



TOWARDS A FLEXIBLE AND AGILE PUBLIC SERVICE

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The OECD Public Employment and Management Team

I. Introduction

II. Values-driven culture and leadership

III. Skilled and effective public servants

IV. Responsive and adaptive employment systems



Policy path-finders

Reaching consensus around the principles for high-performing public services

- Recommendation on Public Service Leadership & Capability
- Good international practices
- Skills & Competency Framework



Champions for change

Advising for strategic people-oriented transformation

- Toolkit for implementing Recommendation
- Knowledge sharing & training
- Direct country support on specific topics



Thought leaders

Identifying the key trends and policy challenges in implementing people management reforms

- Emerging trends & solutions
- Data & benchmarking
- Country case studies



Community builders

Identifying the key trends and policy challenges in implementing people management reforms

- Public Employment & Management (PEM) WG
- Network of Schools of Government (NSG)
- International workshops on specific topics



OECD Recommendation on Public Service Leadership and Capability

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01

Values-Driven Culture and Leadership

1. Defined Values
2. Capable Leadership
3. Inclusive & Safe
4. Proactive & Innovative

02

Skilled and Effective Public Servants

5. Right Skills & Competencies
6. Attractive employer
7. Merit-based
8. Learning culture
9. Performance-oriented

03

Responsive and Adaptive Employment Systems

10. System stewardship
11. Strategic approach
12. Mobile & adaptive
13. Appropriate Terms & Conditions
14. Employee voice

Values- Driven Culture and Leadership



1. Define values and promote values-based decision-making



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ENGAJAMENTO

Comprometimento do servidor público com suas funções, traduzido em atitude de atenção, empenho e zelo, ciente do seu dever de servir ao cidadão e proteger a coisa pública.

INTEGRIDADE

Atuar de maneira correta, honesta, proba e com transparência, pautado por princípios éticos e morais.

IMPARCIALIDADE

Capacidade de agir sem preferências ou influências de quaisquer tipos, cuja conduta só deve se basear na supremacia e na indisponibilidade do interesse público.

GENTILEZA

Entendimento de que atitudes nobres estão em pequenos gestos de cordialidade e cortesia no tratamento e na demonstração de amor ao próximo e propagação de harmonia e felicidade.

JUSTIÇA

Oferecer a cada um o que seja de direito ou mérito, com equidade e igualdade, sem quaisquer distinções.

PROFISSIONALISMO

Realização das atividades de servidor com qualidade e de forma competente e responsável, sendo produtivo e proativo, sempre buscando o seu aperfeiçoamento.

VOCAÇÃO PÚBLICA

Reconhecimento de que ser servidor público, mais que um dever, é uma escolha individual em servir a um bem comum e à sociedade, com dedicação, espírito de coletividade e satisfação.

Source: CGU, Valores do Serviço Público Federal



2. Build Leadership Capabilities

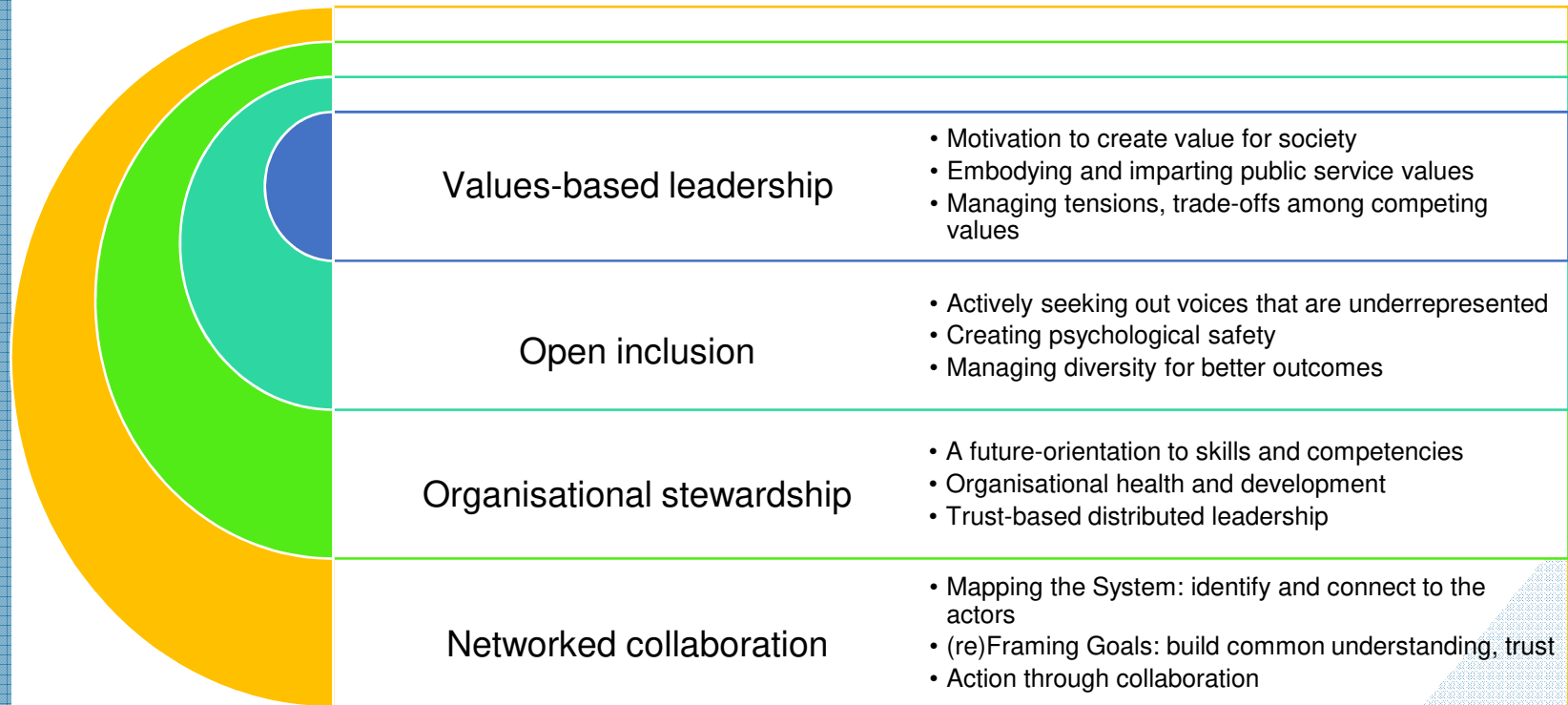


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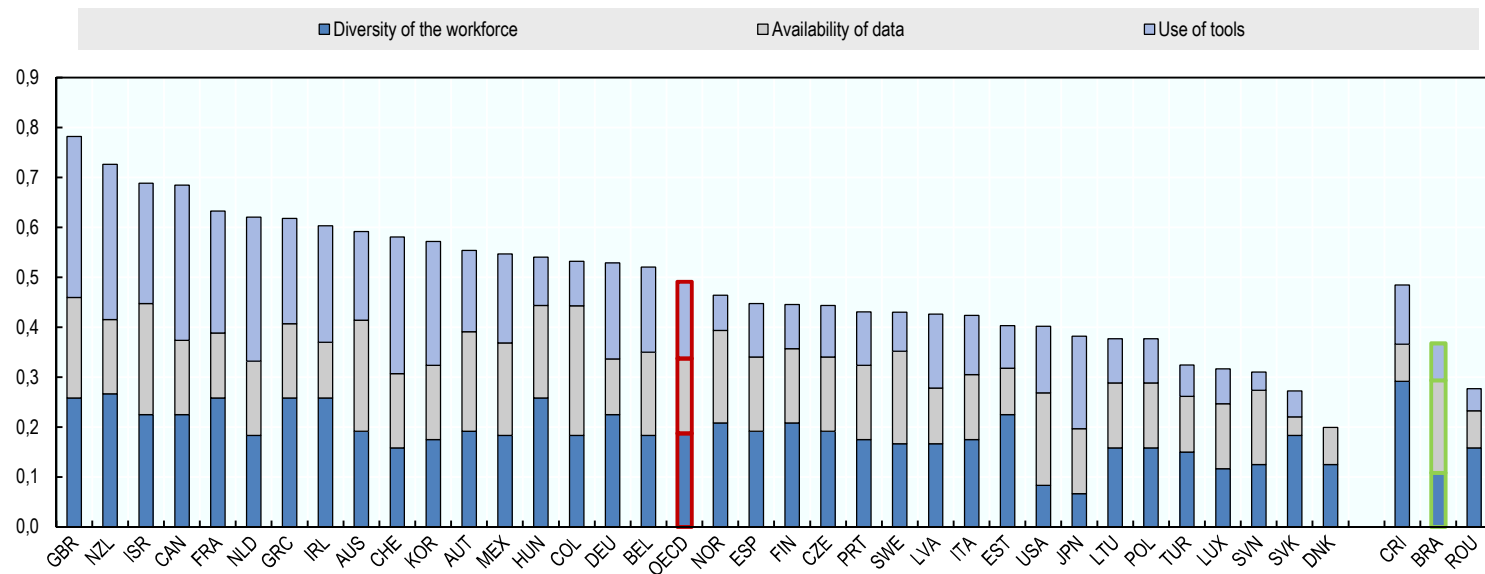


3. Ensure an inclusive and safe public service



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Pilot index: Development of a diverse central government workforce - 2019



Note: Data for Chile and Iceland are not available. Gender data for senior level public servants used in the indicator only refer to D1 senior managers for Austria and Hungary, and D2 senior managers for Australia
Source: OECD (2020), Survey on Public Service Leadership and Capability; OECD (2020), Composition of the workforce in central/federal administration survey



4. Build proactive & innovative public service



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<https://www.oecd.org/gov/the-innovation-system-of-the-public-service-of-brazil-a1b203de-en.htm>



<https://www.oecd.org/fr/bresil/innovation-skills-and-leadership-in-brazil-s-public-sector-ef660e75-en.htm>



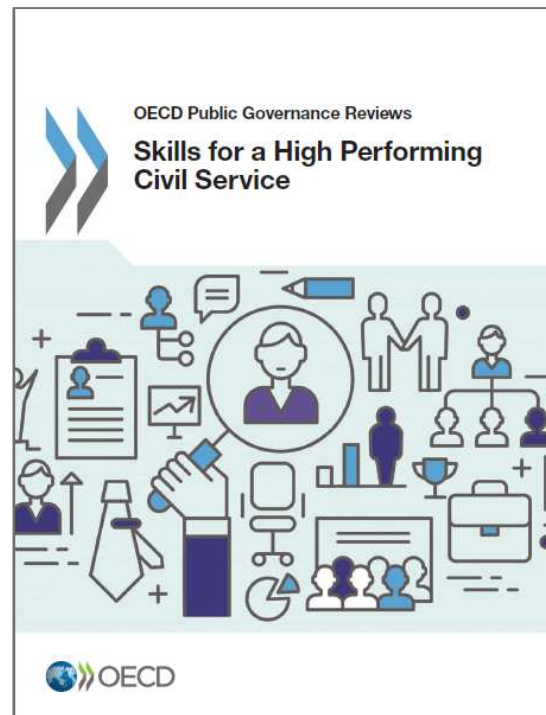
Skilled and Effective Public Servants



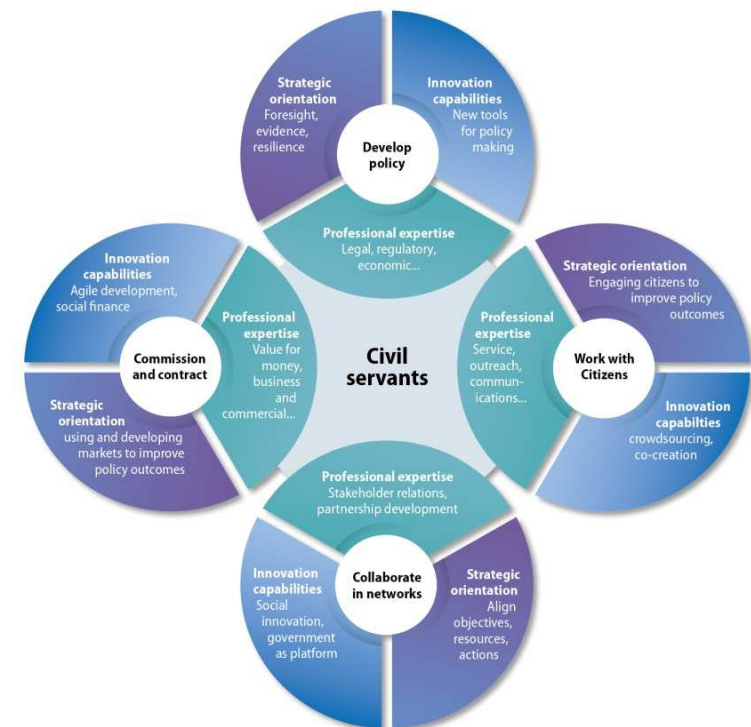
5. Identify skills and competencies



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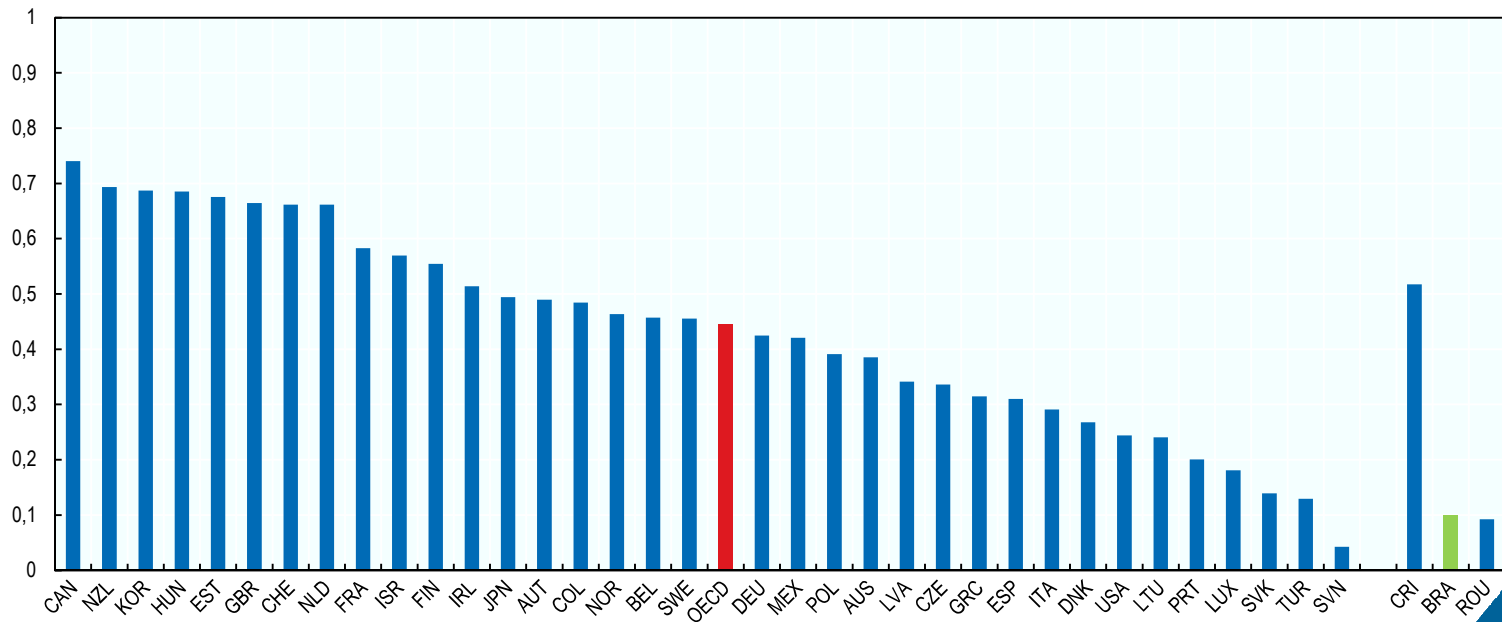


6. Attract and retain employees



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Pilot index: Use of proactive recruitment practices - 2020



Note: Data is missing for Chile and Iceland
Source: OECD (2020), Public Service Leadership and Capability survey



7. Recruit, select and promote candidates through open and merit-based processes



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- Equal access
- Rigorous and impartial candidate selection process
- Filling vacancies in a timely manner
- Encouraging diversity in the workforce
- Effective oversight and recourse mechanisms





8. Develop skills and competences by creating a learning culture and environment



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Upskilling

- A public service of professions?

Reskilling

- Pathways of transformation: organisational and individual

Learning culture

- The office as a classroom? Social learning, managers as coaches and experimentation.



9. Assess, reward and recognise performance, talent and initiative



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- Indicators and criteria to assess performance through agreed
- Incentives to reward performance and address under-performance
- Capabilities and support for managers to carry out performance management and to identify and develop talent



Responsive and adaptive employment systems

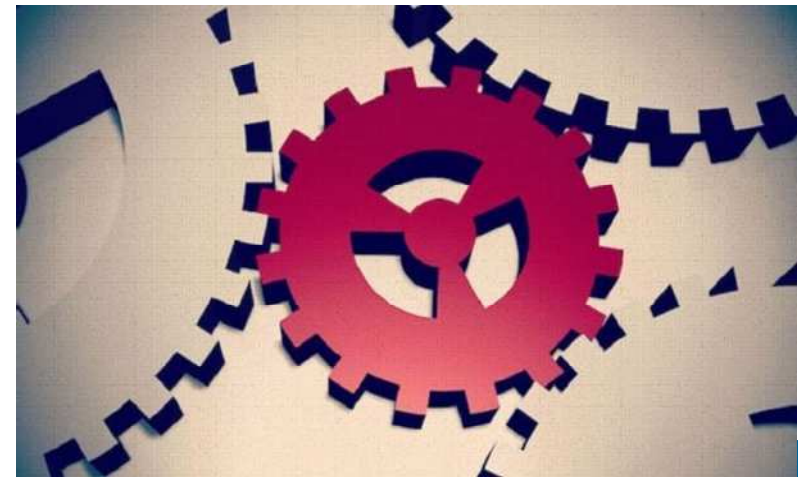


10. Clarify institutional responsibilities



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- Balance institutional authority with an appropriate level of delegation and mechanisms for communication and information sharing
- Ensure the necessary mandate and resources for each institutional actor

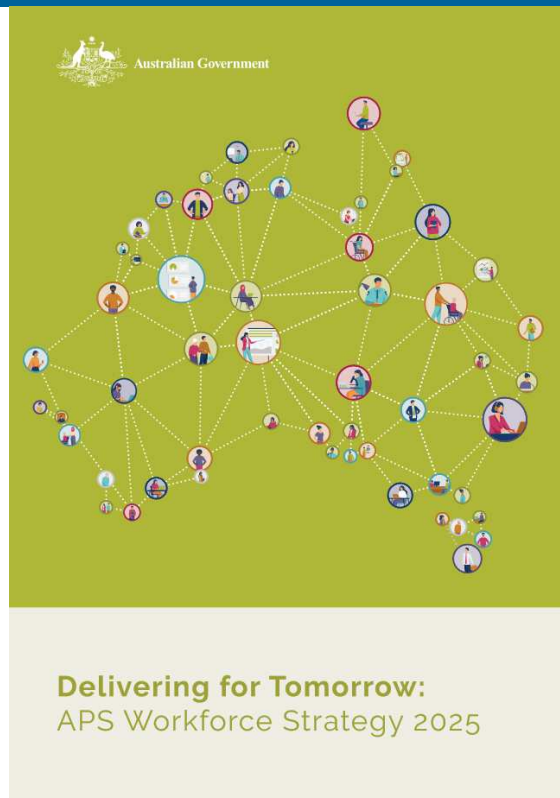




11. Develop a long-term, strategic and systematic approach



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*Delivering for Tomorrow:
Australian Public Service Workforce Strategy 2025*



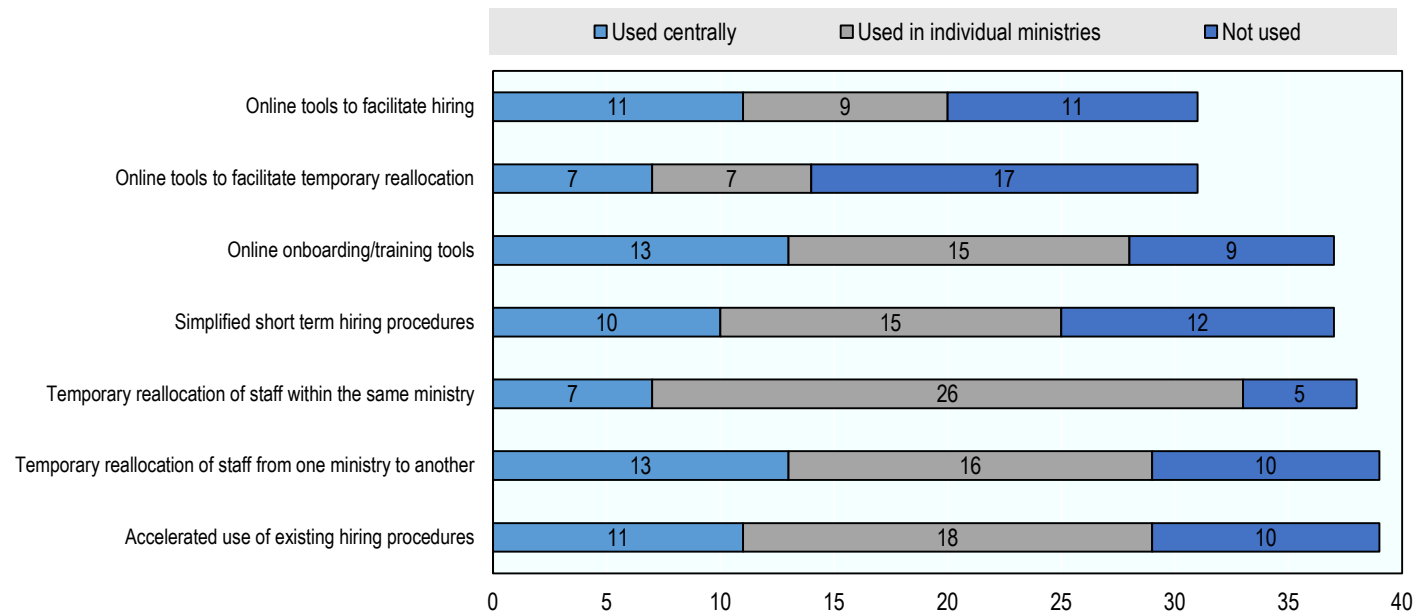


12. Build internal and external workforce mobility and adaptability



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Tools used to staff the areas in need of surge capacity during the COVID-19 crisis



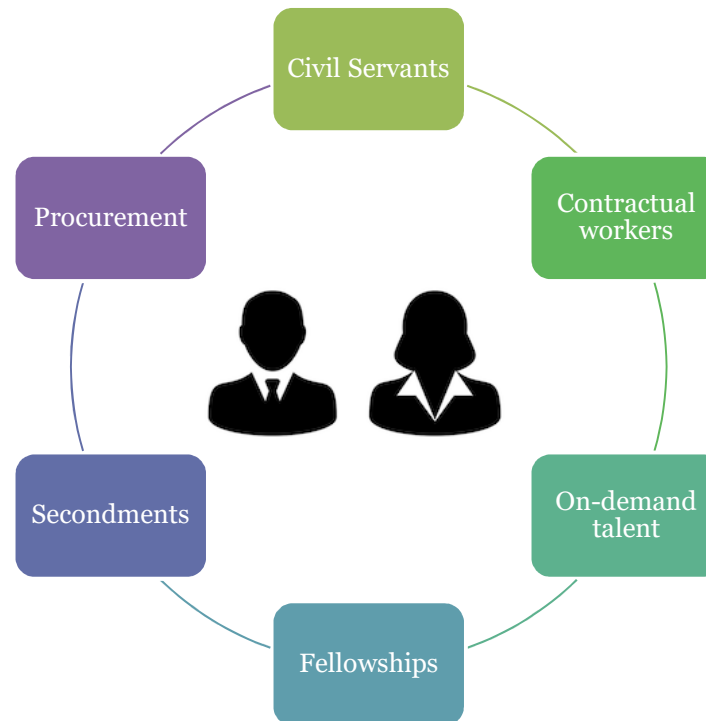
Source: OECD (2020), Survey on Public Service Leadership and Capability, Covid module



13. Determine and offer transparent employment terms & conditions



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14. Ensure that employees can contribute to the improvement of the public Service delivery and engaged as partners



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UK Civil Service People Survey 2019

Employee Engagement Index 63% ▲ Difference from CSPS 2018 +1	My work 77% ▲ Difference from CSPS 2018 +1	Organisational objectives and purpose 83% = Difference from CSPS 2018 0	My manager 71% ▲ Difference from CSPS 2018 +1	My team 82% ▲ Difference from CSPS 2018 +1
Learning and development 55% ▲ Difference from CSPS 2018 +1	Inclusion and fair treatment 79% ▲ Difference from CSPS 2018 +1	Resources and workload 74% ▲ Difference from CSPS 2018 +1	Pay and benefits 34% ▲ Difference from CSPS 2018 +3	Leadership and managing change 49% ▲ Difference from CSPS 2018 +2



THANK YOU

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The size of government employment varies across OECD countries

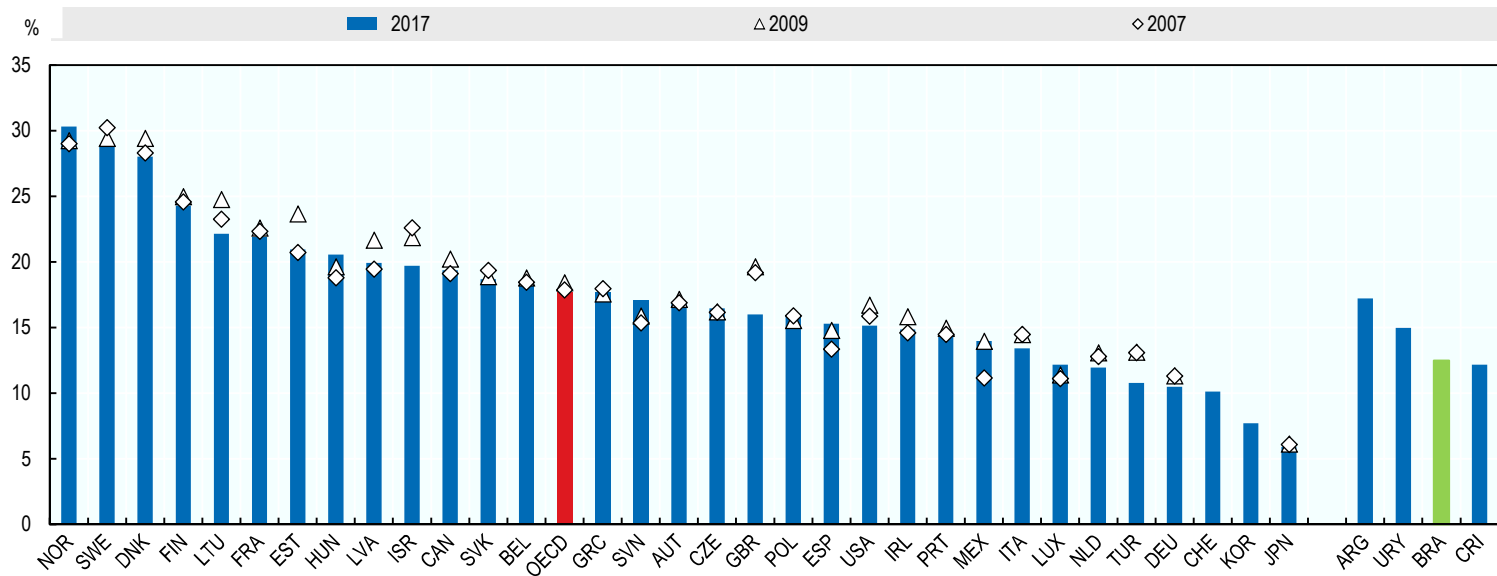
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Employment in general government as percentage of total employment- 2007, 2009 and 2017



Source: OECD (2019), *Government at a Glance*; OECD (2020), *Government at a Glance: Latin America and the Caribbean 2020*
 Note: Data for Australia, Chile, Iceland and New Zealand are not available. Data for Korea and Switzerland are not included in the OECD average due to missing time-series. Poland: data before 2010 are based on estimates. Argentina, Uruguay and Brazil: 2018 rather than 2017. Mexico, Switzerland and Costa Rica: 2016 rather than 2017. United States: 2008 rather than 2009.



Employee compensation is the largest factor in government production costs

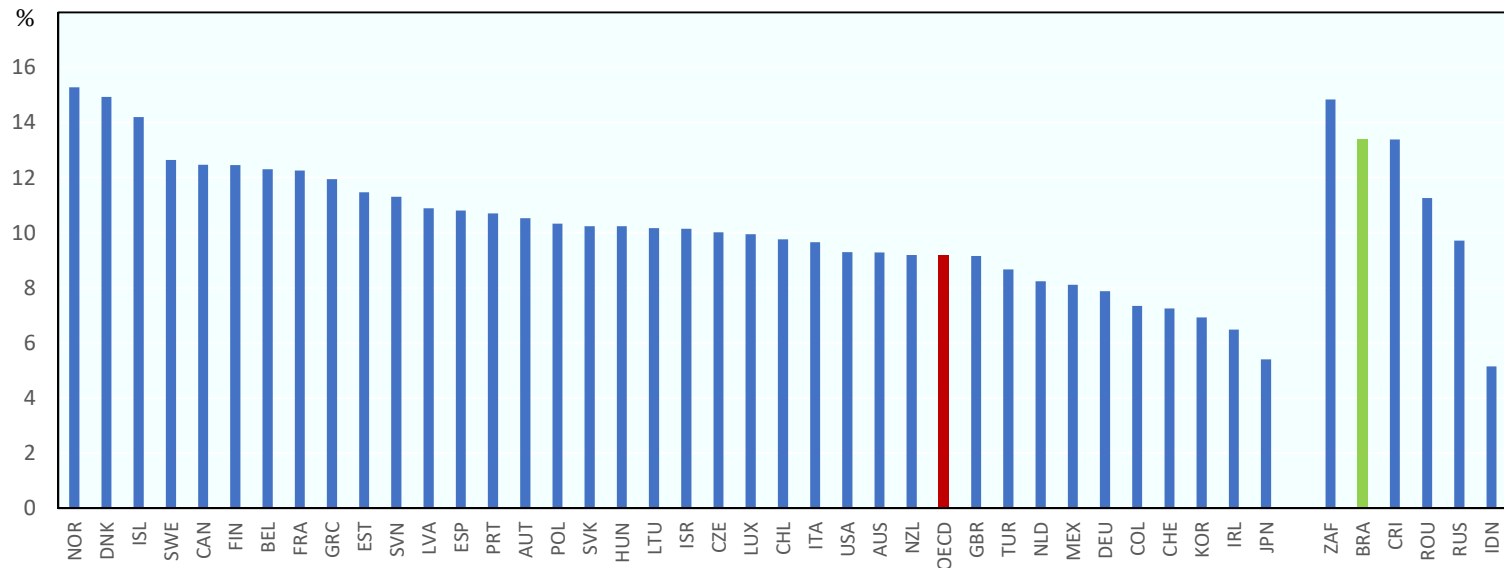
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Production costs of compensation of government employees as percentage of GDP - 2019



Data for Chile and Turkey are not included in the OECD average because of missing time series or main non-financial government aggregates. Data for Japan, Brazil and Russia are for 2018 rather than 2019.

Source: OECD National Accounts Statistics (database). Data for Australia are based on a combination of National Accounts and Government finance statistics data provided by the Australian Bureau of Statistics.