




# HR CHALLENGES IN CIVIL SERVICE

International Exchange Seminar


Pretoria, South Africa  
September 26, 2016



## Outline

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- A changing public sector context
- Towards a workforce of
  - professional
  - strategic
  - Innovators
- Role of the central HR authority



## Public Employment and Management Working Party

*A unique **practitioner-based forum** of senior Public  
Employment and HRM officials*

### Events

- Annual meeting plus expert groups on hot topics (e.g. compensation, workforce planning, employee engagement, senior civil service)

### Comparative Research:

- collect statistics through surveys
- develop comparative research on a range of topics related to HRM (e.g. strategic agility, employee engagement, HRM for Innovation)

### Country-specific analysis and advice:

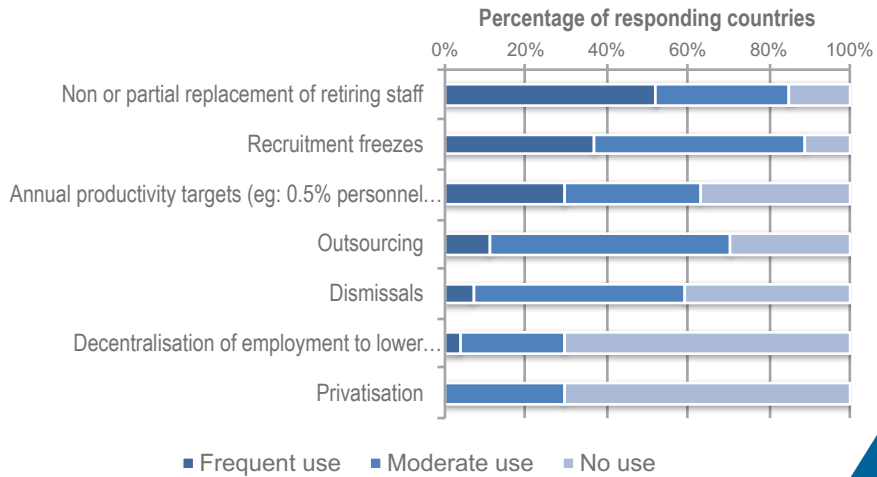
- HRM reviews (Dominican Republic, Brazil, Belgium),
- Public Governance Reviews (Peru, Colombia, Northern Ireland, Spain, Slovak Republic, Poland, France, etc)
- Topic-focused workshops



A CHANGING PUBLIC  
SECTOR CONTEXT



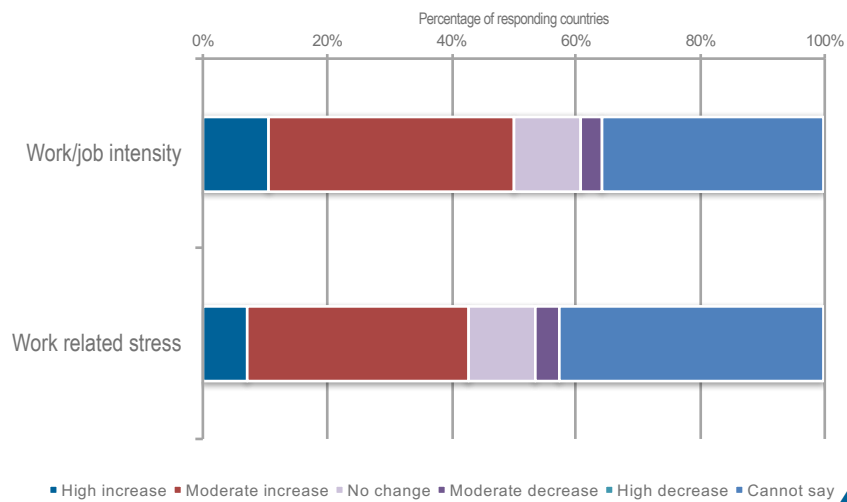
### Reforms across OECD have reduced public employment and choice of instruments (2008-11)



Source: 2014 Survey on Managing Budgeting Constraints: Implications for HRM and Employment in Central Public Administration



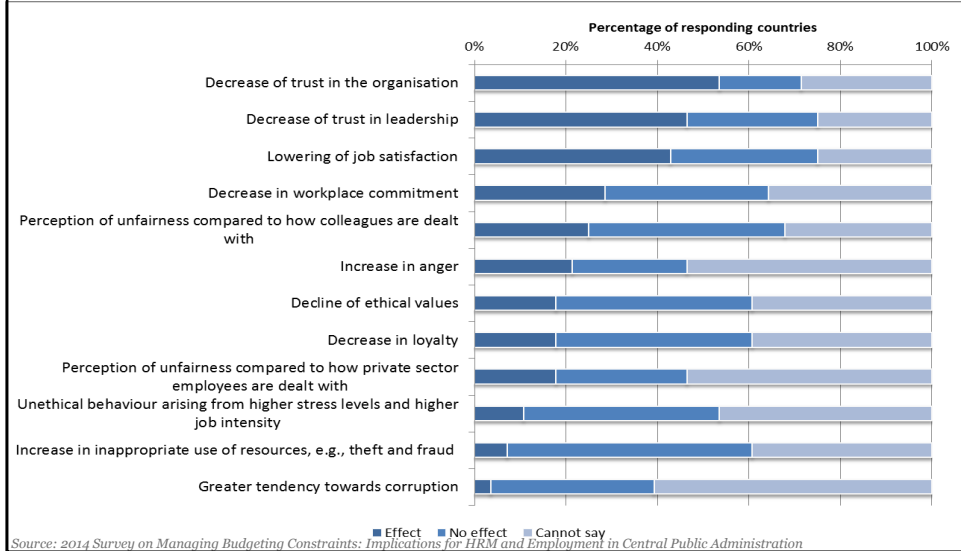
### Impact of current reform trends on work intensity and stress in central government



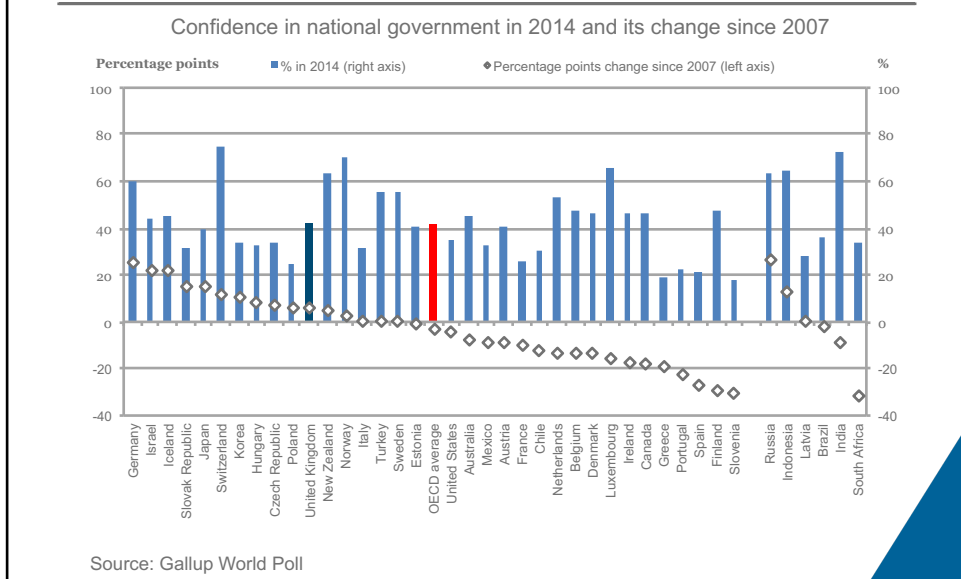
Source: 2014 Survey on Managing Budgeting Constraints: Implications for HRM and Employment in Central Public Administration



## Effects of Reforms on Workplace Behaviour (since 2008)



## Public trust in government has declined





## WHAT RESPONSE FROM CIVIL SERVICES?

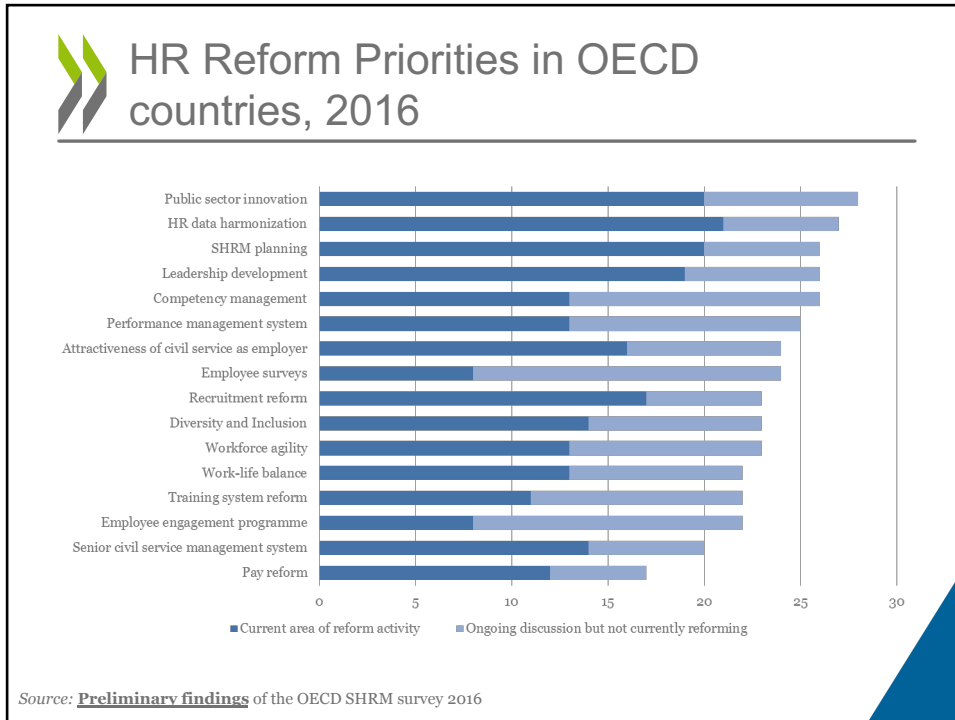


A (re)investment in the workforce...

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*Fundamentally, man is the key to all problems, not money. Funds are valuable only when used by trained, experienced and devoted men and women. Such people, on the other hand, can work miracles even with small resources, and draw wealth out of barren land.*

- Dag Hammarskjold (U.N. SG 1953-1961)





## PROFESSIONAL



### A professional, merit-based civil service:

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- Fair and open recruitment
- Transparent and fair performance appraisal
- Promotion based on objective criteria

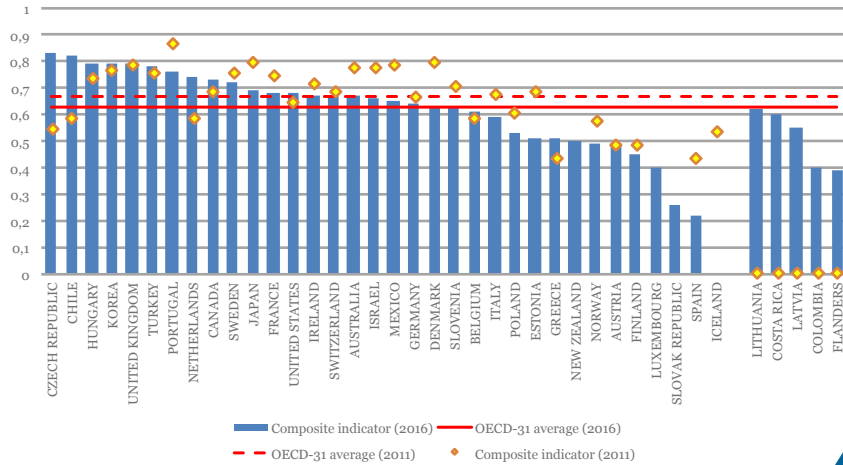
#### Current challenges in OECD countries:

- Traditional approach to merit (e.g. Civil Service Exams) may not be well adapted to new skills needs
- Processes can be slow and burdensome, leading to loss of attractiveness
- Values and behavioural competencies are essential but difficult to assess objectively



## Performance management and the right balance of incentives

Extent of the use of performance assessment

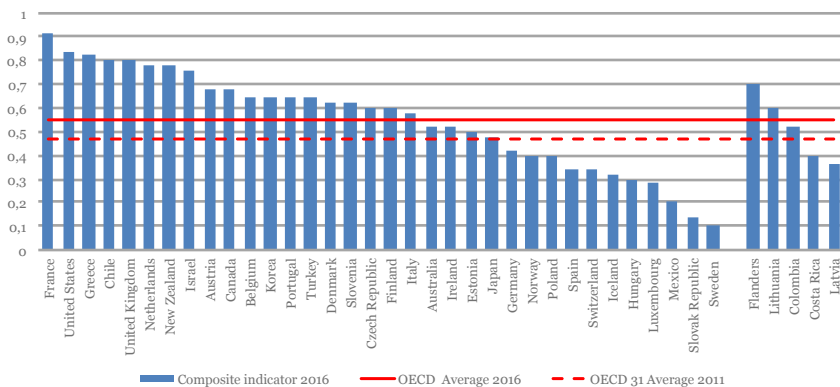


Source: Preliminary findings of the OECD SHRM survey 2016



## An increasing focus on top leaders

Use of separate HRM practices for senior civil servants (SCS)

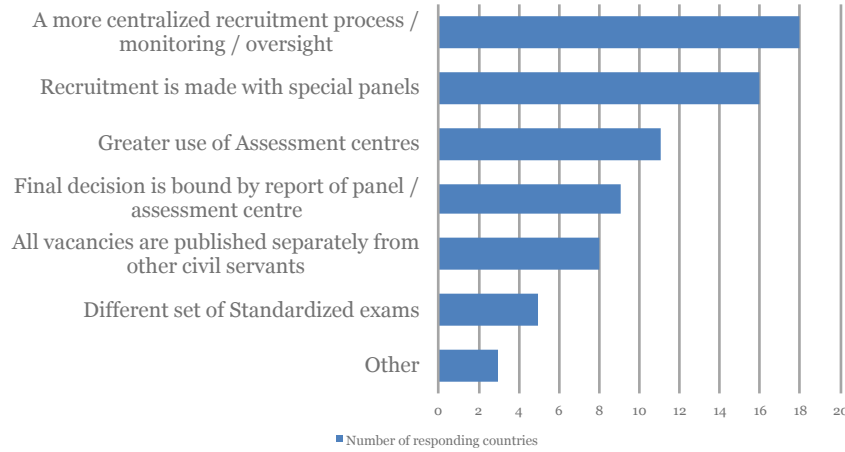


Source: Preliminary findings of the OECD SHRM survey 2016





## Differences in selection process for senior managers

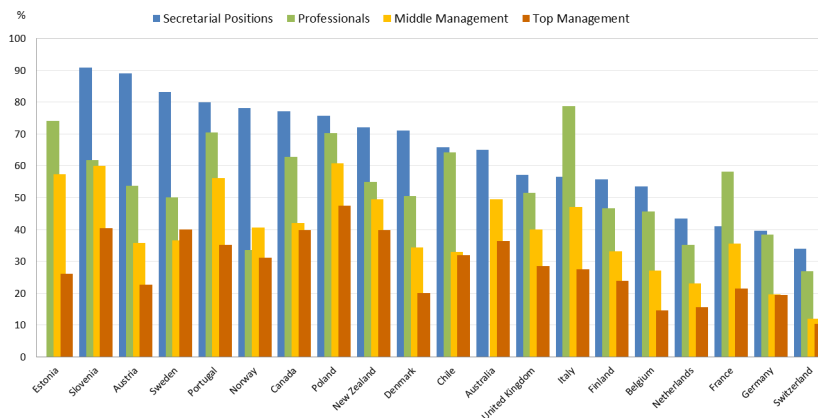


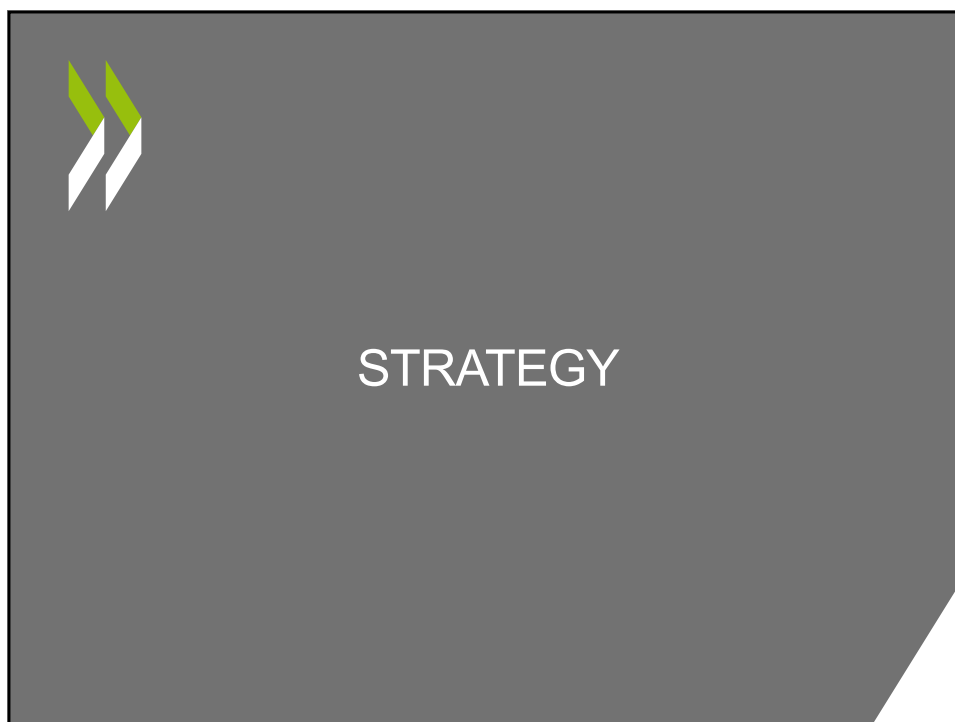
Source: **Preliminary findings** of the OECD SHRM survey 2016




## Merit and Diversity: towards a more open and inclusive civil service

Share of central government employment filled by women (2010)





 Strategic Workforce Management

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- Strategic Vision
- Workforce Planning
- Competency Management
- Workforce Data
- Agility and Mobility



## Canada's Blueprint 2020

### A Vision for Canada's Federal Public Service

- **A world-class Public Service equipped to serve Canada and Canadians now and into the future.**
  - *“We will be recognized as having the best people working together with citizens, making smart use of new technologies and achieving the best possible outcomes with efficient, interconnected and nimble processes, structures and systems. Our core objective is to improve the lives of our citizens and secure a strong future for our country.”*

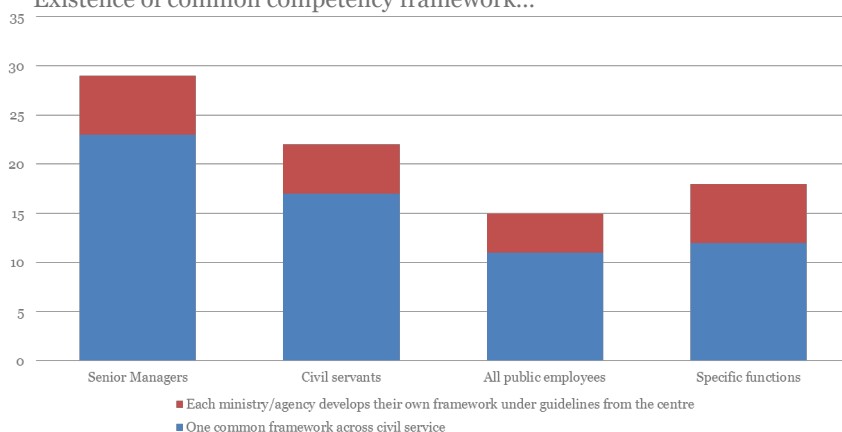
### Guiding Principles

- **An open and networked environment** that engages citizens and partners for the public good.
- **together with...**
  - **A whole-of-government approach** that enhances service delivery and value for money.
- **enabled by...**
  - **A modern workplace** that makes smart use of new technologies to improve networking, access to data and customer service.
- **and...**
  - **A capable, confident and high-performing workforce** that embraces new ways of working and mobilizing the diversity of talent to serve the country's evolving needs.



## A focus on competencies and skills

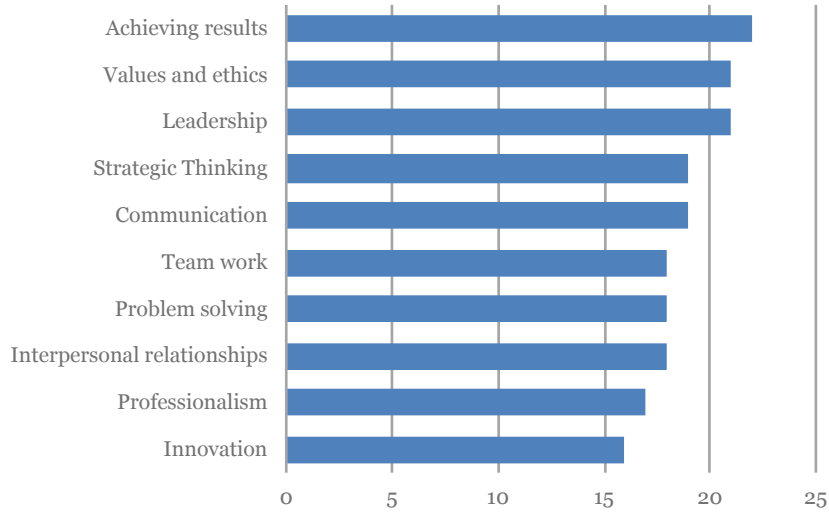
Existence of common competency framework...



Source: Preliminary findings of the OECD SHRM survey 2016



### Competencies most often highlighted in competency profiles (2016)



Source: Preliminary findings of the OECD SHRM survey 2016



### Skills prioritised in the recruitment and development of public leaders (2016)



Source: Preliminary findings of the OECD 2016 SHRM survey

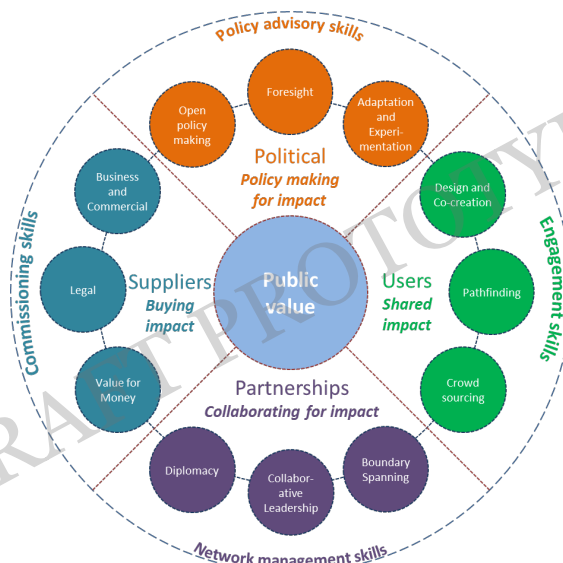


## Canada's leadership competencies

1. Create vision and strategy
2. Mobilise people
3. Uphold integrity and respect
4. Collaborate with partners and stakeholders
5. Promote innovation and guide change
6. Achieve results



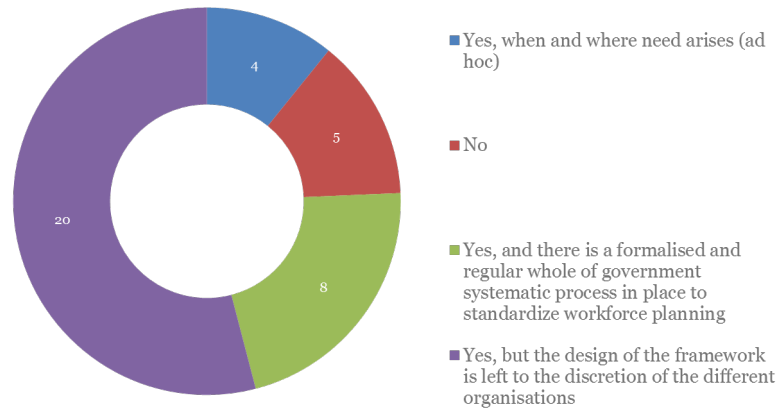
## Public sector skills manage public value?





## Managing skills: the use of strategic workforce planning

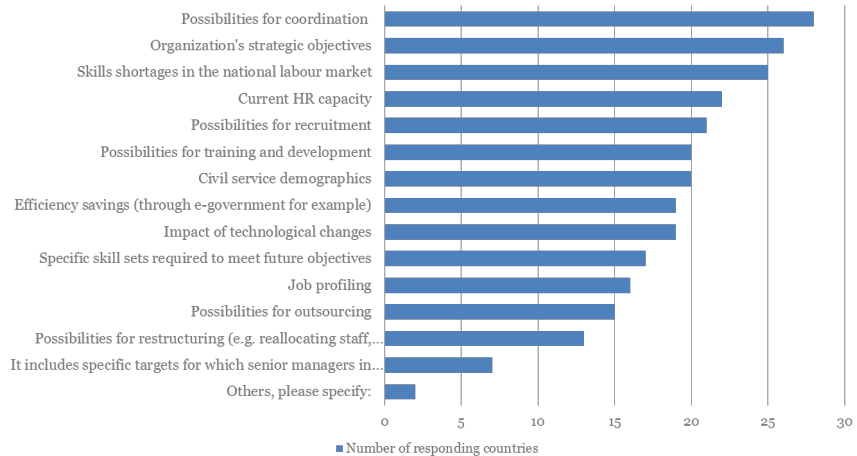
Use of systematic strategic workforce planning



Source: **Preliminary findings** of the OECD SHRM survey 2016



## Strategic workforce planning takes into consideration...

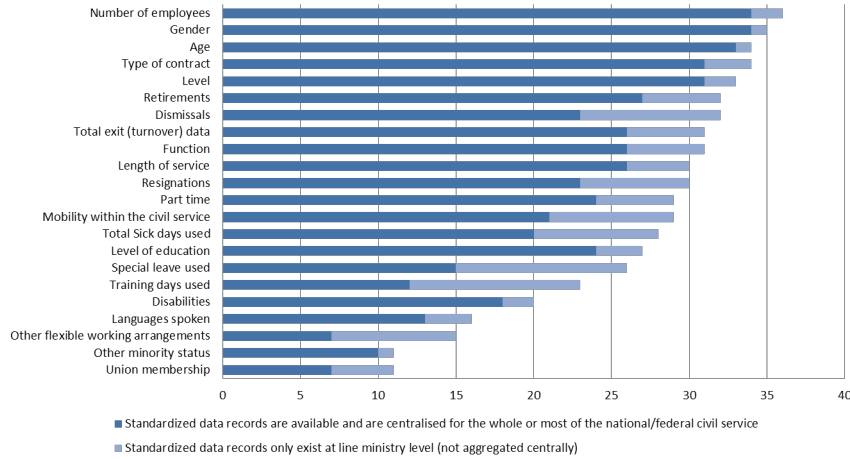


Source: **Preliminary findings** of the OECD SHRM survey 2016



## Towards an increasingly data-driven HRM

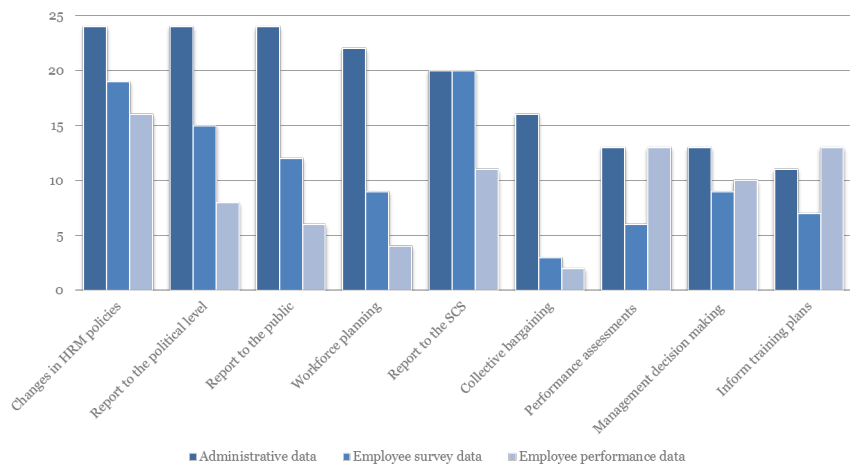
### Which employee data are countries collecting in a standardised way?



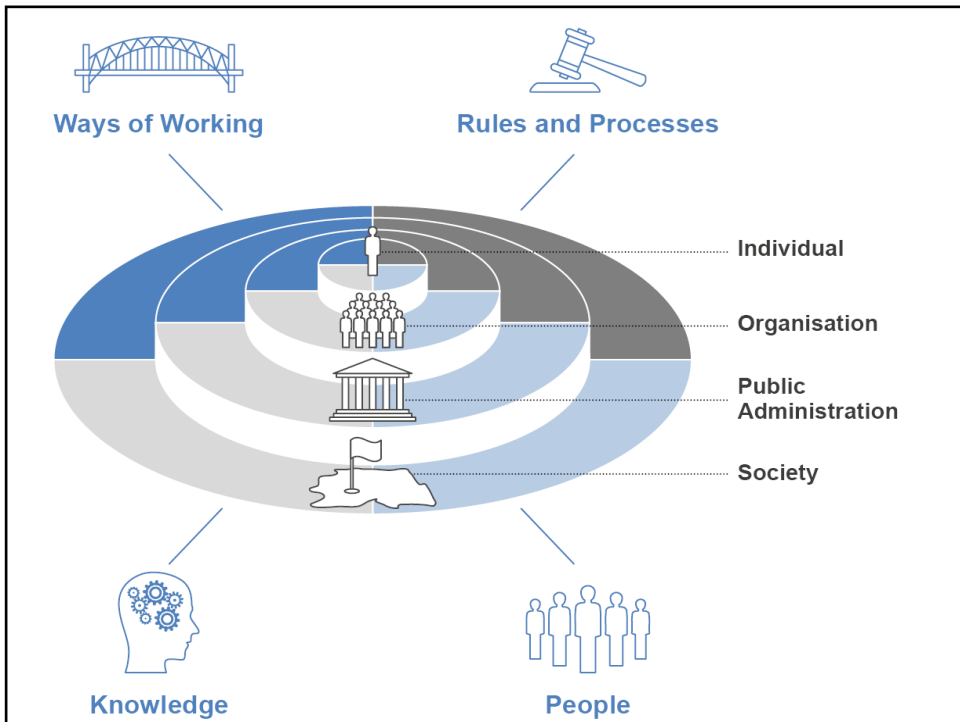
Source: **Preliminary findings** of the OECD SHRM survey 2016



## Still some gaps in using HR data...



Source: **Preliminary findings** of the OECD SHRM survey 2016

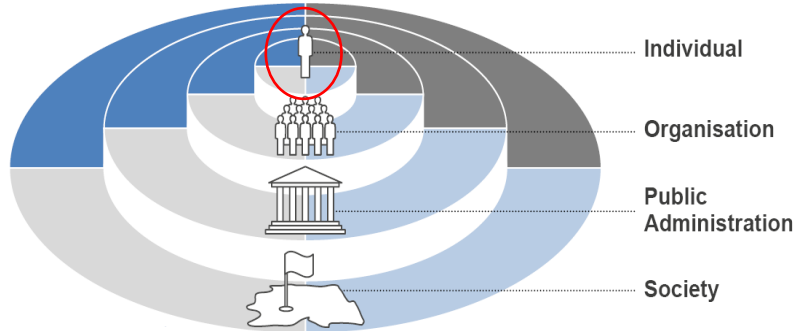






## Why a project on innovation skills?

People are at the centre of innovation...

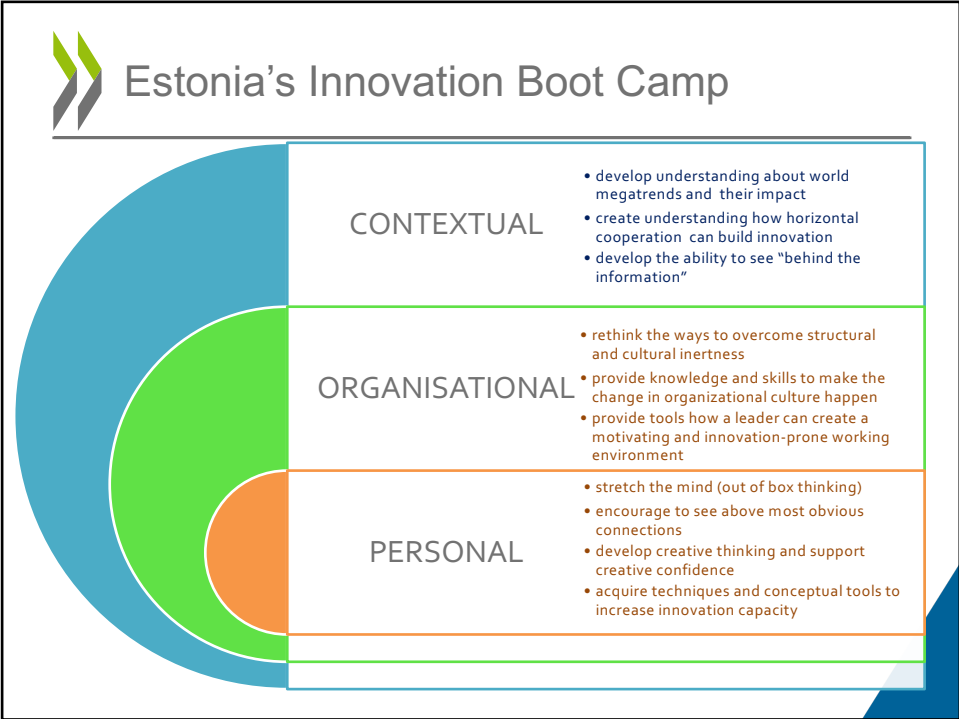


... yet we know very little about them!



## Unlocking civil servants' innovative potential

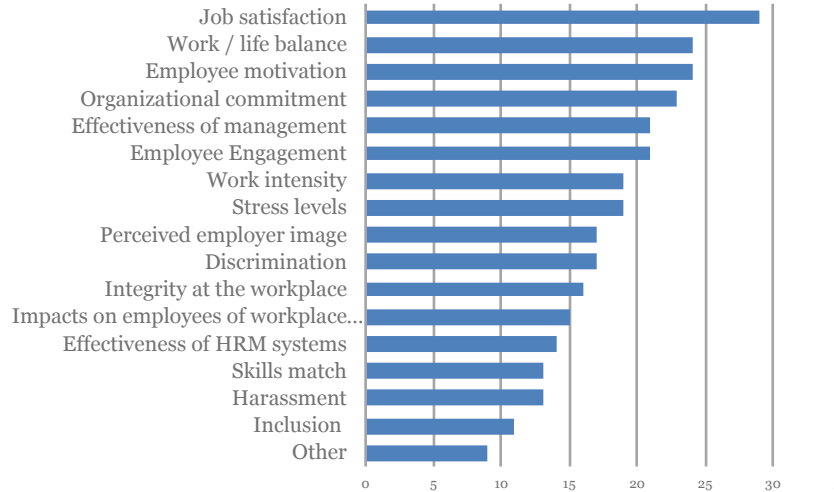






## Building an open and innovation-oriented organisational culture:

### Use of employee surveys to measure and assess...



Source: Preliminary findings of the OECD 2016 SHRM survey

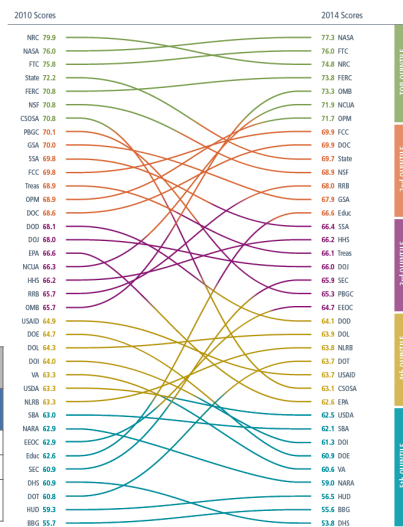


## Data trends from the US Civil Service Viewpoints Survey

### Employee Engagement Index



	2010	2011	2012	2013	2014
<b>Employee Engagement Index</b>	<b>66</b>	<b>67</b>	<b>65</b>	<b>64</b>	<b>63</b>
Leaders Lead	55	56	54	53	50
Supervisors	71	72	71	70	71
Intrinsic Work Experience	72	72	71	69	68



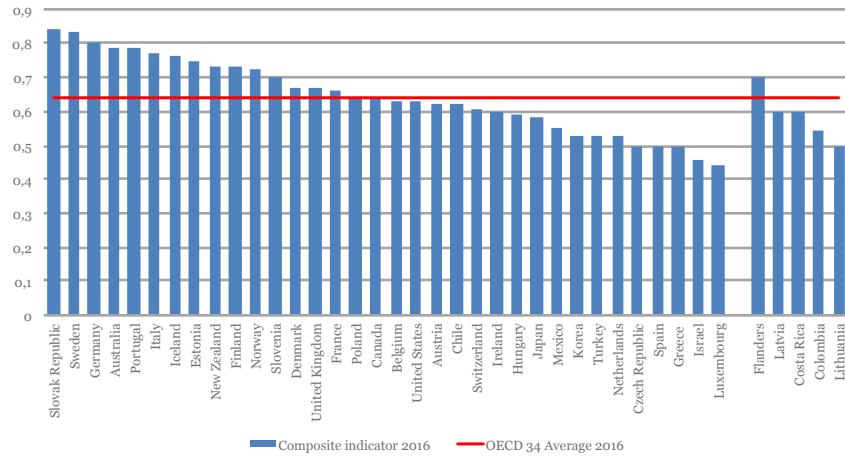


# ROLE OF CENTRAL HR AUTHORITY





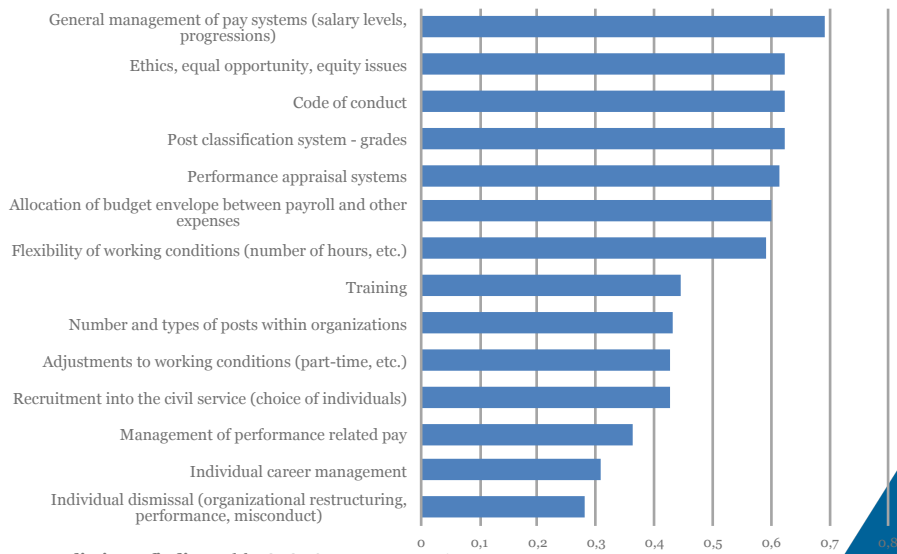
## Extent of delegation of HRM functions to agencies/ministries



Source: **Preliminary findings** of the OECD SHRM survey 2016



## Delegation by function (1=centralised)



Source: **Preliminary findings** of the OECD SHRM survey 2016



## Concluding thoughts

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- Building and enabling a high-capacity civil service requires reflection not only on the appropriate size and cost, but also on the quality of the workforce and the way they are managed.
- The role of a central HRM authority is essential to set guidelines, provide support and ensure coherence.
- There is a careful balance to be struck between regulation, compliance, support and innovation.
- Leadership is essential but requires systematic support.



THANK YOU

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