

Unclassified

PUMA/HRM(98)1



Organisation de Coopération et de Développement Economiques
Organisation for Economic Co-operation and Development

OLIS : 04-Jun-1998
Dist. : 08-Jun-1998

Or. Eng.

**PUBLIC MANAGEMENT SERVICE
PUBLIC MANAGEMENT COMMITTEE**

**PUMA/HRM(98)1
Unclassified**

ANNOTATED AGENDA

**Activity Meeting on Human Resources Management
OECD, Paris, 25-26 June 1998**

66327

Document complet disponible sur OLIS dans son format d'origine
Complete document available on OLIS in its original format

Or. Eng.

AGENDA

Thursday, 25 June 1998

9h30-9h45 -- Opening of the meeting by the Chair

9h45- 13h00 --Session I: The public labour market in OECD countries*

- Introduction of the topic by Pierre Boisard, *Centre d'études de l'emploi*;
- Presentation of national experiences;
- Discussion.

15h00-18h00 -- Session II: The changing nature of public service workplaces*

- Introduction of the topic by Kathryn Macmullen, Canadian Policy Research Networks;
- Presentations of national experiences;
- Discussion.

18h15 -- Cocktail

Friday, 26 June 1998

9h30-12h30 -- Session III: Assessing and responding to emerging trends in the structure of employment and salaries*

- Introduction of the topic by Prof. R. Elliott, University of Aberdeen (Scotland);
- Exchange of information;
- Discussion.

14h00-17h00 -- Session IV: Future work and expected output

- Introduction of the topic by the Secretariat;
- Discussion;
- Concluding remarks by the Chair.

(*) A coffee break will be called during the session.

**ACTIVITY MEETING
HUMAN RESOURCES MANAGEMENT
25-26 JUNE 1998
ANNOTATED AGENDA**

Purpose of the meeting

1. This meeting will allow participants to take stock of recent developments in the field of human resource management across Members countries. It will focus on recent changes to public sector employment arrangements and the functioning of the public labour market in session I; and the changing nature of public sector workplaces in session II. It will help to identify relevant human resource management techniques playing a role in improving public administration performance (session III). It will give participants an opportunity to provide guidance on the development of comparative analytical assessments of human resource management systems (session IV). A summary statement of major conclusions from the proceedings will be issued at the close of the meeting.

Background

2. At its October 1997 session, the Public Management Committee agreed to new orientations for the work on human resource management [PUMA(97)10]. In the light of the changes made in human resource management systems since the mid-1980s in most OECD countries, governments now consider that personnel management is not limited to providing tools for the evaluation, ranking, promotion and remuneration of employees and conflict resolution, it is also being seen increasingly as a tool for the achievement of strategic goals. Human resource managers now need to take into account the concepts of labour market competition, employability and output value to achieve overall organisational objectives, including the delivery of effective and efficient public services. To meet performance expectations, managers need to recruit, retain and develop appropriate staff. This requires, inter alia, attractive pay and career development conditions.

3. The proposals for the orientation of future work also placed emphasis on the functioning of the public labour market, including:

- the nature of reforms implemented to introduce greater flexibility into the public sector labour market;
- comparisons in practices between the public and private sector;
- staff mobility between the two sectors;
- the key role of human capital in improving public administration performance.

Practical information

4. In order to ensure a range of country presentations, we are asking countries to provide a **factsheet** on recent developments aiming to introduce flexibility in personnel management systems in individual countries. These contributions should provide brief information on new pay systems and job ranking, skill development and job enrichment, working time and organisation of work, training programmes and incentives to mobility. These should consist of no more than four pages.

5. For all information concerning the meeting, please contact:

Nicole Lanfranchi
Tel.: (33 1) 45 24 16 38
Fax: (33 1) 45 24 87 96
e-mail: nicole.lanfranchi@oecd.org

Annotated Agenda

25 June 1998

Session I

The public labour market in OECD countries

Objective of session

To take stock of recent developments in the functioning of the public sector labour market and to examine the effects - positive and negative - of these developments.

1. Background: Internal labour market and external labour market: does this comparison apply to the public and private labour markets? -- Presentation by Pierre Boisard, *Centre d'études d'emploi*.
2. The public labour market: How should it be defined? Where are its boundaries? What criteria should be used to describe it? Are views changing?
 - The nature of employment contracts;
 - Centralised/decentralised management;
 - The role of the central government or the central employment/HRM agency;
 - The concept of a career in public administration;
 - Evidence of mobility between public and private sectors;
 - The impact of differences in salaries in the public and private sector on public job supply;
 - The concept of productivity in public administration.
3. Participants will have the opportunity to put their views on the issues identified above.

Session II

The changing nature of public service workplaces

Objective of session

To identify issues associated with increasing the role of the work unit as a central point for human resource management decision-making and investigating the managerial consequences of moving from a centralised to a less centralised system.

4. The introduction of increased management flexibility provides a means to take into account, a) the specific needs and characteristics of each work unit (agency, department or ministry) b) outside pressures (for example, the difficulty of recruiting staff in certain occupations), and c) good information about staff expectations and needs, concerning such questions as training, acquisition of new skills, and career development.
5. The decentralisation of collective bargaining can lead to different solutions being adopted in different units. Success requires actors' having the ability and incentives to bargain well. Approaches to bargaining differ across Member countries, with some countries using workplace bargaining broadly as one of a manager's tools in developing staff and organisational capacities rather than merely a means of avoiding conflict.
6. Presentation by Kathryn McMullen, Canadian Policy Research Network: "Human resource practices and innovations in government workplaces".
7. Discussion on the basis of national experiences.

26 June 1998

Session III

Assessing and responding to emerging trends in the structure of employment and salaries

Objective of session

To identify human resource management frameworks tailored for dealing with the characteristics of the emerging public sector labour force, including the changing role of senior civil servants. To examine the role of human capital and the functioning of the public labour market in improving public administration performance.

8. Presentation of the interim report on "The impact of public management development on pay and employment structures in the civil service" by Professor Robert F. Elliott, University of Aberdeen.
9. Most public administrations are faced (or will be faced in the next years) with an assortment of structural changes that will have consequences for the management of the public labour force. Some of these are:
 - Changes in age group structures;
 - Changes in the distribution by sex;
 - Changes in the distribution of skills;
 - Changes in the skills and knowledge requirements of jobs on offer.
10. Other subjects to be addressed in the context of structural changes in public employment are: the effects of job reduction programmes on the composition of the public labour force; the expectations of the new generation of civil servants; the creation of competition between public and private sector salaries; and new types of remuneration (performance-related pay).

Session IV**Future work and expected output****Objective of session**

To establish the basis for a comparative cross-country analysis of lessons from managing human resources in the public sector.

11. Consistent with the recent Communiqué of the OECD Council meeting at ministerial level (Paragraph 19), a major priority of PUMA's 1999-2000 work programme is to increase the comparative cross-country analysis of public management reforms. In the field of human resource management, PUMA already maintains a database on public sector pay and employment, which can provide a foundation for such work. The related project on the harmonisation of public employment data in OECD countries will also be helpful in strengthening the basis for comparative cross-country analyses. A short presentation of this work and possible uses, in particular concerning calculating labour intensity indicators for administrations will be made.

12. The successful execution of the analytical and comparative approach requires the following:

- establishing a typology of current systems of human resource management in Member countries;
- developing a quantitative base for assessing the effects of reform;
- identifying positive aspects and obstacles observed from recent developments in Member countries.
- setting out lessons to inform policy deliberations.

13. Participants will have the opportunity to discuss a draft of the Chairman's Statement during this session.