

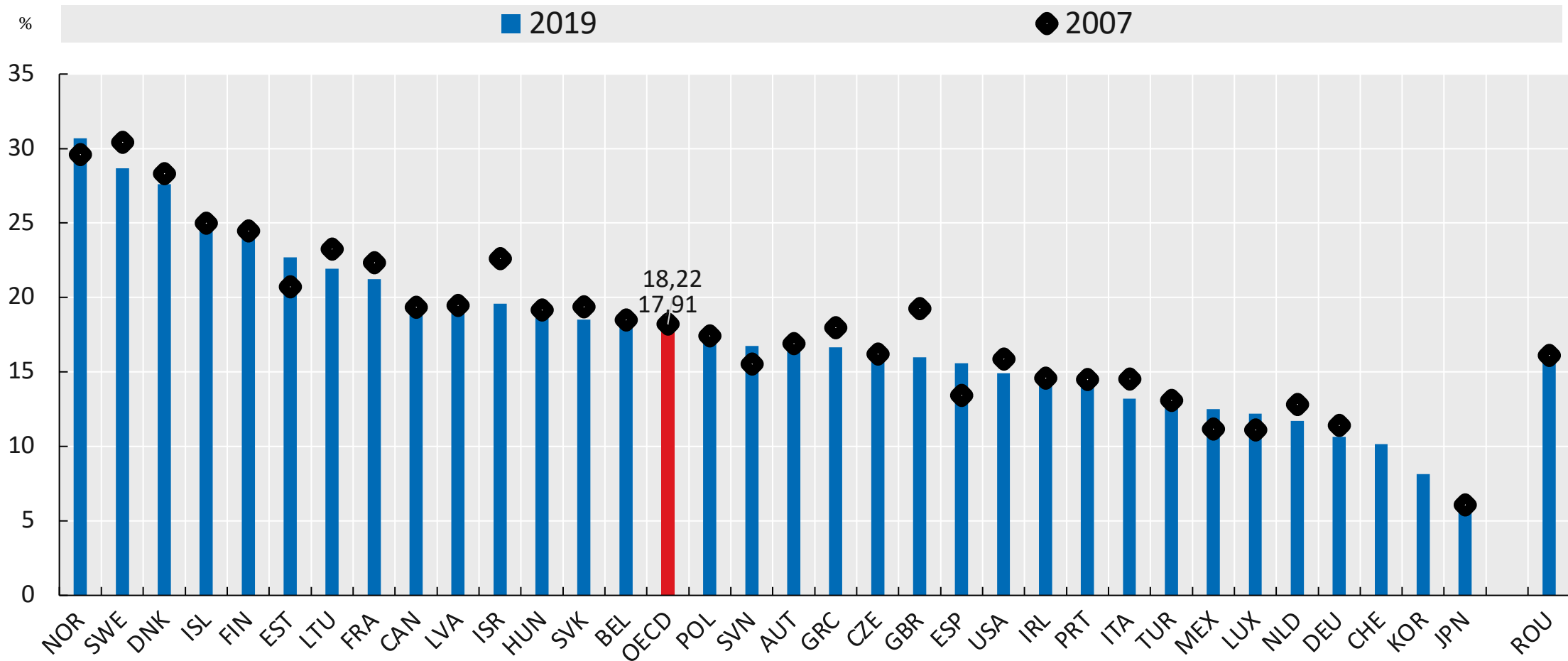


PUBLIC EMPLOYMENT DATA

Natalia Nolan Flecha, Public Management and Budgeting, OECD Public Governance Directorate



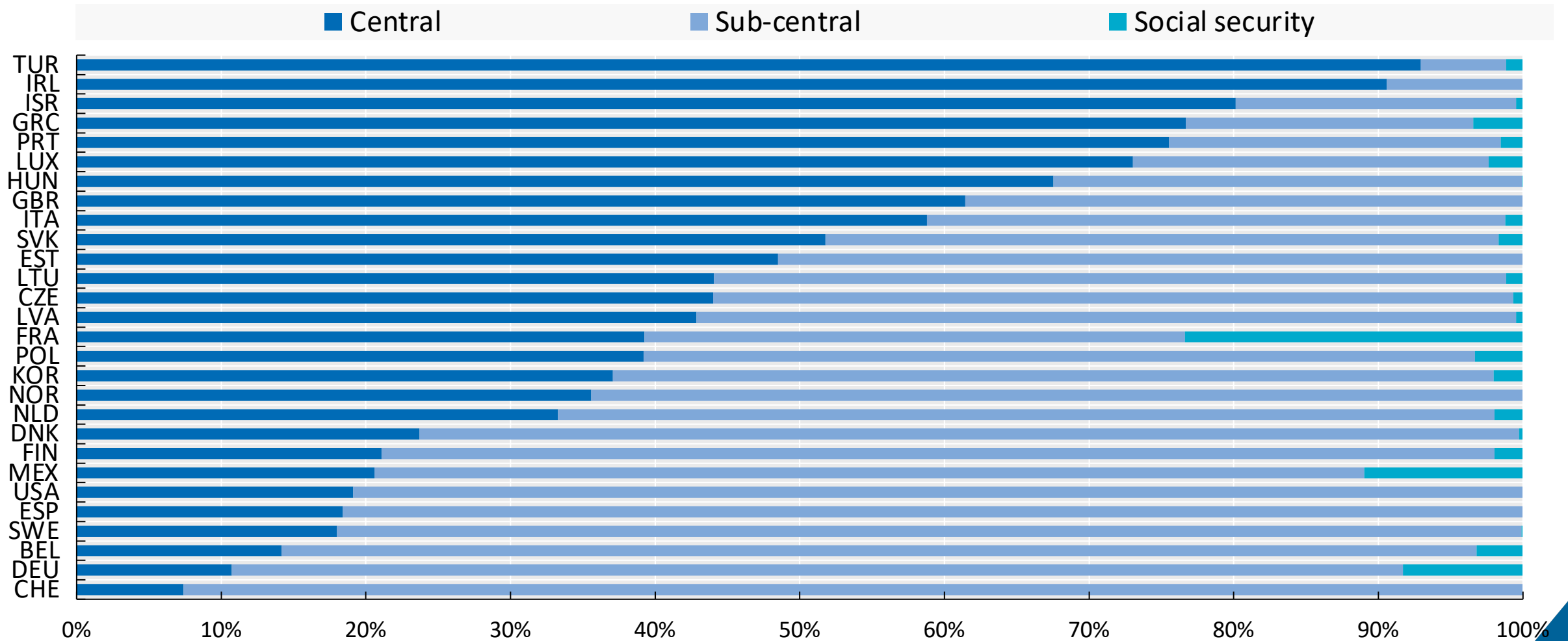
Employment in general government as a percentage of total employment, 2007 and 2019



Source: **Government at a Glance, 2021**. OECD National Accounts Statistics (database). Data for Iceland, Japan, Korea, Mexico, Switzerland, Turkey and the United States are from the International Labour Organization (ILO), ILOSTAT (database), Public employment by sectors and sub-sectors of national accounts.



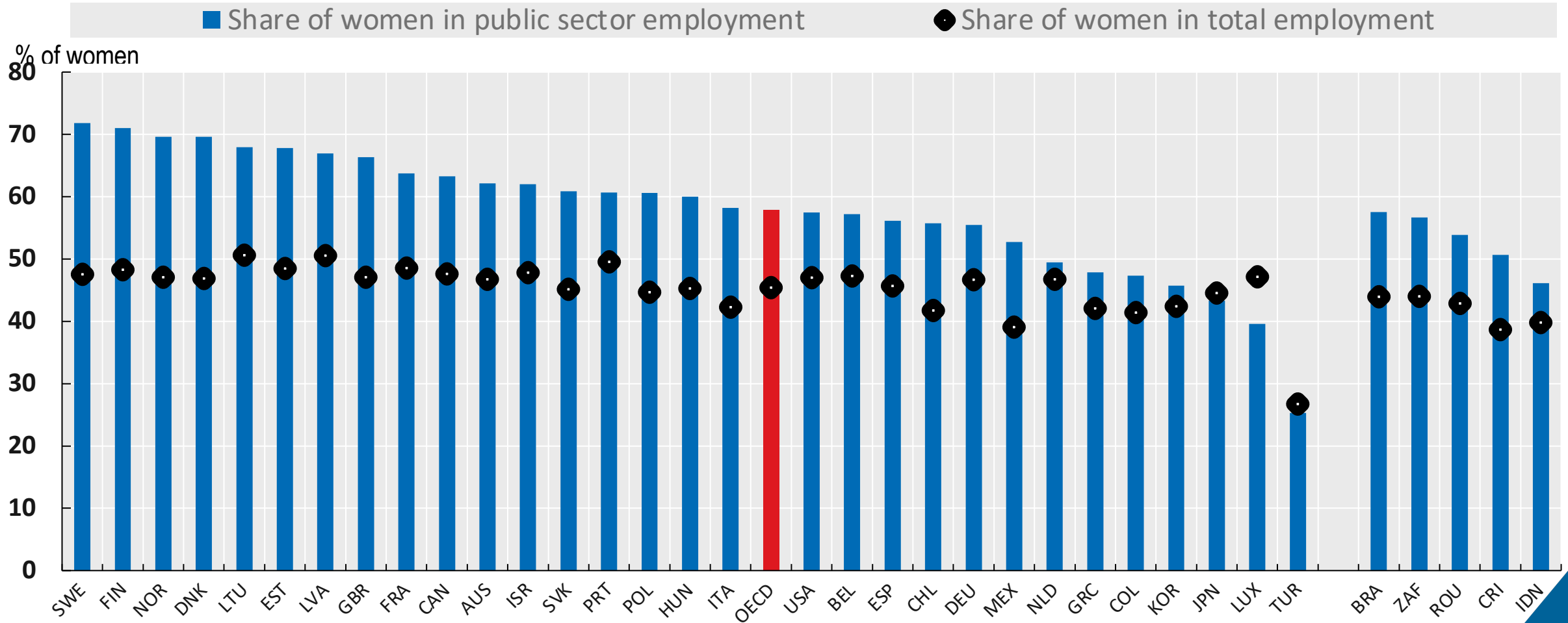
Distribution of general government employment across levels of government, 2019



Source: **Government at Glance 2021**, International Labour Organization (ILO), ILOSTAT (database), Public employment by sectors and sub-sectors of national accounts.



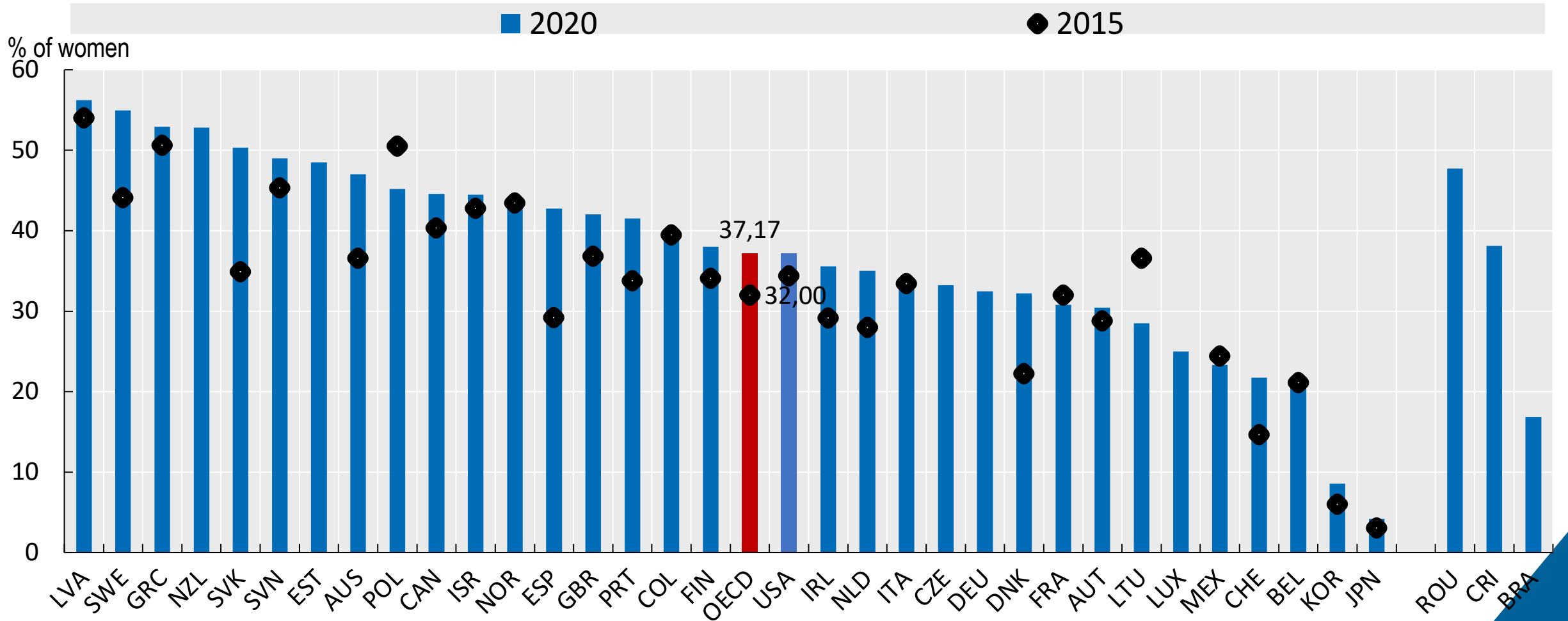
Gender equality in public sector employment and in total employment, 2019



Source: Government at a Glance, 2021. International Labour Organization (ILO) ILOSTAT (database), Employment by sex and institutional sector. Data for Israel, Italy, Korea and Portugal were provided by national authorities. LFS for select countries.

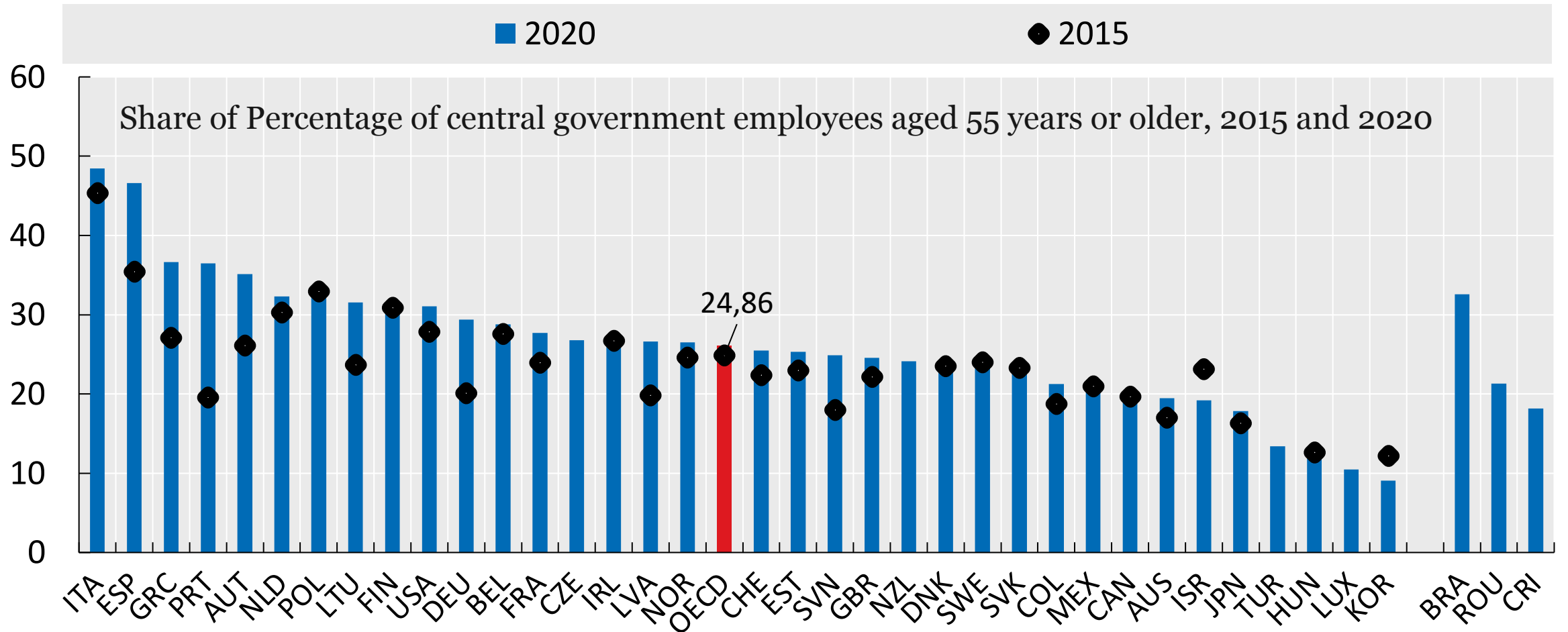


Share of women in senior-level civil service (central govt)



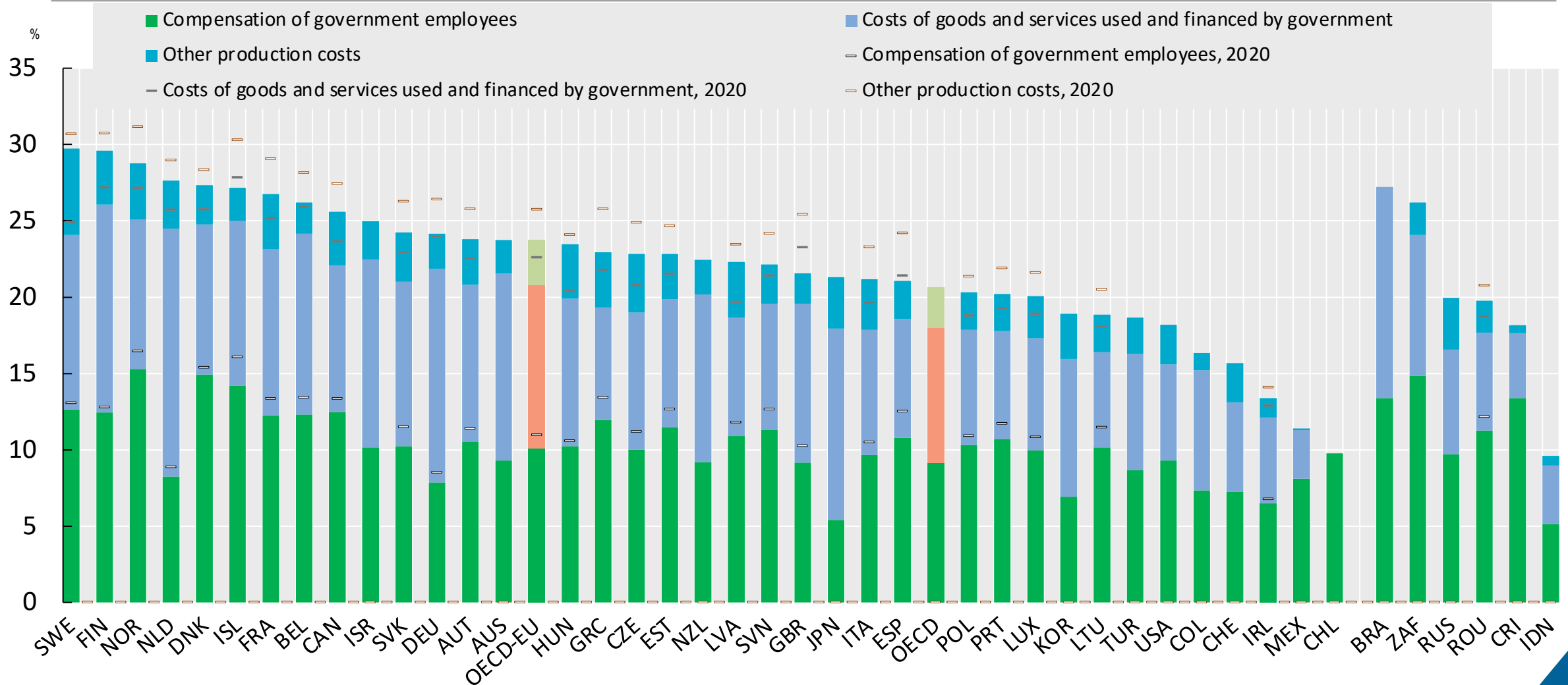


Civil servants aged 55 and older (central govt).





Production costs as a percentage of GDP 2019 and 2020 (compensation of government employees)



Source: Government at a Glance, 2021. OECD National Accounts Statistics (database). Data for Australia are based on a combination of National Accounts and Government finance statistics data provided by the Australian Bureau of Statistics.



Overall OECD framework for evaluation of PE & HRM

- National Accounts
- ILO
- OECD Composition Survey
- OECD Compensation Survey

- OECD PSLC Survey (OECD Strategic HRM Survey)

- OECD Engagement Module
- **Future People Analytics WG under PEM**

- Trust Surveys
- PSLC Reviews
- G@G Serving Citizens
- External data

Input data

Processes /procedures

Output data

Outcomes data

- Public employment (headcounts, FTEs)
- Spending on public employment/salaries and benefits as a share of production costs of GG
- **Wish list:** more disaggregated data by age/gender/length of service/hierarchy/sector/function

- Recruitment, branding
- Performance management
- Leadership development
- Mobility/L&D
- Employee voice and conditions
- Diversity and inclusion
- **Wish list:** Retention (turnover/churn), absenteeism, time to hire, etc.

- Employee engagement
- **Wish list:** employee perceptions of team performance, attractiveness, leadership quality, working conditions, etc.
- **Wish list:** Competencies and skills

- **Wish list:** Employee performance (productivity, effectiveness)
- Citizen satisfaction
- Trust in the civil service
- Quality of policies and services



Challenges

- Scope- definition of civil service differs across countries
- Need for greater granularity
 - Sex, age, hierarchy, length of service, position, sector, back-office/front-office, salaries?
- Different methodologies and definitions limit comparability
- Lack of data availability- civil service registries/payroll, data may be decentralised, etc.
- Lack of complementary data (HRM, service outcomes, etc.)



Opportunities, policy implications

- Unfunded mandates?
 - Assessing levels of decentralisation of expenditures/revenues and size of public workforce
- Assessing capacity, efficiency/effectiveness
 - Size of “administrative” workforce vs. service delivery role in relation to service outcomes (citizen satisfaction, wellbeing outcomes, etc.)
 - Local expenditures on compensation as a share of total expenditures
 - Are regional/local salaries able to attract top talent?
- Diversity and inclusion
 - Are regional and local govts representative of the people they serve?



THANK YOU.
NATALIA.NOLANFLECHA@OECD.ORG