Network on Public Employment and Management

Draft Agenda: Annual Meeting of the Working Party on Public Employment and Management

3-4 May 2016
OECD Conference Centre, Paris, France

This document presents the draft agenda of the Annual Meeting of the Working Party on Public Employment and Management

Contact(s):
Daniel GERSON, Project Manager, +(33-1) 45 24 81 97
JT03394670

Complete document available on OLIS in its original format.
This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.
Draft Agenda: Annual Meeting of the Working Party on Public Employment and Management

3-4 May 2016
OECD Conference Centre, Paris, France

On 28 October 2015, Ministers and high-level delegates from 42 countries met in Helsinki to outline a new vision for public governance which includes the essential role of a highly skilled, professional, inclusive and accountable public workforce to deliver on complex policy challenges like inclusive growth. To achieve this, the Public Governance Ministerial called for investments in a culture of innovation in the public sector. This year the PEM looks at the skills and competencies necessary in civil services to ensure that public employees are able to develop and implement innovative solutions, and how public leaders can ensure their organisations are attracting, developing, retaining and using these skills to improve productivity and impact.

<table>
<thead>
<tr>
<th>Tuesday 3 May 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:15-9:30</td>
</tr>
<tr>
<td>9:30-13:00</td>
</tr>
</tbody>
</table>

People are at the centre of public sector innovation, and the skills and competencies that public employees bring to their jobs may greatly influence the level of innovation capacity within an organisation (see the innovation framework developed in OECD “the Innovation Imperative in the Public Sector – Setting an Agenda for Action”). In the framework of an EC-H2020 funded project, the OECD is undertaking research to identify, catalogue and analyse critical skills and competencies for innovation in public services. The output will be a framework for innovation skills that will be used to develop capability self-assessment and learning tools for civil servants and other public employees. In parallel, the OECD is working with the Government of Chile to conduct a baseline review of innovation skills in its civil service which will provide insight into the framework development and an initial test case. Through a series of interactive workshops, this session will 1) present initial evidence emerging from this work and 2) involve members of PEM and the OPSI National Contact Points in the development of the framework to explore which skills matter and how they can be developed.

Delegates will be invited to comment on the Skills for Innovation framework and preliminary findings of the Chilean review, and will participate in small-group interactive workshops on innovation skills. A short background paper will be provided before the workshop to prepare participants.

- Towards a common framework for innovation skills: presentation and discussion on the PEM/OPSI research project
- Baseline innovation skills review of Chile: presentation of progress and early findings
- Interactive workshop sessions and group discussions:
  - What are the skills required of an innovative civil service?
  - What are the existing skill gaps and how can they be tackled?
  - How can employees with these skills be attracted, developed and deployed for maximum impact?
  - What kind of framework tool could be used at central level to guide the development of a more innovative civil service?

13:00-14:30 Lunch
2. **Session 2: Skills in the Civil Service**

14:30-15:30  

2.a. **Core skills in the Civil Service**

The skills needed to provide world-class policy advice and mobilize effective implementation are being re-examined by OECD countries in the context of digitalisation, labour market competition and more open and collaborative government. Engaging with citizens, achieving impact through networks, and managing complex projects with suppliers are areas of apparent need. This session will look to the collective wisdom of the PEM to discuss and define essential civil service skills and competencies, and look at innovative methods to identify and plug the gaps.

*Delegates will be invited to comment on the framework paper and suggest opportunities to include effective and innovative practices as case studies for a 2016 publication.*

- Presentation of the framework paper and early evidence from the 2016 SHRM survey.
- Open discussion:
  - What are the core civil service skills and competencies and how have these been changing?
  - What effective practices have been used to identify emerging skills needs and fill the gaps?

15:30-16:30  

2.b. **Senior Civil Service: Policy and leadership skills**

Today’s civil service leaders are increasingly called upon not only to be effective target managers, but also to be inspiring, transformative leaders capable of driving innovation and collaboration while maintaining the highest standards of accountability, probity and transparency. The OECD has recently held two expert meeting on aspects of SCS (leadership for employee engagement, and performance and accountability). This session will offer an opportunity to build on the outputs of these meetings and a recent consultation on senior civil service skills.

*Delegates will be invited to reflect on the discussion paper and help the OECD to identify future work priorities in this area.*

- Presentation of discussion paper and early indications from the SHRM survey
- Country presentations
- Open discussion:
  - What are the expectations of Senior Administrative leaders and what are the skills and profiles required to meet these expectations?
  - What elements of HR management can help to build leadership at the highest levels; and how are these being modernized to ensure that the right competencies are developed, activated, and used effectively?
  - How can the OECD help to establish standards and benchmarks for effective civil service leadership?

16:30-16:45 **Coffee break**

16:45-18:00  

3. **Session 3: Inclusive civil service for inclusive growth**

A diverse and inclusive civil service is essential not only to ensure equal opportunities for all segments of the working population, but, if managed effectively, to make better policy and support service innovation. This session will look at the issue of diversity and inclusion from multiple perspectives, to explore the ways in which civil services can integrate and leverage diversity for
better public outcomes. Following from the GOV Ministerial on Governance for Inclusive Growth and the recent adoption of the 2015 OECD Recommendation of the Council on Gender Equality in Public Life, this topic is positioned to be a key focus of GOV work in the years ahead.

Delegates will be invited to identify approaches to implementing the 2015 Recommendation and to reflect on the role of public employment and managerial systems for building diverse public workforces and inclusive work environments.

- Inclusive civil service for inclusive growth: an update from the secretariat on the OECD Ministerial and work on diversity and inclusion and presentation from Directorate for Employment and Social Affairs (tbc).
- Presentation of the final 2015 OECD Recommendation of the Council on Gender Equality in Public Life.
- Country presentations of innovative practices for diversity and inclusion (tbc)
- Open discussion:
  - What steps are being taken by OECD countries to rise to the challenges of diversity and inclusion in the civil service? What are the opportunities? Where are the barriers?
  - How can the PEM support the implementation of the 2015 Recommendation on Gender Equality in Public Life?
  - What role can the OECD play in supporting work on Gender, Diversity and Inclusion through the 2017/18 biennium?

18:00-19:00 Cocktail (with OPSI points of contact network)

Wednesday 4 May 2016

4. Session 4: Civil service effectiveness

9:15-10:15 4.a. What are the indicators?

HRM in OECD civil services is becoming increasingly data-informed. Employee surveys are one example of a rich data source that is being used to understand and benchmark organisational health. Administrative data is another source of indicators which is increasingly comparable across OECD countries. But how to best use the rich data produced to target effective civil service management is still a question to be resolved. This session will build on conversations held in March at the first meeting of the steering group for the OECD Civil Service Effectiveness Indicators project, which expressed significant interest in looking at workforce indicators as a central component of a larger framework, and the potential to develop comparative metrics across countries.

Delegates will be invited to reflect on the questions for discussion and share their approach and challenges to assessing workforce capacity with data and indicators.

- Civil Service Effectiveness: Towards New Indicators: presentation from the Secretariat, including early indications from the SHRM survey.
- Country presentations
- Open discussion:
  - What indicators do you use to know whether your civil service is well managed?
  - What is the potential of different data sources for a more digitally driven civil service?
  - What opportunities are there to develop comparative indicators across countries, such as common questions in employee surveys?
10:15-11:15  4.b. What are the underpinning principles?

Indicators help governments to monitor effectiveness but it’s the underlying systems, processes and principles that enable effectiveness in the first place. Building a culture of openness and integrity at organisational level is one set of principles that contribute, and the PEM has been invited to comment on the Update of the 1998 Recommendation on Improving Ethical Conduct in the Public Service. This session will consider what, in addition to integrity, are the underlying principles, values and attributes of an effective civil service, and how an eventual OECD instrument on civil service would support public governance and capacity to deliver on policy priorities.

Delegates will be invited to reflect on the questions for discussion and share their views in discussion.

- Presentation of SIGMA principles of public administration
- Presentation of the Update of the 1998 Recommendation on Improving Ethical Conduct in the Public Service
- Open discussion:
  - What are the underlying principles, values and attributes of an effective civil service?
  - How could an OECD instrument be of use in this regard?

11:15-11:45  Coffee break

11:45-12:45  5. Session 5: Towards a better understanding of public sector composition and compensation

The OECD’s data sets on civil service management and public employment are unique in the world and provide a level of comparative analysis that enables a deeper understanding of the role of civil servants and civil service HRM for better outcomes. This session will look at opportunities to improve our comparative data and analysis in two important areas: civil service composition, and civil service compensation. The composition data was previously collected through the SHRM survey, but this year we will collect it separately in an effort to provide more depth and context to the work on diversity and inclusion. The compensation data was last collected in 2012 and needs to be updated. This session will be an opportunity to discuss the impact of this data and the use of it for comparative analysis. This will be supplemented by a more in-depth working session in the afternoon on survey design and methodology for any delegates who wish to participate.

Delegates will be invited to comment on the survey instruments and provide suggestions for analysis that would contribute to their management priorities.

- Presentation of the surveys and plans for data collection and analysis
- Open discussion:
  - Which workforce composition data points are you interested in seeing in a comparative perspective?
  - How can the OECD use this data to address the challenges faced by your civil services?

12:45-13:00  6. Closing remarks, end of meeting
A special seminar on survey methodology will be offered for all PEM delegates who wish to stay for the afternoon and work more closely with the GOV PEM and survey experts to help craft and improve the composition and compensation surveys. Important questions that will be discussed will include:

- **Survey scope**: It would be ideal to conduct both surveys (composition and compensation) on the same unit of analysis to facilitate cross-referencing between the two data sets. In the past, the compensation survey has targeted 5 common ministries. Should the survey scope be adjusted to a wider sample size?

- **Job classification**: Comparative job classification schemes are necessary to get a finer understanding of the composition of the civil service in various professions. Previous surveys have delineated management levels, professionals, technical support and secretarial functions. Does this framework provide the maximal detail for the composition survey? Would it be possible to achieve a more granular understanding while remaining comparable across countries?

- **Analysis**: What kind of analysis would help countries to benchmark their performance? How could this data be used to identify, for example, the baseline and progress towards implementing the 2015 OECD Recommendation of the Council on Gender Equality in Public Life?