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Organisation de Coopération et de Développement Economiques
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English - Or. English

**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE**

**GOV/PGC/A(2006)2/REV1
Unclassified**

PROVISIONAL ANNOTATED AGENDA

**33rd session of the Public Governance Committee
6-7 April 2006
Château de la Muette, Paris**

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33rd Session of the Public Governance Committee
6-7 April 2006

PROVISIONAL ANNOTATED AGENDA

Thursday 6 April 2006
33rd Session of the Public Governance Committee

Morning session: 9:30 – 13:00

9:30-10:00	1. Adoption of the agenda	GOV/PGC/A(2006)2
	2. Approval of the Summary Record of the 32nd meeting of the Public Governance Committee	GOV/PGC/M(2005)2
	3. Election of Committee Officers	
10:00-10:15	4. Opening remarks by the Chair, including report on consultations with TUAC	GOV/PGC(2006)3
10:00-11:15	5. Programme of work 2007-8	GOV/PGC(2006)2
11:15-11:45	<i>Coffee break</i>	
11:45-13:00	Programme of work 2007-8, <i>continued</i>	

Afternoon session: 14:30-18:00

14:30-15:30	Programme of work 2007-8, <i>continued</i>	
15:30-16:30	6. Managing conflict of interest	GOV/PGC(2006)4
16:30-17:00	<i>Coffee break</i>	
17:00-17:45	7. Report on activities in the working parties	
	8. Proposal to rename the Human Resources Management Working Party	GOV/PGC/RD(2006)1
17:45	9. Other business	
18:00	Cocktail hosted by the Italian Ambassador to the OECD, Mr. Bruno Cabras	

Friday, 7th April 2006
 33rd Session of the Public Governance Committee, *continued*:
 Special Session of the PGC on “Performance in government”

Morning session: 9:30 – 12:30

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| 9:30 -10:15 | 1. Keynote address by Allen Schick | GOV/PGC(2006)7 |
| 10:15-
11:00 | 2. Performance management approaches in managing the budget | |
| 11:00-
11:30 | <i>Coffee break</i> | |
| 11:30-
12:30 | Performance management approaches in managing the budget, <i>continued</i> | |

Afternoon session: 14:00-17:30

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|-----------------|--|
| 14:00-
15:30 | 3. Performance management approaches in managing staff |
| 15:30-
16:00 | <i>Coffee break</i> |
| 16:00-
17:00 | 4. Performance in improving public sector productivity |
| 17:00-
17:30 | 5. Conclusions |

NOTES

33rd Session of the Public Governance Committee

Item 2. Approval of the Summary Record of the 32nd Session

Committee action: Approve the Summary Record of the 32nd Session

Item 3. Election of Committee Officers

Committee action: Elect a new Chair and re-elect the Bureau for the period of one year.

Item 4. Opening remarks and report on consultations with TUAC

1. The Chair will briefly report on the results of the annual consultation between the Committee Bureau and the Trade Union Advisory Council held on 5th April.

Item 5. Programme of work and budget for 2007/8

2. Based on discussions at the Enlarged Bureau meeting on 20 February, as well as on written comments received from countries, the Secretariat has prepared a draft Programme of work and budget for the next biennium. The Secretariat will present the different parts of the programme, and delegates will be invited to comment.

Committee action: Discuss and provide guidance on the draft work programme.

Item 6. Managing conflict of interest

3. The Committee was asked to report to Council in 2006 on progress in implementing the 2003 OECD Guidelines for Managing Conflict of Interest. Document [GOV/PGC(2006)4] summarises the main findings of the OECD survey and policy lessons learned in reviewing measures taken by countries to modernise their conflict-of-interest policies and practices, and how the OECD Guidelines have been used in the last three year, highlighting general trends and good practices. As part of the review, two specific risk areas were examined, namely post-public employment and lobbying. These risk areas occur at the public-private interface and result from a more frequent exchange of personnel between the two sectors.

4. After a brief introduction by the Secretariat, there will be a presentation from Canada on recent developments in managing conflict of interest.

Committee action: Review and comment on the draft report. The Committee will be asked to approve the draft report via written procedure for transmission to Council in May 2006.

Item 7. Report on activities of the working parties

5. Delegates will hear brief reports on recent activities by the Committee's different working parties, networks and expert groups.

Item 8. Proposal to rename the Human Resources Management Working Party

6. At its last meeting, the Human Resources Management Working Party concluded that its name no longer accurately reflected the scope of its work, and that a name change might provide a more realistic

indication of its activities to key constituents in member countries. The Working Party agreed to propose to the Committee that its name be changed to Working Party on Public Employment and Management

Committee action: Discuss and approve the proposal [GOV/PGC/RD(2006)1] that the Human Resources Management Working Party is renamed as the Public Employment and Management Working Party (PEMWP).

Item 9. Other business

Special session of the Public Governance Committee on “Performance in Government”

7. Performance is a deceptively simple term. In fact, it comprises a blend of 3 ingredients: some measures of public sector outputs, raising conceptual questions about which outputs matter; some measures of national outcomes, with matching questions about whether achieving these owes anything to government; and some mechanisms for using these measures in changing government behaviour.

8. Both the public and politicians are placing increasing emphasis on the performance of government and on demonstrating value for taxpayers’ money. This is a long-term and widespread trend, and requirements for improving and maintaining performance standards have become an integral part of how government is managed in member countries.

9. But managing performance remains a challenge, in terms of measurement, use and impact. While there is general agreement that performance needs to be improved, approaches are various and evolving, and there is debate on what works, what doesn’t work, and in what context. This debate concerns in particular four key areas of public management: managing staff, managing agency performance, managing the budget and improving public sector productivity.

10. This symposium-style special session will allow the Committee to examine 3 of these areas in more detail, discussing the merits and risks of the different approaches used in countries. For each area, “polar” positions can be identified (see below).

11. The session will open with a keynote presentation by Professor Allen Schick of the University of Maryland and the Brookings Institution, highlighting the current thinking and latest trends in performance management.

Performance approaches in managing the budget

Polar position 1: Performance = budgeting for outputs: this is the “contract” idea where budget funding is determined in exchange for specifiable results. Opponents say that this is misleading as performance information is of little practical use in budget formulation.

Polar position 2: Performance = budgeting for change: this is the more traditional view that performance measures can inform (but not directly lead to) reallocations between sectors and can be a useful context for a political debate on incremental budgetary changes. Opponents say that this is simply cover for maintaining the status quo.

12. To launch the discussion on performance approaches in managing the budget, two countries will present their approaches to performance management, and a third country will comment.

- Mr. Frank Mordacq, Director-General of Government Modernisation in France, will present his country's recent budget reform, discussing the rationale, lessons learned so far and next steps.
- Ms. Julie Craig, Deputy Commissioner for Governance at the New Zealand State Services Commission, will describe performance approaches in New Zealand.
- A representative of the Netherlands Ministry of Finance will comment on the different approaches, drawing on the Dutch experience.

The floor will then be open for discussion.

Performance approaches in managing staff

Polar position 1: Performance = focusing on individual results: hire the best and encourage exit for the underperformers. Opponents say that this leads to a loss of traditional public service values, and encourages short-sighted manoeuvring for personal career advantage.

Polar position 2: Performance = an ethic: this assumes a more career-based view of public employment with emphasis on *esprit de corps* and collective professional values. Opponents say that this is simply promotes civil servant self-interest and a defence of their privileges.

13. To launch the discussion on performance approaches in managing staff, two countries will present their approaches to the performance management, and a third country will comment.

- Ms. Lynne Tacy, Deputy Public Service Commissioner, will present Australia's approach to managing staff performance.
- Mr. Antoine Godbert of the French Ministry of the Civil Service, will talk about how staff performance is managed in France.
- A representative of the Korean Civil Service will comment on the different approaches, drawing on Korea's experience with changing its performance management system.

The floor will then be open for discussion.

Performance in improving public sector productivity

14. There are different approaches to managing performance to improve public sector productivity, including accounting for public sector efficiency and accounting for expenditure. This sub-session will look at approaches to measuring public sector productivity. Again, two countries will lead off the discussion.

- Mr. Alwyn Pritchard of the UK Centre for the Measurement of Government Activity, Office for National Statistics, will present the progress made in the United Kingdom in measuring government productivity.
- A second country, to be determined, will present its approach to this issue.
- Delegates will hold a roundtable discussion of the issue of measuring government productivity.

Conclusions

15. The Chair will summarise the conclusions of the day's discussions.

Other background documents

- Calendar of meetings 2006 [GOV/PGC(2006)5]
- Country factsheets [GOV/PGC(2006)6]