PUBLIC GOVERNANCE DIRECTORATE
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Cancels & replaces the same document of 29 April 2019

Working Party on Public Employment and Management

Annual meeting of the Working Party on Public Employment and Management
6-7 May 2019
Monday, 6th May 2019

8:30 – 9:15 Registration and Welcome coffee

9:15-9:30

Item 1. Opening remarks

- Simon Claydon, Director of HR Policy and Operations at HM Revenue and Customs, and PEM Chair
- Andrew Blazey, Deputy Head of the Budgeting and Public Expenditure Division, OECD

9:30-12:30

Item 2. Session 1: Recommendation on Public Service Leadership and Capability: from definition to implementation

Objective

The PEM meeting will open by marking the adoption by the OECD Council of the Recommendation on Public Service Leadership and Capability (PSLC). The Secretariat will present the final version of the Recommendation and delegates will provide feedback on how the Recommendation can be diffused and applied in their countries.

Delegates will also help to define different modalities of implementation support the OECD PEM Secretariat could provide. The Secretariat will present various options and ongoing initiatives that could provide relevant models, including implementation or capacity-building roadmaps, self-assessment frameworks and implementation ‘toolkits’. Delegates will work in small groups to help the OECD structure follow-up to the Recommendation and build momentum for its implementation.

Speakers

- PEM Secretariat. Presentation on the PSLC Recommendation and implementation modalities

Open discussion:

- How can the new Recommendation help to advance a strategic approach to civil service management in your country? Which are the areas that are currently highest priority in your administration?

Coffee break

Workshop breakout groups

- Group 1: Self-assessment frameworks
  Moderator: Philippe Vermeulen (Belgium)
- Group 2: Thematic research
  Moderator: Nancy Chahwan (Canada)
- Group 3: Country-specific support and technical assistance
  Moderator: Krzysztof Banas (Poland)
Plenary discussion, feedback from breakout groups:

- What kinds of research and analysis, tools and methods would you like the OECD to develop to support implementation of the Recommendation in your national context?
- What contributions are you willing to make to each of these mechanisms?

12:30 – 14:00 Lunch break

Item 3. Session 2: The Future of Work in the public service: new skills, new ways of working, and new HRM?

Objectives

The purpose of this session is to explore how PEM Delegates have begun to understand and adapt to emerging challenges in this field. This session will draw on insights from OECD projects on the Future of Work, with a particular focus on the emerging trends shaping Public Employment and Management. The session will include an interactive exercise where PEM delegates will work in small groups to consider the potential impacts of future scenarios on the public service workforce and the way it is managed. The OECD secretariat will use the outputs of this session to inform future analytical work in this area.

Opening panel from various OECD work streams on the Future of Work:

- **Stijn Broecke**, Employment, Labour and Social Affairs Directorate
- **Duncan Cass-Beggs**, Strategic Foresight; Office of the Secretary General
- **Montserrat Gomendio**, OECD Centre for Skills
- **Rasmus Nielsen**, Trade Union Advisory Committee (TUAC) to the OECD
- **Mariagrazia Squicciarini**, Science, Technology and Innovation Directorate

Country Presentations Panel 1:

- **Veronica Villalobos**, US Office of Personnel Management
- **Chee Wee Koh**, Prime Minister’s Office, Singapore

Breakout groups:

- **Group 1**: implications of megatrends for Pillar 1 - Values-driven culture and leadership  
  *Moderator: Kamilla Heden Henningsen (Denmark)*
- **Group 2**: implications of megatrends for Pillar 2 - Skilled and effective public servants  
  *Moderator: Iciar Perez Baroja Verde (Spain)*
- **Group 3**: implications of megatrends for Pillar 3 - Responsive and adaptive public employment systems  
  *Moderator: Nicole Donkers (Netherlands)*

Breakout group discussions:
- What are the main trends affecting the ways in which governments design and implement policies, and deliver public services? How are these trends likely to change in medium to longer term? What new trends are on the horizon?
- How are these trends likely to change the way we work in the public service? What implications Skills and competencies? Public employment policies and systems?

Country presentations panel 2:
- **Robert Cloarec**, Swedish Agency for Government Employers
- **Margaret Kidd**, Permanent Delegation of Australia to the OECD
- **Denis Rogy**, Direction Générale de l’administration et de la fonction publique, France

Plenary discussion:
- What can public services do now to prepare?
- What can the OECD do to support them?

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**Tuesday, 7 May 2019**

9:30 – 9:45

**Item 4. Opening remarks**
- Jeffrey Schlagenhauf, OECD Deputy Secretary General

9:45-10:45

**Item 5. Session 3: Leadership and Senior Civil Service Systems**

Objectives
Public service leadership and Senior Civil Service (SCS) management remain high on the agenda of OECD countries, and are foundational elements of the PSLC Recommendation. This session will be an opportunity to reflect on lessons learned from recent projects on public sector leadership, including a review of Brazil’s SCS system and leadership skills for innovation.

Speakers
- **PEM Secretariat**, Presentation of the Brazilian review of innovation skills and leadership and update on the project “Emerging needs of the Senior Civil Service”
- **Guilherme de Almeida**, Brazil’s National School of Public Administration (ENAP)
- **Ari Holopainen**, Ministry of Finance, Finland
Plenary discussion

- What are the emerging trends and innovations in the management of senior civil servants to boost public service leadership and support a values-based culture in the civil service?
- How can the OECD support countries to establish effective senior civil service systems that identify and incentivise the right skills and leadership styles to prepare the civil service for the future?

10:45 – 11:00 Coffee break

11:00 – 12:30

Item 6. Session 4: Next-Generation Diversity and Inclusion strategies in the Public Service

GOV/PGC/PEM(2018)4

Objectives

This session will look at emerging international practices for the effective design and implementation of “next generation” D&I strategies and policies. The session will feature a special presentation from Tinna Neilsen, a leading expert on the application of behavioural insights to inclusion strategies. The OECD Secretariat will also present its draft Working Paper on Moving from Diversity to Inclusion in the Public Service: Bridging the Divide. The paper looks at emerging practices around governance and accountability for results, data and evidence to identify inclusion barriers and better tailor interventions, insights from behavioural sciences, and inclusive leadership.

Speakers

- PEM Secretariat, Presentation of the Draft Working Paper on Diversity and Inclusion in the Public Service
- Tinna Neilsen, Anthropologist & Founder of Move The Elephant For Inclusiveness, Co-Founder, Inclusion Nudges Global Initiative, and Author of Inclusion Nudges Guidebook
- Kim Louw, Behaviour Insights Unit, New South Wales

Plenary discussion:

- The Working Paper looks at data analytics and behavioural insights as ways of promoting diversity and inclusion. What innovative practices are countries implementing in this space?
- What challenges have they come across in applying behavioural insights and what lessons can they offer others from their experiences?

12:30 – 14:00 Lunch break

14:00 – 15:45

Item 7. Session 5: Rethinking Data and Indicators for public sector HRM

GOV/PGC/PEM(2019)5

Objectives

Civil Services are collecting an ever-increasing level of data on their workforce, but many struggle to put this data to best use, to improve managerial decision-making and workforce planning. Additionally, international benchmarks in this field are rare. The adoption of the PSLC Recommendation gives the PEM
an opportunity to establish a new generation of international comparative indicators and benchmarks in this area. This session will begin by discussing the existing HRM indicators in Government at a Glance, and the proposed establishment of a PEM expert group on workforce data and indicators. This group would explore the use of data and workforce analytics in public services, and help develop new indicators structured on the PSLC Recommendation.

**Speakers**

- **PEM Secretariat**, Presentation of HRM data for the *Government at a Glance 2019* and Update on the work of the Civil Service Surveys Group
- **Ruth Cullen**, Department of Public Expenditure and Reform, Ireland
- **Jean-François Fleury**, Office of the Chief HR Officer (OCHRO), Canada
- **Koen Beirens**, Federal Public Service Strategy and Support, Belgium

**Open discussion:**

- How has your public administration been using workforce data and analytics to inform workforce policy and planning? What are the key challenges you face in getting better data and putting it to use?
- Which areas would you prioritise for the development of new indicators and benchmarks in this area? How can we set up a sub-group of the PEM to take this forward? Which profiles and skills would be best for such a group?

**15:45 – 16:00**

**Item 8. Concluding remarks and next steps**

- **Simon Claydon**, Chair of the Working Party on Public Employment and Management
- **PEM secretariat**