

Unclassified

PUMA/HRM(98)4



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

OLIS : 16-Oct-1998

Dist. : 21-Oct-1998

Or. Eng.

**PUBLIC MANAGEMENT SERVICE
PUBLIC MANAGEMENT COMMITTEE**

SUMMARY RECORD

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

70660

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

**PUMA/HRM(98)4
Unclassified**

Or. Eng.

**Summary Record of the
Activity Meeting on Human Resources Management**

25 - 26 June 1998

Session 1

1. The objective of Session 1 was to determine to what extent the public sector labour market can be considered as an internal labour market in the light of recent developments in Human Resource (HR) systems in public administration, and to provide assistance to countries looking to improve mobility between the public and private labour markets. The introductory presentation¹ provided an overview of the existing literature on the functioning of internal labour markets and was aimed at providing assistance for the analysis of the current changes occurring in the public sector labour market. An internal labour market is regulated by specific rules related to wage increases, seniority, promotion and training, applying to all the employees belonging to a single large enterprise. There is a relatively lifelong employment guarantee and in order to recruit newcomers, some links are established with the external labour market. Finally, the rate of union membership is high in internal labour markets. These specifications can apply to the public sector labour market. However, the internal labour market operates in a competitive environment, while the government sector is not expected to do so, e.g. in principle, we do not see bankruptcy in the civil service, even if under certain circumstances some countries implement reduction programmes, including downsizing, given the economic crisis and increasing public outlays.

2. We also see an increasing use of various forms of temporary and fixed-term employment in the civil service (**Australia, United Kingdom**) which cannot keep public employees out of the competition. It is obvious that there are interconnections between a pure public sector labour market (an internal labour market characterised by a highly qualified workforce and relatively high rates of pay) and an external (deregulated) labour market.

3. The case of the **Netherlands** provides useful insight, although it is not representative of the average situation in OECD countries. The public administration in this country has been facing a tight labour market for many years, including a labour shortage and growing competition of the service sector. A number of job vacancies are not filled (6 000 vacancies each year of which 13 per cent are difficult to fill) and projection to 2002 sees an exacerbation of this phenomenon. A recent study² demonstrated that 30 to 40 per cent of civil servants with higher vocational education are looking for a new job. Incentives for a new job are for better career opportunities, increased earnings, better relationship between needs and job offer, the need for new challenges, and the good image of the employer.

4. The changes made in the **Australian Public Service** illustrate the shift from a centralised system to a system directed toward competitive pressures. Most employment reduction has occurred as a result of commercialisation and outsourcing of functions from the government to the private sector. Almost all of

1. *Centre d'Etude de l'Emploi*, by Pierre Boisard.

2. "The Labour Market Monitor for the National Civil Service in the Netherlands," Ministry of the Interior, Labour Market Policy and Employee Development Division.

these reductions have occurred through voluntary redundancy or when staff have followed functions out of the public sector to similar type work in the private sector.

5. The role of unions is important to consider in Australia and there was a tradition of close co-operation between unions and the government before the government's change. The role of the unions has been reduced considerably with the implementation of the Workplace Relation Act. The Act enables agreements about pay and conditions to be made directly with employees, not just with unions. Referring to some characteristics of the so-called internal labour market, all Senior Executive (SE) jobs are open to applicants outside the public service, but there has been little movement in and out of the public service, due to some factors. For instance, compulsory superannuation schemes, have acted as an inhibitor, especially where people have more than ten years of service and cannot transfer their benefits. In July 1999, the government will close the current defined benefit funds to new members.

6. Another important issue is the rate of pay. Pay at the SE and department head levels is in many areas well behind those of the private sector and even behind State governments. This has led to pressures on specific occupations, for instance IT and senior health advisors. There is an increasing number of individual workplace agreements in the Australian Public Service, and most of those are with SE. A major change is that a job can be classified in the service-wide structure, but an individual with a particular job could be paid quite differently on the basis of factors such as performance and the market. After having moved a substantial number of people out of the civil service, the focus is now turning to how to retain good quality staff.

7. In **Norway**, despite free competition between the private and public sectors, the mobility between the two sectors is limited. It is not only due to low wages paid to the public sector, but also to cultural differences, i.e. there is no tradition of going between the two sectors. One of the major challenges of the government is to reduce these cultural obstacles. In **Finland**, the mobility is seen as a performance improvement personnel policy tool. Openness characterises the recruitment policy and practice of the Finnish State administration. The "Government Resolution 1998: Guidelines of the Policy of Governance" states that the mobility of personnel both within State administration, between different sectors and internationally will be increased. Mobility improves the professional skill, the flexibility of the working methods and career control.

8. The **French case** differs from the above countries in many ways. Based on this observation, we can say that there is a public sector labour market that is quite separate from the private sector labour market. First, the French administration did not aim to reduce public employment significantly as other OECD countries did. The second difference is that the union membership rate is high and the government takes care to have regular bargaining rounds with the unions. The role of the State and the demands it places on its employees can explain why differences are so great between private and public employees in France. The Public Service is characterised by three main notions: neutrality, continuity and equity. This impacts on the nature of the relationship between the State and civil servants, implying for the latter to be recruited for an entire career within the public service. The government is currently facing the issue of modernisation of public employment management, and would like to put greater emphasis on new public occupations, without dropping life-long employment. Confronted with a range of challenges, such as the European Union, economic crisis and new information technology, it is focusing on positive elements of life-long employment, i.e. it is possible to develop long-term public employment strategies, in particular training investments. At the same time, it is aiming to avoid undesirable effects of life-long employment, such as inertia, lack of motivation, imbalance between seniority and merit-based promotion.

9. The division between public and private services is relatively easy to make in France. It is not the case in all OECD countries. In **Canada**, the difference between purely policy government functions

and operational service delivery has been difficult to draw. Considering that the Canadian Public Service delivers services, the government has tried to introduce business-like standards of performance and service into public service organisations. Through promoting horizontal mobility, specific occupations can meet some of the challenges of private sector competition. This has been done through a focus on functional community management. Professional groups within government, such as the financial community, computer specialists, IT workers and policy analysts, can establish across departments their own training programme, career development and planning in the context of broader corporate requirements. Finally, from the Canadian Delegate's point of view, one of the reasons for the reduction in their executive ranks is the increased awareness in the private sector of the talent, capacity and skills of senior public sector managers.

10. At the end of the session, one emerging issue was how durable the concept of a life-long career is anymore. Given the level of uncertainty about the role of the State, the question is whether or not it is credible to recruit people on the basis of a long-term career. Some countries believe that a life-long career concept is helpful in managing goals of quality, continuity and neutrality, while others have determined that the costs associated with providing a life-long career hinder the benefits in the achievements of these goals.

11. Despite a wide range of problems among OECD countries, some common concerns arose, such as the need of reducing public employment and making it more flexible, especially in organising mobility between private and public sectors. A related issue is that of the role attributed to civil service, or in other words, it is possible that the private sector performs tasks initially carried out by the civil service. We can see in most OECD countries a new breakdown of jobs between public and private sectors in favour of the private sector. However, some occupations (e.g. army, police) cannot be open to free competition. In this case, performance and efficiency cannot be compared to that of the private sector.

Session 2

12. The objective of this session was to identify issues associated with the increasing role of the workplace 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. The session started with a presentation³ on the human resource impacts of government restructuring in Canada, focusing on the impacts at the level of individual workplaces.

13. The delegate from the **United States** indicated that the US government was taking initiatives in the HRM area, attempting to respond to government restructuring. An agenda of legislative initiatives to be undertaken in the next year has been set. While the authorities are going to maintain many of the fundamental principles included in the 1978 reform, which provided models of work organisation that are position-oriented along with the notion of the nature of civil service, the initiatives will respond to changes within the last decade. They recently achieved a balanced budget, and the funding available for most of government programmes is extremely limited. As a consequence, the notion of discretionary money replaced that of mandatory payment, and in doing so, introduced the notion of competition in the civil service. The government is adopting an outcome orientation and federal managers are called upon to explain the public goods and services they are delivering. The corollary effect is a new cost awareness among federal managers.

3. "Restructuring Government -- Human Resource Issues at the Workplace Level," by Kathryn McMullen, Canadian Policy Research Networks.

14. However, the centralised approach remains a priority. The government focuses on the notion of balancing and blending flexibility and consistency, and points some fundamental values that should be consistent across government: a merit-based system, preferences in some employment policies and a collective bargaining framework. Employee benefits, health insurance and retirement packages will also continue to be government-wide. In this sense, the image of the government as a single employer is preserved and the role of the central agency should be maintained. The role of a central agency dealing with HR is to provide leadership to a combination of decentralised systems and a few centralised systems.

15. The delegate from **Australia** agreed that there is a need to find a balance between decentralisation and what should still be centralised. They do not have a single central agency since the abolition of the Public Service Board ten years ago. Instead, there is a Public Service Commission (PSC) which has a number of roles in terms of the values of the Public Service, centralised training programmes, gearing up mobility programmes -- in particular those which encourage movement between the private and public sectors-- and require agencies to institute workplace diversity programmes to insure diversity of people from different ethnic backgrounds, women and people with disabilities. The Department of Workplace relations oversees workplace bargaining in the public sector and provides consultancy services to agencies. In view of the delay in the passage of the new Public Service Act, the government has implemented new public services values by regulation under the current Public Service Act. It includes employment decisions based on merit and the need for ethical standards, impartiality and quality leadership. In order to ensure that these values are operationalised, a new code of conduct for all employees and heads of agencies has been developed and the PSC is required to report annually to the Parliament on the State of the Service. The delegate from **Poland**, where the system is decentralised, emphasised the importance of standards for conduct, ethics and personnel management. They are pre-conditions for moving from a centralised to a less centralised system.

16. Concerning recruitment, **Australian** departments enjoy a high degree of autonomy in terms of staffing. As is the case in the **United Kingdom**, they often consider that agencies do not deploy the tools once they have them. The Central agencies focus on iteration and a continuing scrutiny process and, in this context agencies and departments are expected to report on their staffing and recruitment programmes.

17. In the **United Kingdom**, the "Next Steps" programme which commenced in 1988 set up executive agencies, aiming to separate executive functions from policy functions. Under Civil Service (Management Functions) Act 1992 the Prime Minister delegated to Ministers and office holders in charge of individual departments authority to prescribe the qualifications for the appointment of civil servants in their respective departments, and to determine the number of grading of posts outside the Senior Civil Service and the terms and conditions of employment relating to a number of areas. These include remuneration, holidays, part time and other forms of working arrangements, promotion, retirement and redundancy arrangements and any redeployment of staff between departments. The delegated powers are subject to a minimum framework of conditions set out by the Cabinet Office in the Civil Service management Code. In terms of the future policy developments, several areas were mentioned. The Citizen's Charter programme would be refocused and renamed the Service First Programme. The forthcoming Better Government White paper would aim to make routine transactions with Government easier via improvements in IT and information more accessible to the public making Government services more seamless. The Civil Service is also working toward the challenging target that by the year 2000, all civil servants will be working in organisation recognised as *Investors in People*. *Investors in People* is a highly regarded standard recognised across the private and public sectors related to training and development of staff.

18. The delegate from the **United States** specified that the monitoring role relates to the role of the central management agency and is partly the price of the flexibility. As they shift to a more flexible system, where they retain a monitoring role, one of the key concerns in the Office of Personnel Management is to adjust their evaluation process to be more outcome-oriented, and the outcome they want is an effectively functioning agency. This is a different approach to accountability in the sense that they now work with agencies to develop their evaluation systems.

19. In **Ireland**, most of the reforms tend to strike a balance between central control and local autonomy. The government aims to devolve power from the Ministry of Finance to line departments, and from line departments to line managers. This should be consistent with the preservation of common grade and pay scales. The Government would like to see devolution of recruitment to line departments and local managers where this is appropriate. However on a number of HR issues, there has been union resistance to the introduction of increased management flexibility.

20. In **France**, the process of decentralisation is recent. It was initiated in 1992 with the implementation of the *Charte de deconcentration*, which sets respective tasks for ministries and departments and local and regional administration. Consequences in terms of human resource management are important because decentralisation in terms of functions cannot be properly organised if personnel management is still centralised. Decentralisation of industrial relations is included in the government's programme as a key element in the process.

21. The delegate from **Switzerland** presented the transformation process started five years ago in the Federal Government. They are attempting to apply the concept of new public management but with some adjustments. The identified four "concentric" circles correspond to different phases in the process: i) the first circle related to purely government functions, mainly policy-making and steering; ii) the second circle is still part of administration, but managers working in this area have more autonomy in action and are responsible for a global budget. They are close to the market and produce goods; iii) this circle covers legal entities in their own right (e.g. Federal Posts, Federal Institute of Intellectual Property etc.) unlike government agencies and are quite independent from the government; iv) the last circle is made of half private-half public enterprises. The federal government aims to cover with a single law all staff of the first three circles. To do so, they have to implement a new personnel law to replace the old one of 1927. The new law will be simplified and have separate provisions for the different circles. With its introduction in 2001, there will no longer be civil servants. Public employees will have the same status as private sector employees (with some minor differences). The current 4 years or life-time-employment contracts will be replaced by short-term contracts. The federal government is undergoing a second reform which is expected to be completed by the end of this year and focuses on concentration and reallocation of ministries and agencies. The objective is to reduce personnel cost by 4-5 %, but this raises the issue of how to manage (or not) elderly employees. The federal government has not yet set a specific programme for this category of staff.

22. It clearly appeared from the discussion that for most of the countries, the decentralisation of human resource systems is an element contributing to efficiency and performance of public administration. However, there are some reservations. To conclude, the delegate from the **United States** addressed the issue of the importance of career orientation in the Civil Service. The values around continuity and serving the public interest by civil servants with public service ethos are easy to cast aside in the interest of modernisation and achieving efficiency. The civil servants, who tend to be the main people who raise the issue of ethos and ethics, are often perceived as being self-defensive and using these values as a mask for protectionism. In fact, it is a challenge to educate and convince people who are the more demanding in terms of efficiency that it is worth having a core civil service.

Session 3

23. Session 3 focused on characteristics of the emerging public sector workforce and aimed to identify specific human resource frameworks tailored for dealing with such structural changes. The session started with a presentation on the changing structure of employment and pay in the public service sector, by Professor Robert Elliott.⁴ Based on the analysis of employment data in Australia, France, Germany, Sweden and the United Kingdom: a) the reduction in numbers (except in France) due to privatisation, contracting out and downsizing; and b) the transfer of activities from central government to State or local level in Australia, Germany and Sweden were presented as the consequences of public sector management policy. These developments have an impact on the relationship between age and pay. The general trend in the above mentioned countries is an increase in the average age of central government employees and therefore increased earnings (being stated that earnings increase with age and experience). Evidence on gender and the skills composition of public employment showed a higher proportion of women employed and an increase in the share of the highest grades.

24. The delegate from **France** provided some methodological reservations concerning the data presented for his country and to what extent comparability between countries was guaranteed. The French government has been implementing a strategy of reducing the workforce since 1983. However, some functional sub-sectors such as Justice and Police have been identified as key areas in terms of employment and therefore eligible for an increase in numbers. Other factors (e.g. the process of decentralisation initialised in 1982 and specificities concerning some age group must be considered when analysing data).

25. The Delegate from the **United Kingdom** specified that the broader definition of central government used in Professor Elliott's presentation underestimated the significant downsizing which had occurred in the core civil service over recent years. On pay issues, he agreed that the discrepancies within pay rates were likely to become increasingly obvious, with the increasing level of interchange (i.e. movements between the private and public sectors) allowing civil servants to gain experience in the private sector. The **Chair** emphasised the importance of structural effects on personnel costs, which are important for budgeting. In **Austria**, these structural effects are increasing since the average retirement age has raised. Only a few young employees have been recruited and a specific employment programme has been set up for employing unemployed elderly people in the public sector. The current pay system is no longer in line with a seniority-based pay system but moving to a performance-based pay system. **Norway** is also facing structural changes in public employment, but the effects on pay structure are somewhat different, because of the new pay system implemented in 1991. The impact of seniority has been reduced and the current pay system provides the opportunity for paying higher wages to beginners. A critical issue for the government is to increase the share of female employment in middle management and top levels, and the aim is to reach 30 % of female employment in the top management positions at the end of 2001.

26. The delegate from **Canada** made a presentation on *La relève*, focusing on the needs for a programme for public service renewal following a period of restraint and reduction like *La relève*, key initiatives under *La relève*, and its implementation and new steps. Basically, the critical needs in Canada

4. "The Impact of Public Management Development on Pay and Employment Structures in Civil Service", by Professor Robert Elliott, University of Aberdeen.

were not different than in other OECD countries. The programme for early departures expired in June 1998 and the targets in terms of reduction have been met. The Federal government is in a process of negotiating with unions a new workforce adjustment directive, that will replace in large part the early departure incentive programme.

27. The on-going focus will be placed on people and communities, through a programme called the "Leadership Network". It is intended to carry on the work of *La relève* task force by building leadership at all levels. It has responsibility for the collective management of the Assistant Deputy Ministers (ADM), who are the next level below Deputy Minister. It has collective government-wide resource as opposed to having a primary affiliation with a department. Existing ADM were given the option of opting for the pool and newcomers into the ADM ranks will be recruited on the understanding that they are forming part of a collective pool. There are implications for training and cultural values. As a way of ensuring senior management accountability for human resource management issues, departments are required to report on HR issues as a part of their business planning, and to provide performance indicators. Five elements have been identified as a part of the HR management structure: leadership, values, productivity, work environment, and sustainability of the workforce.

28. Then the issue of how to manage elderly people in the public sector was addressed. The delegate from **Mexico** indicated that there are ageing problems. The pension system does not recognise years of service, therefore "active pensioners", i.e. elderly employees, hold a position and do not retire because the pension system is not good. There is also pressure from younger people recruited in the public service and who are not able to occupy these positions. The government is looking for compensating the current pension system, including separation funds which will allow more room for the new generation of public employees. In **Norway**, the government has developed a strategy toward the elderly public employees, focusing on developing people instead of retirement. But, as in Canada, there are strong incentives for early retirement. According to an arrangement with unions two years ago, it is now possible to retire part-time as of 62 years of age. The underlying idea is that it is important to identify different needs for elderly people, as some need full-time retirement and others just part-time retirement. However, avoiding contradictory incentives is not an easy task, and it is important to have both a strategy that develops elderly people and a good incentive system.

29. Further examples demonstrated the complexity of this issue. In **Spain**, the retirement age was pushed up to 70 years in 1998. It is linked to the employment renewal legislation in the public sector, which stipulates that one position against four separations will be replaced. Preliminary results showed that senior civil servants opted for this measure, whereas other positions did not take this opportunity. **Ireland** is introducing an anti-discrimination legislation which will prohibit, among other things, discrimination on age grounds. It is national legislation also affecting the public service. In response to some pressure for early retirement from public service groups, including teachers and nurses, the government has introduced retirement initiatives. A number of changes have been made in the tenure of top level public servants. For the most part they are appointed for a seven years term office. At the end of the period Secretaries General of Government Departments may be offered a number of alternatives, including a) another position within the civil service or public service or b) enhanced early retirement.

30. The interrelation of pay and personnel policies were emphasised by a number of delegates and **Korea** and **Denmark** were invited to present the new pay systems implemented in the government sector

in their respective countries. Both of them are tailored to be flexible tools, able to attract people in particular areas and provide appropriate incentives and include a performance-related pay element.

Session 4

31. The **PUMA Secretariat** informed delegates on the future programme of work in Human Resource Management. Some pieces of work are already committed, i.e. reports on: i) impacts of privatisation and corporatisation on public sector pay and employment; ii) downsizing practices; iii) the state of the senior service; iv) comparative analysis on HRM systems based on evidence. In addition, it is proposed to focus medium-term HRM activity on two major initiatives: i) developing an accepted approach to the measurement of general government sector labour productivity and then looking to measure it through time in some countries; ii) benchmarking HRM practices and performance across countries.

32. An emerging option was the changing role of the central personnel agency. Discussion at the meeting identified a number of issues surrounding the degree and nature of decentralisation of the HR function. A project could be designed to look at where the gains from co-ordination are large enough to give rise to a continued role for a central function - even in the most decentralised systems. Finally, the importance of sharing information on current practices was stressed and the question of what is the best way of increasing the transfer of knowledge among countries between meetings was raised.

**HUMAN RESOURCES MANAGEMENT
GESTION DES RESSOURCES HUMAINES**

ACTIVITY MEETING / REUNION D'ACTIVITE

**OECD, Paris, 25-26 June, 1998
OCDE, Paris, 25-26 juin 1998**

**LIST OF PARTICIPANTS
LISTE DES PARTICIPANTS**

Chair: Mrs. Christa VOIGT (Austria)

AUSTRALIE/ AUSTRALIA	Ms. Kate BOSSER Assistant Secretary	Pay Policy Branch Australian Government Employment Group Department of Workplace Relations and Small Business Garema Court 148-180 City Walk GPO Box 9879 Canberra ACT 2601 Tel (61-2) 6243 7800 Fax (61-2) 6243 7781 kboss@dwrsb.gov.au
AUTRICHE/ AUSTRIA	Mrs. Christa VOIGT Director	Division for Personnel Controlling Ministry of Finance Ballhausplatz 2 A-1014 Wien Tel (43-1) 53115 2353 Fax (43-1) 53115 41 59 christa.voigt@bmf.gv.at

CANADA	Ms. Karen MOSHER Executive Director	Human Resources Development and Renewal Team Treasury Board Secretariat of Canada Tel (1-613) 957 01 63 Fax (1-613) 946 93 13 mosher.karen@tbs-sct.gc.ca
	Mr. Ray SPRINGER	Treasury Board Secretariat Ottawa, Ontario springer.ray@tbs-sct.gc.ca
DANEMARK/ DENMARK	Ms. Charlotte VINDERSLEV Head of Section	Ministry of Finance Christiansborg Slotsplads 1 DK-1218 Copenhagen K Tel (45-33) 92 26 01 Fax (45-33) 12 38 24 CVI@fm.dk
	Mrs. Marianne HANSEN	Ministry of Finance Christiansborg Slotsplads1 DK-1218 Copenhagen K Tel (45-33) Fax (45-33) 12 38 24
ESPAGNE/ SPAIN	Mme. Petra FERNANDEZ Chef de Service	Sous-Direction Générale de Planification et Sélection des Ressources Humaines de la Direction Générale Fonction publique au Ministère de l'Administration publique Tel (34) 91 586 19 29 Fax (34) 91 586 14 47
	Mme. Maria José GOMEZ Chef de Service	Sous-Direction Générale de Planification et Sélection des Ressources Humaines de la Direction Générale Fonction publique au Ministère de l'Administration publique Tel (34) 91 586 20 78 Fax (34) 91 586 14 47

<p>ETATS-UNIS/ UNITED STATES</p>	<p>Mr. Leigh SHEIN Chief of Staff</p>	<p>US Office of Personnel Management 1900 E Street, N.W. Washington DC 20415 Tel (1-202) 606 1000 Fax (1-202) 606 44 89 lmshein@opm.gov</p>
	<p>Ms. Doris HAUSSER Assistant Director</p>	<p>US Office of Personnel Management Office of Performance and Compensation Systems Design 1900 E Street, N.W. Washington DC Tel (1-202) 606 26 48 Fax (1-202) 606 25 73 dlhausse@opm.gov</p>
	<p>Mrs. Elizabeth d’JAMOOS</p>	<p>Department of Health and Human Services Washington DC Tel (1-202) Fax (1-202)</p>
<p>FINLANDE/ FINLAND</p>	<p>Mr. Vesa RANTALA Financial Counsellor</p>	<p>Ministry of Finance Personnel Department State Employer’s Office PO Box 286 SF-00171 Helsinki Tel (358-9) 160 49 80 Fax (358-9) 160 48 39</p>

FRANCE	Mr. Raymond PIGANOL Sous-directeur des statuts	Ministère de la Fonction publique Direction générale de l'administration et de la fonction publique 32, rue de babylone F-75700 Paris Tel (33-1) 42 75 89 27 Fax (33-1) 42 75 88 62
	Mrs. Brigitte BELLOC Chef de bureau	Ministère de la Fonction publique Direction générale de l'administration et de la fonction publique 32, rue de babylone F-75700 Paris Tel (33-1) 42 75 89 28 Fax (33-1) 42 75 88 62
	Mr. Dominique CHANTRY Chef de bureau	Ministère de la Fonction publique Direction générale de l'administration et de la fonction publique 32, rue de babylone F-75700 Paris Tel (33-1) 42 75 89 86 Fax (33-1) 42 75 89 75
GRECE/ GREECE	Mrs.Efstatia BERGELE Directrice	Direction de la Gestion des Ressources humaines Ministère de l'Intérieur, de la fonction publique et de la décentralisation 15, avenue Vassilissis Sofias GR-10674 Athens Tel (30-1) 339 33 63 Fax (30-1) 339 33 50
HONGRIE/ HUNGARY	Dr. Eleonora SZASZ	Ministry of Interior Civil Service Department Jozsef A. u 2-4 H-1051 Budapest Tel (36-1) 266 26 44 / 318 26 72 Fax (36-1) 317 56 88 @kigf.b-m.x400GW.itb.hu

<p>IRLANDE/ IRELAND</p>	<p>Mr. Joe McGOVERN Assistant Secretary</p>	<p>Department of Finance 73-79 Lower Mount Street Dublin2 Tel (353-1) 604 54 00 Fax (353-1) 604 54 23 joe-mcgovern@finance.irlgov.ie</p>
<p>ITALIE/ ITALY</p>	<p>Dr. Patrizia GIORDANI</p>	<p>Dipartimento della Ragioneria Generale del Ministero del tesoro Bilancio e della Programmazione Economica Gabinetto del Ministro Ministry of Treasury, Budget and Economic Planning Roma Tel (39-6) 476 14 468/9 Fax (39-6) 482 60 67 tesorx@polig.ipzs.it</p>
	<p>Mrs. Daniela VENERANDI Premier Conseiller</p>	<p>Italian Delegation to the OECD 50, rue de Varenne 75007 Paris Tel (33-1) 44 39 21 50 Fax (33-1) 42 84 08 59</p>
<p>JAPON/ JAPAN</p>	<p>Mr. Nobuhiro FUKUOKA First Secretary</p>	<p>Japanese Delegation to the OECD 11 avenue Hoche 75008 Paris Tel (33-1) 53 76 61 43 Fax (33-1) 45 63 05 44 fukuoka@deljp-ocde.fr</p>
<p>MEXIQUE/ MEXICO</p>	<p>Mr. Luis Guillermo IBARRA-PONCE-DE-LEON Head of the Civil Service Unit</p>	<p>Ministry of Finance Mexico DF Tel (52-5) 228 5053 (54,55,56) Fax (52-5) 228-2154 liberra@infosel.net.mx</p>
	<p>Mrs. Beatriz CORONA Chief Department of Civil Services</p>	<p>Ministry of Finances Mexico DF Tel (52-5) Fax (52-5) 228 21 54</p>

NORVEGE/ NORWAY	Mr. Finn MELBO Deputy Director General	Ministry of Labour and Government Administration Akersgatan 59 Postboks 8004 Dep. N-0030 Oslo Tel (47-22) 24 48 80 Fax (47-22) 24 48 89
	Mr. Odd BOHAGEN Deputy Director General	Ministry of Labour and Government Administration Akersgatan 59 Postboks 8004 Dep. N-0030 Oslo Tel (47-22) 24 48 20 Fax (47-22) 24 48 89 odd.bohagen@aad.dep.telemax.no
PAYS-BAS/ NETHERLANDS	Dr. Peter VAN DER PARRE Senior Consultant	Labour Market Policy Dutch Public Service Ministry of Interior Postbox 20011 2500 EA The Hague Tel (31-70) 302 62 52 Fax (31-70) 302 77 42 Peter.Parre@Minbiza.nl
POLOGNE/ POLAND	Ms. Claudia TORRES-BARTYZEL Director of Department	Civil Service Office Department of Civil Service Training Al. J. Ch. Szucha 2.4 00-582 Warsaw Tel (48-22) 694 68 76 Fax (48-22) 694 67 64 500@friko5.onet.pl
	Mr. Jacek PILATKOWSKI Counsellor	Permanent Delegation of Poland to the OECD 86, rue de la Faisanderie 75116 Paris Tel (33-1) 45 04 10 20 Fax (33-1) 45 04 63 17

PORTUGAL	Mr. Rogério PEIXOTO Chef de division	Direction générale de l'administration publique Avenida 24 de Julho, 80-4º 1293 Lisboa Codex Tel (351-1) 397 56 59 Fax (351-1) 397 30 53
	Mr. José Antonio MARTINS GOULART Counsellor	Portuguese Delegation to the OECD 10bis rue Edouard Fournier 75116 Paris Tel (33-1) 45 03 31 00 Fax (33-1) 45 03 22 03
COREE/ KOREA	Mr. Myungshik KIM Director, Compensation Division	Ministry of Government Administration and Home Affairs Government Sejongro Building 77-6 Sejong-ro, Jongro-gu 110-760 Seoul Tel (82-2) 3703 45 71 Fax (82-2) 3703 55 28 mkim3@mogaha.go.kr
	Mr. Taeman KIM Assistant Director Compensation Division	Ministry of Government Administration and Home Affairs Government sejongro Building 77-6 Sejong-ro, Jongro-gu 110 760 Seoul Tel (82-2) 3703 45 76 Fax (82-2) 3703 55 28
	Mr. Jae Doo YEA First Secretary	Korean Delegation to the OECD 2/4 rue Louis David 75016 Paris Tel (33-1) 44 05 21 84 Fax (33-1) 47 55 86 70
ROYAUME-UNI/ UNITED KINGDOM	Mr. Simon REA Head, OPS Secretariat	Office of Public Service Secretariat Cabinet Office Horse Guards Road London SW1A 2PL Tel (44-171) 270 60 43 Fax (44-171) 270 19 73 srea@cabinetoffice.gsi.net

SUISSE/ SWITZERLAND	Mr. Thierry BOREL Head of Section Personnel Policies	Eidgenössisches Personalamt Office fédéral du personnel Département fédéral des Finances Bundesgasse 32 CH-3003 Bern Tel (41-31) 322 62 11 Fax (41-31) 322 78 05 thierry.borel@epa.admin.ch
	Mr. Raymund FURRER Premier Secrétaire	Délégation de la Suisse près l'OCDE 28, rue de Martignac 75007 Paris Tel (33-1) 49 55 74 50 Fax (33-1) 45 51 01 49
TURQUIE/ TURKEY	Mr. Ali KOPRULU	Délégation de la Turquie près l'OCDE 9, rue Alfred Dehodencq 75116 Paris Tel (33-1)42 88 50 02 Fax (33-1)45 27 28 24

INVITED EXPERTS/ EXPERTS INVITES		
	Monsieur Pierre BOISARD	Centre d'études de l'Emploi "Le Descartes 1" 29 promenade Michel Simon 94166 Noisy le Grand Cedex Tel (33-1) Fax (33-1) (33-1) 49 31 02 44 boisard@descartes.enpc.fr
	Prof. Robert ELLIOTT Department of Economics	University of Aberdeen Edward Wright Building Dunbar Street Aberdeen AB9 2TY Tel (44-1224) 272 173 Fax (44-1224) 272 181 r.elliott@abdn.ac.uk
	Ms. Kathryn McMULLEN Senior Research Associate	Work Network Canadian Policy Research Networks 250 Albert Street, Suite 600 Ottawa, Ontario, K1P 6M1 Canada Tel (1-613) 567 74 84 Fax (1-613) 567 76 40 k_mcmullen@cyberus.ca

Secretariat de l'OCDE/ OECD Secretariat		
Service de la Gestion publique/ Public Management Service (PUMA)	Derry ORMOND Head of Service	Tel (33-1) 45 24 90 60 Fax (33-1) 45 24 87 96 derry.ormond@oecd.org
	Jim BRUMBY Head of Division	Tel (33-1) 45 24 90 85 Fax (33-1) 45 24 87 96 jim.brumby@oecd.org
	Nicole LANFRANCHI Administrator	Tel (33-1) 45 24 16 38 Fax (33-1) 45 24 87 96 nicole.lanfranchi@oecd.org
	Christine LIDBURY Administrator	Tel (33-1) 45 24 89 92 Fax (33-1) 45 24 87 96 christine.lidbury@oecd.org
	Pentti TUOMINEN Administrator	Tel (33-1) 45 24 89 53 Fax (33-1) 45 24 87 96 pentti.tuominen@oecd.org
	Przemyslaw Kajetan MUSIALKOWSKI Consultant	Tel (33-1) 45 24 89 89 Fax (33-1) 45 24 87 96 przemyslaw.musialkowski@oecd. org