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PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE

PROPOSAL TO CHANGE THE NAME OF THE HUMAN RESOURCE MANAGEMENT WORKING PARTY (HRMWP) TO THE PUBLIC EMPLOYMENT AND MANAGEMENT WORKING PARTY (PEMWP)

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

This document is presented to the Committee for information and background. The Committee will be asked to approve the name change of the Working Party at its 33rd Session.

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**PROPOSAL TO CHANGE THE NAME OF THE HUMAN RESOURCE MANAGEMENT
WORKING PARTY (HRMWP) TO THE PUBLIC EMPLOYMENT AND MANAGEMENT
WORKING PARTY (PEMWP)**

1. At its last meeting, on October 10-11, 2005, the HRMWP noted that its current name does not properly reflect its scope of activities. The current name can give the mistaken impression that the committee's primary area of concern is personnel management within the public sector – suggesting a rather narrow focus on the basic administration of staff and their entitlements and conditions of service. In fact the Working Party's work has for many years had a more strategic focus, tracking the impact of and potential efficiency gains from changes in management arrangements, career structures and incentives for all public sector staff (increasingly including the impact of central government reforms on subnational administrations) and monitoring developments in total pay and employment across the public sector.

2. In reaching this conclusion, the Working Party observed at that meeting that there has been an evolution of products and debates within the HRMWP since 1995 – moving from a somewhat technical focus on central government pay and employment analysis, the management of the senior civil service and performance appraisal, towards a more strategic assessment of the implications of different HR systems and reforms for the broader modernisation agenda and for the coherence of government. The recent well-received report on Performance-Related Pay is an example of this shift. The current work on the consequences of ageing on the management of the civil service further highlights an increasingly strategic focus on the ability of government to meet new management challenges requiring adaptability and whole-of-government responses. The survey aims at reviewing measures to maintain capacity and retain older workers, while restructuring the workforce in the context of large-scale departures.

3. Overall, the Working Party noted that since its inception in 1985, it has made a distinctive, and early, contribution to the identification of pressures on government for change in their management of the public service. The technical work overseen by the HRMWP has identified the changes that governments have made in response to these pressures – providing them with empirically-based comparative overviews against which they can identify whether changes made elsewhere have relevance and are feasible for them. More recently, in its contribution to a review of the more comprehensive modernization of public management, the HRMWP has flagged a second generation of concerns –about a possible erosion in public service values and a shift from whole of government concerns to organisation-specific agendas. These developments might imply a loss of adaptability, and might foreshadow difficulties for government in responding to major policy challenges that have cross-government implications.

4. The Working Party concluded that a re-naming of the HRMWP might better signal its area of focus, and could provide a more realistic signal concerning its work to key constituents in member governments.

5. In summary, the Public Governance Committee is requested to support the proposal that the HRMWP is renamed as the Public Employment and Management Working Party (PEMWP) on the basis that this title signals better that its concerns encompass:

1. Tracking the impact of and potential efficiency gains from changes in management arrangements, career structures and incentives for all public sector staff;
2. Monitoring developments in total pay and employment across an increasingly diversified public sector;
3. Noting implications of managerial changes for public service values, adaptability and whole-of-government responses.