

Public Employment and Management Network: achievements and future projects

Oscar Huerta Melchor

Policy Analyst

Public Governance and Territorial Development

Radical targets announced

80% of OECD countries are restructuring government and 'right-sizing' the workforce.

Staffing targets:

France: 97 000 public sector jobs by only replacing 1 out of 2 retiring employees

Greece: 20% of retiring employees replaced, fewer than short-term contract employees

Portugal: Recruitment freeze of civil servants (no replacements)

Ireland: 24 750 public sector jobs by 2014

Spain: 10% replacement of vacant positions between 2011-2013

United Kingdom: 330 000 public sector jobs by 2014



Wages reductions:

Belgium: 0.7% savings on personnel expenditures

Canada: In 2010, a three-year freeze of departments' salaries was announced

Czech Republic: 10% wage cut in the public sector (excluding teachers)

Netherlands: From January 2011 government froze public sector pay for at least two years

United States: Two-year wage freeze, expected savings of up to USD 28 billion over 5 years

If this is unavoidable, how to do it?

How can we maintain capacity *and* produce savings?

Lessons from previous experience:

- No 'right size' of the public service
- Workforce implications of public service reform need to be planned and be part of broader reforms
 - Large scale downsizing is the most problematic option for workforce adjustment
 - Recruitment freezes are the most detrimental approach to downsizing
 - Redeployment arrangements can help to retain skills and experience and manage industrial relations
- **The workforce should be seen as an asset rather than as a cost**

Some achievements of the PEM Network:

Analytical reports on:

- Restructuring the public workforce:

The workforce implications of any public service reform need to be considered and planned from the outset to build capacity, maintain trust and ensure continuity.

- The government shift to competency management:

A focus on competencies is a vehicle for bringing about cultural change, more flexibility, adaptability and entrepreneurship into organisations.

- Fostering diversity in the public service

Workforce diversity makes for a stronger, fairer public service that better understands and meets people's expectations.

- Managing the workforce through difficult times

'Good' workforce management is critical to exploit the full potential of the civil service.

- Trends in the compensation of public employees:
Changes in pay programmes have been slow. However, the fiscal crisis triggered a new urgency in the management of compensation.

Publications:

- *The state of the public sector (2008)*
- *Ageing and HRM challenges (2007)*
- *Public Servants as Partners for Growth: toward a stronger, leaner and more equitable workforce (2011)*

Government at a Glance

31% of all GaaG and 45% of GOV indicators

Other activities:

HRM peer reviews: *Belgium, Brazil, Mexico*

Contribution to Governance Reviews: *Ireland, Slovenia, France*

Projects for 2012

Analytical reports on:

- Strategic workforce planning

How to maintain a well-structure workforce of an appropriate size able to meet the changing needs in a cost-efficient manner?

- Performance-related pay

Is the performance management system reliable? Are ratings viewed as 'fair'?

Have lessons from past experience been learned?

- The state of the public sector II

Strategic HRM in government - 'hot issues': industrial relations, role of central HRM body, mobility, criteria for redundancies (all tbc).

Other topics:

- HRM & ICT project

To explore experiences in the use of ICT to modernise HRM and achieve better value for money.

- OECD Gender project

Women in Government - an on-going survey on women in public employment across OECD member countries.

For further information:

Oscar Huerta-Melchor

Policy Analyst

Reform of the Public Sector Division (GOV/RPS)

oscar.huertamelchor@oecd.org