Lead-Engage-Perform

Public Sector Leadership for Improved Employee Engagement and Organisational Success

21-22 January 2015, Paris, France

www.oecd.org/governance/pem
Engaged employees are those who are “committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being.” Engaged employees are critical to successfully manage change in the public administration, to enhance service orientation and to ensure customer satisfaction. Empirical evidence links the related concepts of employee engagement, organisational commitment and staff motivation to better organisational outcomes including efficiency, productivity, public sector innovation, citizen trust in public sector institutions, and employee trust in organisational leadership. Employee engagement strengthens organisational capacity as it is positively related to individual performance and employee retention.

Results from our recent survey on the HR impact of budgetary constraints and others indicate that employee engagement across OECD countries has been dropping significantly. Low levels of employee engagement now threaten to erode important organisational performance outcomes including efficiency and productivity, public sector innovation, and ultimately public trust.

**Target Audience**

This unique event will appeal to public officials who are charged with motivating employees to provide the highest level of customer-oriented service, promoting productivity in the workforce, inspiring innovation, enhancing workplace well-being, establishing the public administration as a learning organisation and improving transformational leadership in times of organisational change. Therefor the intended target audience includes:

- Public officials with responsibility for supporting HR policy and/or strategy development, senior civil service management and support, leadership/management training and development, corporate health and wellbeing or other related fields.
- Leaders responsible for employee surveys
- Public sector learning institutions
- Any other public managers interested in the topic
Key Questions

- Why does employee engagement matter?
- How does leadership impact employee engagement?
- How are OECD governments committed to restoring job engagement and job commitment?
- What can be learned from sharing experience?
# DRAFT AGENDA

**21 January 2015**

## Part 1: Background and Concepts

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<th>Time</th>
<th>Event</th>
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<tr>
<td>9:00–9:15</td>
<td><strong>Welcome to Participants and Introduction</strong>&lt;br&gt;Luiz de Mello, Deputy Director, Governance and Territorial Development</td>
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<td>9:15-10:15</td>
<td><strong>Setting the stage:</strong>&lt;br&gt;  - The impact of the Economic Crisis on HR Management in Public Administration&lt;br&gt;  - Innovating the Public Sector: from ideas to Impact&lt;br&gt;  - Dr. Christoph Demmke: Presentation based on new OECD survey findings&lt;br&gt;  - OECD Secretariat: brief report of relevant discussions of the conference</td>
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<tr>
<td>10.15-11:15</td>
<td><strong>Strengthening leadership capabilities for improved employee engagement and organisational success.</strong>&lt;br&gt;  - More engagement-more success? The empirical evidence and business case for investing in engagement in the public and private sectors.&lt;br&gt;  - Job satisfaction, commitment and engagement: how does each contribute to organizational performance?&lt;br&gt;  - Transforming and transacting: what is the role of organisational leadership in improving the engagement of public employees?&lt;br&gt;  - Dr. David E Guest, Professor of Organizational Psychology and Human Resource Management, King’s College, London</td>
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<td>11:15-11:30</td>
<td><strong>Coffee Break</strong></td>
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## Part 2: Country Cases

- Why do governments invest in engagement policies and suitable change techniques?
- What do the different concepts and approaches look like?<br>  e.g. definition, engagement model and HR strategy, indicators/items, rota, index or employee survey measuring factors or enablers, implementation and/or suitable change strategy including leadership and collaboration, results, further analysis and findings

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<td>11:30-13:00</td>
<td><strong>Engagement matters session 1: Germany’s Bundesagentur für Arbeit and the European Commission</strong>&lt;br&gt;  Beatrix Behrens, Head of Division, HR Policy&lt;br&gt;  Norman Jardine, Head of Communications Unit, DG Human Resources and Security</td>
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<td>13:00–14:00</td>
<td><strong>Lunch Break/Networking</strong></td>
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<td>15:45-16:00</td>
<td><strong>Coffee Break</strong></td>
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<td>Time</td>
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| 16:00-17:20 | **Engagement matters session 3: The Belgian and Estonian Civil Services,**  
Philip Vermeulen, Senior Advisor – Staff and Organisational Development, Belgium Federal Gov.  
Wendy De Letter, Head of HR Policy Unit, Public Governance Flanders  
Patricia Van den Bossche, HR Consultant, Learning & management development, Flanders  
Merle Nurmoja, Advisor, Top Civil Service Excellence Centre, Estonia |
| 17:20-18:00 | Breakout discussions on cross-cutting themes. Working groups                                                                                     |
| 18:00      | Cocktail                                                                                                                                 |

22 January, 2015

**Part 3: Synthesis, Implication for Leadership, Future Directions**

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| 9:00 - 9:30 | Welcome, Resume of Day 1, Feedback to the programme  
Report back from breakout discussions at end of Day 1 |
| 9:30 - 10:45 | **Leadership: Whose job is it to improve employee engagement and well-being for better organisational performance?**  
Roundtable discussion launched by Dr David Schmidtchen, Australian Public Service Commission (videolink) |
|           | If engagement and well-being are key drivers of improved organisational performance, then what can country experience tell us about the personal and institutional leadership factors that support engagement and the employer-employee relationship?  
• Who are the key actors that need to be part of the strategy? What roles do they play? (Including: Senior leaders, line managers, HRM policy makers)  
• What are the obstacles and challenges of developing and implementing an engagement strategy?  
• Learning from good practice and mistakes: what are the key success factors and pitfalls to avoid? |
| 10:45 - 11:00 | Coffee break                                                                                                                                   |
| 11:00 - 12:00 | **Employee engagement and the Public Sector employer brand: competitive employment under tight fiscal pressure?**  
Round table discussion |
|           | The traditional qualities of public sector work attractiveness are under increased pressure from multiple angles. The fiscal crisis and the demographic change in many countries have increased pressure on wages and pension sustainability. The newest generation of applicants and employees appear to be less attracted by the promise of working for the same employer their whole career. Furthermore, the workforce is increasingly diverse and ageing in some countries with shifting values and expectations on working conditions, suggesting the need to think about engagement, attraction and retention among multiple lines. Given this context:  
• How can public sector employers remain competitive in the job market? What can public sector employers offer beyond pay, stability and pension? What role can effective employee engagement play in redefining the public sector employment contract of the future? |
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| 12:00-13:00 | **Framing the common future: Next steps and future challenges in HRM for performance, trust, innovation, and well-being in the workplace.**  
*Presentation by the PEM secretariat and workshop* |

- What impact does this have on leadership and collaboration as well as identification, HR policies, and organisational culture?
- What support can the OECD provide to member states in this area?
- Who are the relevant actors and partners at country level?
- What are our next steps and key milestones?
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19 January 2014, Paris, France