



ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

Le Secrétaire général  
The Secretary-General

AG/2007.390.sb

11 April 2007

Dear Mr. Chatterson,

Thank you very much for your comments on the OECD Human Resource Policies and practices with which I broadly agree.

As you are very well aware, this reform package has been on my agenda since taking over the leadership of this Organisation. I have in fact made several specific proposals to sharpen the reform. I refer particularly to the provision according to which all officials in the OECD, including those of project posts, will be recruited by "advertising vacancies and conducting panel interviews" when the new HR Policy is fully implemented. I also have reduced my own prerogative to appoint "directly" senior officials of grades A6 and A7, to only four positions: the Chief of Staff, the Deputy Chief of Staff, the Chief Economist and the Executive Director. Other officials at that level, I will generally appoint following the issuing of a vacancy notice and taking into account the comments of a panel, accordingly to the policy to be implemented.

While merit is, and will be, the key consideration in the selection of senior staff, I hope you will agree that merit is not only based on academic achievements and professional experience, but also has to include trust, sound judgement and the correct attitude regarding the mission, criteria which I will apply generally but even more so where my closest collaborators are concerned.

I would like once again to invite the Canadian and all other Delegations to work with me to ensure that the new HR Policy Framework becomes a daily practice in the Organisation. Budgetary resources have been allocated for this purpose. I remain open to any additional suggestions Member countries may have to improve the working conditions of our most valuable asset, which is our staff.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Angel Gurría', is written over a horizontal line.

Angel Gurría

Mr. David Chatterson  
Chargé d'Affaires ad interim  
Delegation of Canada to the OECD  
Paris

cc: Mr. John Sloan  
Director General, Economic Policy Bureau  
Foreign Affairs and International Trade  
Canada



Government of Canada  
Permanent Delegation of Canada  
to the Organization for Economic  
Co-operation and Development

Gouvernement du Canada  
Délégation permanente du Canada  
auprès de l'Organisation de coopération  
et de développement économiques

April 4, 2007

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Mr. Angel Gurría  
Secretary-General  
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Dear Mr. Gurría

I am writing to you, as directed by my authorities, in connection with some issues that arose in recent Heads of Delegation discussions concerning OECD human resource policies and practices.

As you know, Canada has been a strong supporter of a clear division of responsibilities between member countries and the Secretary General. Our view has been and continues to be that member countries are responsible for setting the strategic direction of the organization and for establishing the broad principles that serve to guide its operations. The Secretary General is delegated the authority needed to manage the organization and is responsible and accountable for delivering outcomes in line with members' expectations.

As such, and given the recent discussions, my authorities thought it timely to convey Canada's strong interest and expectations concerning the human resource policies and practices of the OECD.

Firstly, Canada is very supportive of the new human resource policy reforms. The efficiency and effectiveness of the OECD depends in large part on its ability to obtain, motivate and retain the highest possible quality staff. Canada's Government and its taxpayers expect this.

**Canada**

Secondly, as an organization that develops and advocates best practices and good governance, the OECD secretariat and its senior management must embody, and be seen to embody, the very highest standards of good governance. Anything less can threaten the integrity and credibility of the Organization and thereby weaken its influence and utility to its members.

It is for these reasons that Canada insists on open and transparent staffing actions that use an assessment of merit to create and sustain a cadre of the best and brightest. Processes must not only comply with the rules and regulations, they must be seen as open and fair and they must avoid any perception of conflict of interest. Anything less serves neither the interests of the Organization or of Canada.

In closing, I wish to assure you of Canada's continued support for your leadership of the OECD and for the OECD itself as it continues to transform itself into a global organization of influence and impact.



David Chatterson  
Chargé d'Affaires ad interim  
Permanent Delegation of Canada to the OECD

cc: John Sloan