

**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE
PUBLIC MANAGEMENT COMMITTEE**

GOV/PUMA/A(2003)2
Unclassified

PROVISIONAL ANNOTATED AGENDA

**28th Session of the Public Management Committee
13-14 November 2003
Château de la Muette, Paris**

The first day of this meeting of the Public Management Committee has been structured as a special session, in symposium format. This format should allow delegates to engage in more in-depth discussion and exchange of experience on an aspect of the Committee's work programme on Public Sector Modernisation. Results from the discussions at the special session will help guide the continuing work in this area.

The topic of the special session is also closely linked to the items to be discussed during the second day of the meeting; the Committee will thus have an opportunity to address several different, mutually reinforcing themes within the framework of the Modernisation work programme.

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PUBLIC MANAGEMENT COMMITTEE

PROVISIONAL ANNOTATED AGENDA

**28th Session of the Public Management Committee
to be held at the Château de la Muette, Paris
13-14 November 2003**

**Thursday, 13 November 2003
Special Session of the PUMA Committee on “The New Public Executive”**

Morning session: 9h30 - 13h00

9:30 - 13:00 **Plenary Session:** GOV/PUMA(2003)16
The New Public Executive: Issues and Challenges GOV/PUMA(2003)17

13:00 – 14:30 Buffet lunch in the Salle George Marshall, Château

Afternoon session: 14h30 – 18h00

14:30 – 16:15 **Break-out sessions:**

1. Public leadership in a changing society
2. How to find and form the next generation of public executives?
3. How well do individualised incentives serve the collective interest?

16:45 – 17:45 Plenary session: Summary of break-out session, feedback from countries and panel discussion of results of Symposium.

17:45 – 18:00 Conclusions by the Chair

N.B. Coffee breaks will take place at approximately 11h00 and 16h30

Friday, 14 November 2003
28th Session of the Public Management Committee, *continued*

Morning session: 9h30 - 13h00

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| 1. | Adoption of the Agenda | GOV/PUMA/A(2003)2 |
| 2. | Approval of the Summary Record of the 27th meeting of the Public Management Committee | GOV/PUMA/M(2003)1 |
| 3. | Bureau elections | |
| 4. | Opening remarks by the Chair | |
| 5. | Modernising Government: People, Structures and Performance | GOV/PUMA(2003)18
GOV/PUMA(2003)19
GOV/PUMA(2003)20 |

Afternoon session: 14:30-18:00

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| 6. | Administrative Reform in Russia | |
| 7. | Medium-term directions for PUMA work 2005-2006 | GOV/PUMA(2003)21 |
| 8. | Other business | |

N.B. Coffee breaks will take place at approximately 11h00 and 16h00

NOTES

SPECIAL SESSION OF THE PUMA COMMITTEE¹: THE NEW PUBLIC EXECUTIVE

The purpose of this symposium-style session is to enable Committee members to engage in an in-depth discussion of a specific, topical issue raised in the context of the PUMA work programme on Modernisation: the leadership challenges facing public sectors. What can governments do to meet these challenges in acquiring, forming and motivating the next generation of senior managers?

Reforms of the management of senior civil servants have been on the agenda of OECD member countries for a long time. More particularly, senior civil servants are seen as a crucial element of most public management reforms. Recently, reports show that countries are striving to make their civil services more responsive to both policy decisions and the needs of citizens through more emphasis on “performance” rather than on compliance with process. This has meant some decentralisation of managerial decision-making and more emphasis on the individual responsibility and performance of top managers. While the challenges are of a different nature for career-based and position-based senior civil services, the focus is increasingly turning towards leadership and change management as well as human resources management.

The Secretariat’s early findings in the initial report are that the reforms of the two fundamentally different systems across the OECD member countries have resulted in an integration of some of the organisational principles of these opposite systems.

Plenary Session

Chair: Mr. Knut Rexed, Vice-Chair of the PUMA Committee

- First, the Chair of the PUMA Committee will open the meeting.
- Next, the chair of the Special Session will discuss the importance of the topic “The New Public Executive” to OECD countries.
- Prof. Allen Schick of the Brookings Institute will discuss the challenges facing the New Public Executive in a changing society
- Delegates will hear from three countries with fundamentally different senior civil service systems: New Zealand, France and Belgium (to be confirmed).
- Mr. Patrice Stern, of ICS Interconsultants, France, will speak on leadership in the private sector.
- **Committee action:** Discuss the issues raised by the speakers, with reference to experiences in their own countries.

1. At the last session of the Committee, countries agreed to change the name of the PUMA Committee to the Public Governance Committee (GOV) [see GOV/PUMA/M(2003)2, para. 6]. However, such a change requires formal approval by the OECD Council. This procedure is under way, and delegates will be informed once Council has taken a decision.

Break-out Sessions

Each break-out session will be chaired by an invited expert, and two countries in each session will be asked to lead off discussion.

- ***Public Leadership in a Changing Society***

Key issues for discussion: How to make leaders more adaptive to a more rapidly changing environment. What are the best systems ensuring adaptivity of senior leadership? How to maintain coherence and a common culture while achieving adaptivity of senior leadership.

- ***How to Find and Form the Next Generation of Public Executives?***

Key issues for discussion: How to improve the recruitment mechanisms within the main framework of career-based and position-based systems. Should systems borrow some features of opposite systems to make up for their weaknesses? What is the role of training? Socialisation and creation of a common culture in position-based systems. Adaptivity in career-based and position-based systems.

- ***How Well do Individualised Incentives Serve the Collective Interest?***

Key issues for discussion: How well do individualised incentives (such as pay or promotion) motivate public executives to perform better? How can individual incentives be best linked to organizational or governmental goals? Do individual incentives improve the retention or attraction of high-quality public sector managers? Is the trend towards individualization a threat to the sense of collective public interest? If so, what can be done?

Plenary session

- During this session, nominated country representatives of the three break-out sessions will report back on results.
- Other countries will be invited to reflect on the feedback from their national perspective
- A panel of invited speakers and chairs will each give a short account of what they felt came out of the discussions and pose questions for the future.

Conclusions by the Chair

The Chair will underline the lessons to be drawn for Committee work.

NOTES

28TH SESSION OF THE PUBLIC MANAGEMENT COMMITTEE, CONTINUED

Item 3. Bureau Elections

The Committee has been asked to nominate candidates to fill the vacant seats on the Bureau. When all the nominations have been made, the Committee will elect the new Bureau members.

- **Committee action:** Elect the new members of the Committee Bureau.

Item 4. Opening remarks by the Chair

After opening the meeting, the Chair will briefly summarise the results of the discussions at the previous day's symposium.

Item 5. Modernising Government: People, Structures and Performance

This session will discuss the first three papers in the modernisation series. Each paper examines a lever of reform that has been used in various OECD countries to modernise government. These levers of reform include transforming public sector employment, changing and creating new organisational structures, and the introduction of different forms of results-based management and budgeting.

- The Secretariat will briefly summarise work carried out so far on Modernising Government.
- After the Secretariat presentation, the discussion will take place in four parts, each part introduced by a country representative:

– Part 1 – Modernising Public Employment GOV/PUMA(2003)18

Key issues for discussion: Are governments still losing competitiveness as employers? How can career-based systems be made more responsive to a changing society? How can one ensure that position-based civil servants are committed to the public interest?

– Part 2 – Changing Organisational Structures GOV/PUMA(2003)19

Key issues for discussion: To what extent do new organisations need new people? Is the diversity of government bodies creating confusion for the government or for the public? What can be done to prevent reorganisation being carried out for the wrong reasons?

– Part 3 – Governing for Performance GOV/PUMA(2003)20

Key issues for discussion: What is the role of evaluation now that performance management and budgeting are so popular? Are politicians and managers using performance information in decision-making processes? If so, how? Have performance targets – alone or in combination with other tools – contributed to improving efficiency and effectiveness?

– Part 4 – Toolkit for managing conflict of interest

The New Zealand delegate will outline his country's efforts to develop management tools for preventing and controlling conflict of interest.

- **Committee action:** Discuss the issues raised by the papers, and exchange experiences.

Item 6. Administrative Reform in Russia

- The Chair of the Committee will briefly introduce PUMA activities on public sector modernisation, and highlight the common themes with the reform process in Russia.
- A delegate from Russia will present his country's administrative reform programme.
- **Committee action:** Discuss the Russian reform programme with reference to OECD countries' approach to modernisation.

Item 7. Medium-term Directions for PUMA Work – 2005/6

- The Secretariat will give a short presentation on the new Programme of Work and Budget Process.
- In the context of the mandate renewal and medium-term priorities recently expressed by countries and the OECD reform process, a background note will be presented to launch Committee discussion of the programme of work for 2005/6 and the mandate for 2005-2009 [GOV/PUMA(2003)21].
- **Committee action:** Discuss and provide guidance on the proposed orientations for the next mandate and 2005/6 Programme of Work.

Item 8. Other Business

Other background documents

- PUMA Calendar of Meetings 2003-2004 [GOV/PUMA(2003)12/REV1]
- Country Factsheets [GOV/PUMA(2003)23]
- Status of Activities [GOV/PUMA(2003)24]