths) involved in using different approaches to managing change (top-down, bottom-up, transformative, broad spectrum, selected, rapid or incremental);
- The place of strategies, tactics and good relationship management in achieving change;
- Dealing with the impacts of reform on affected parties - at the political level, in the community, individual citizens and/or affected groups, and key stakeholders including public servants;
- The continuum of moving the public sector from a change-resistant culture to a change-enabled culture;
- Embedding change in systems and the culture so that reform is not person/personality dependent.

12:00-13:00 Workshops (4) on leading and managing the implementation of change (see overleaf)

13.00-14.30 Lunch

14.30–15.00 Plenary session - reports from workshop rapporteurs

Response by François Dupuy to reports from workshop rapporteurs

Summary of key points by Chair

The 4 workshops will each consider the following questions:

- How can public sectors build a change-enabling culture that will make it possible for them to be more flexible and adaptable to a changing environment rather than perceive needed change as disruptive and threatening?
- What will be the critical success factors for implementing, managing and sustaining change at an organisational level and across the whole of government to adapt to the rapid, multi-change environments envisaged?

15.00–17.00 Session V NURTURING AND MOTIVATING LEADERS

Panel presentations (10 minutes each) on strategies for developing outstanding leadership in the public sector.

Public sector environments in future will challenge existing leadership capacities; this will be so for countries whether their reform ambitions are of a comprehensive and transformational nature or more evolutionary and continuous.

Presenters will address questions on whether leaders in the public sector emerge “by chance” or whether it is possible to develop strategies whereby potential leaders are identified, developed, nurtured and motivated to perform. What steps can governments take to remove barriers that stifle leadership and motivate effective leaders to perform well?

Expert Panel:

- Jo Brosnahan, Chief Executive, Northern Regional Council, Auckland, New Zealand;
- Kevin Bacon, consultant with PricewaterhouseCoopers

The presentations will lead into two questions to launch a **general discussion**.

- What steps will governments need to take for developing effective leaders of the future?
- What sort of investments and initiatives will countries need to make to find, develop, nurture, retain and empower leadership capacities to cope with day-to-day business demands as well as leading future reform efforts?

Background papers:

Jo Brosnahan: *Public Sector Reform Requires Leadership* **PUMA/SGF(99)8**

Kevin Bacon: *Beyond Training: Developing and Nurturing Leaders for the Public Sector* **PUMA/SGF(99)9**

Summary of key points by Chair**Closing of the Symposium by Mr. Jean-Jacques Noreau**

Director, Public Management Service (PUMA)