



OECD TOOLS TO STRENGTHEN CIVIL SERVICE

The OECD Sigma Principles of Public Administration and
the Strategic Human Resource Management Survey.

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Overview

1. Sigma Principles of Public Administration – an Overview
2. OECD Survey of Strategic Human Resource Management in Civil Services (SHRM Survey) – an Overview
3. Possibilities for future collaboration



What do we mean by public administration reform?

- Public administration reform (PAR) supports many horizontal objectives, including:
 - Improving the quality of public services
 - Making the operations of government more efficient
 - Increasing the chances that policies will be effective
 - Enabling savings in public expenditure



Why does PAR matter?

- PAR is not a sector in its own right but comprises **horizontal reform areas** (building blocks) critical for all sectors.
- It provides a framework and pre-conditions for implementing reforms in all sectors (education, health, security, employment, youth, agriculture etc.).
- Good public administration is a key component of democratic and economic governance.



Six horizontal aspects of good governance (1)

1. Strategic framework of public administration reform

- Political commitment to the reform process
- Political leadership and technical coordination
- Monitoring of implementation

2. Policy development and co-ordination

- Appropriate co-ordination at the centre of government
- Inter-ministerial co-ordination
- Policy development
- Financial analysis



Six horizontal aspects of good governance (2)

3. Public service and human resources management

- Organisation and functioning of the public service
- De-politicisation of civil service
- Merit-based recruitment and promotion
- Training and professionalisation

4. Accountability

- Transparency of administration
- Access to information
- Possibility of administrative and legal redress



Six horizontal aspects of good governance (3)

5. Service delivery

- Improving services for citizens and business
- Better administrative procedures
- E-government services

6. Public financial management

- Improving budgetary process
- Strengthening management of public finances
- Better public procurement
- Enhancing control of public spending



Using The Principles of Public Administration

- In 2014, SIGMA developed “The Principles of Public Administration”, aimed at EU Enlargement countries and therefore including specific references to the EU *acquis*.
- The Principles are based on universal principles of good governance and international standards, describing the minimum requirements for a well-functioning public administration.
- A guide for countries for their own reform processes and an analytical framework for evaluation of performance over time.
- In 2015 SIGMA carried out full baseline measurement assessments against the Principles in all seven EU Enlargement countries.
- SIGMA is now also developing the Principles to be a broad reference framework for Neighbourhood countries more widely – to be launched in May



The OECD SHRM Survey

- The only comprehensive, internationally comparative dataset of HRM practices in the world
- Approximately 130 questions on:
 - Civil service institutions
 - Strategic HRM practices and systems
- Carried out in 2005, 2010 and 2016
 - 2016 Edition has been completed by all 34 member countries + accession countries
- To be supplemented by Composition and Compensation surveys



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Background

Legal Framework...

Composition...

Background

Employment in central government and main General Employment Framework	2011:	217 379	employees
Total employment in the general government sector as a percentage of labour force		13.2%	

Legal Framework

GEF covers all employees:	Yes
GEF includes fixed-term contracts:	Yes
Private law applicable in public sector:	No

	Staff have the right	
	to unions	to strike
Public sector	Yes	Yes
Private sector	Yes	Yes

Composition of Emplo

Central government employment (2011)	
Total employment:	217 371 employees
Part-time employment:	No data
Gender in central government (2011)	
Female participation in central government workforce:	32.8%
Share of top and middle positions who are women:	36.4%

¹ Data are for core ministries and agencies of central/federal governments.

² Data refer to National/ Central Administration.
Source: Instituto Nacional de Estadística (INE) Encuesta de Población Activa (IPA).



OECD Public Governance Reviews

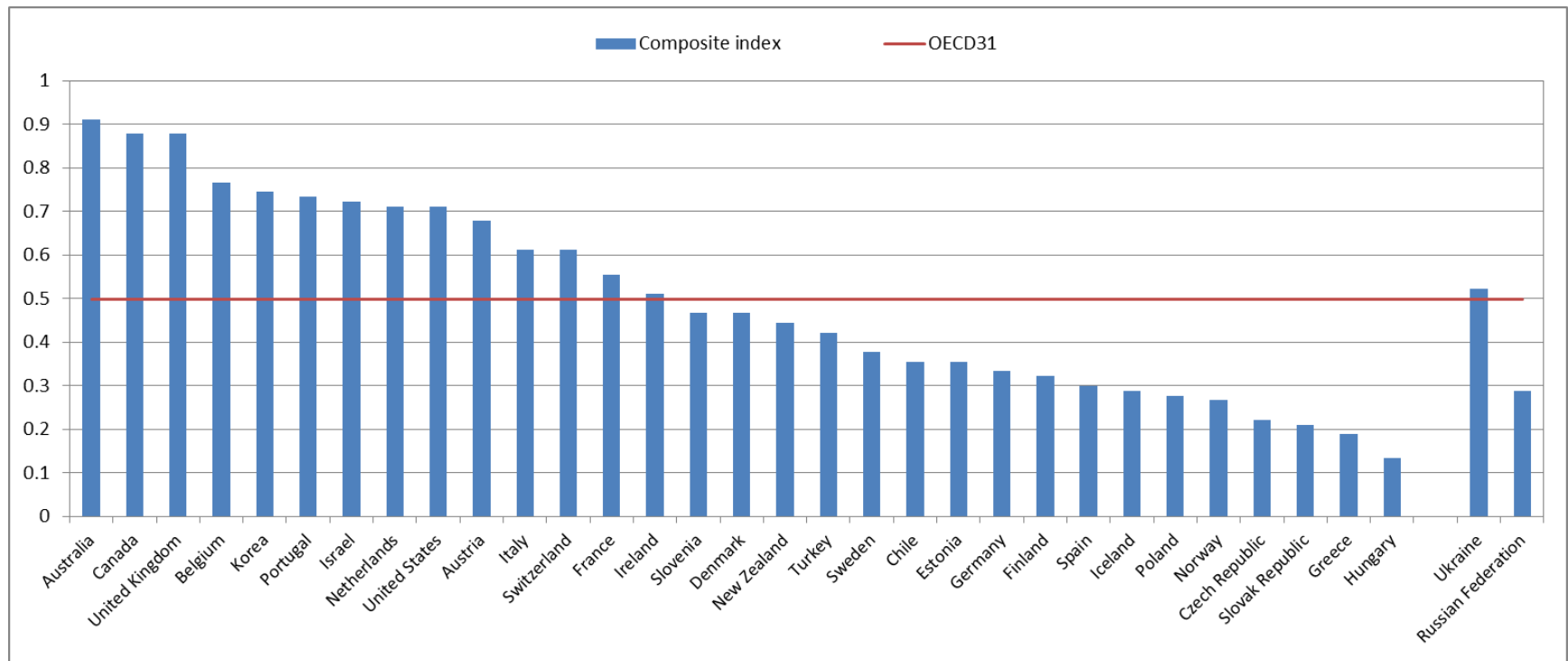
SPAIN

FROM ADMINISTRATIVE REFORM TO CONTINUOUS IMPROVEMENT





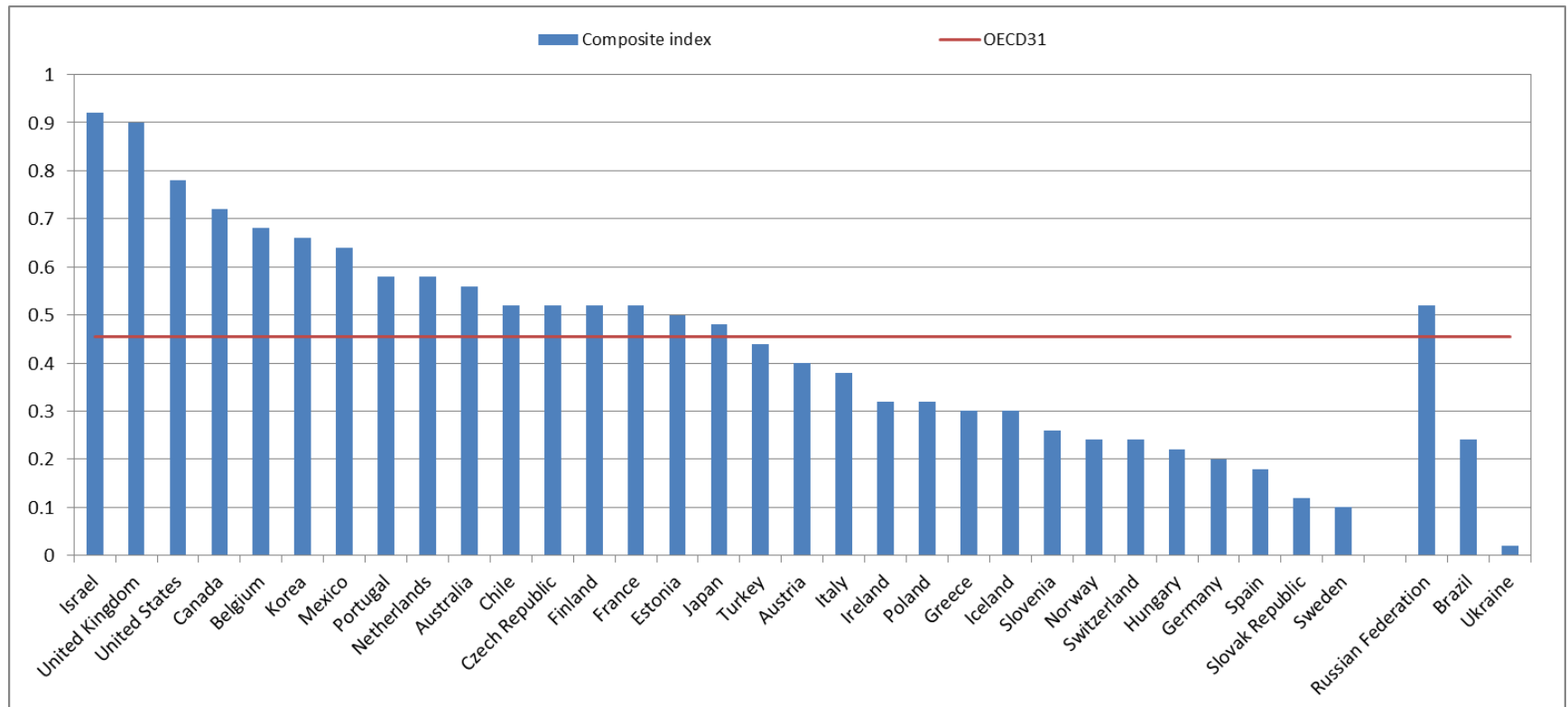
Utilisation of strategic HRM practices in central government (2010)



Source: OECD Strategic HRM Survey 2010
Published in: OECD Government at a Glance 2011



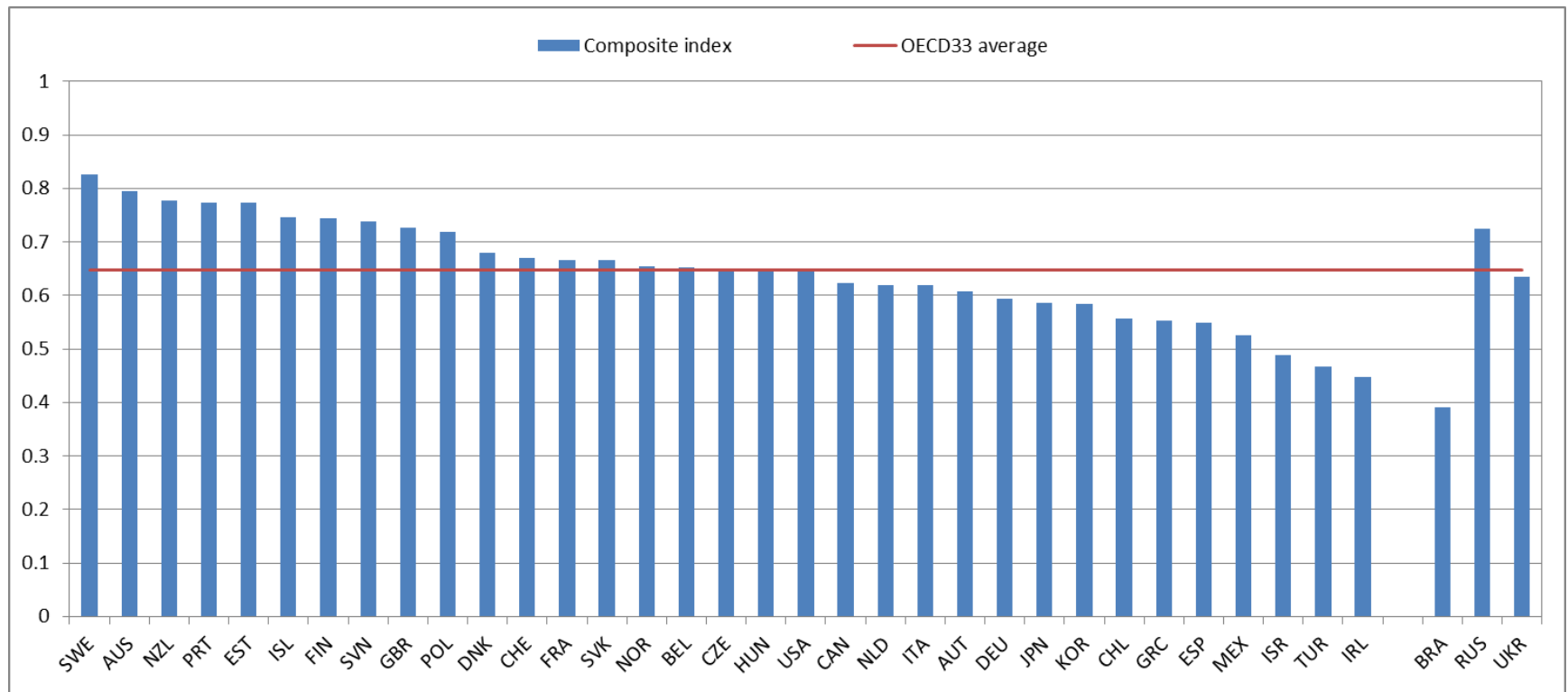
Separate HRM practices for senior civil servants in central government (2010)



Source: OECD Strategic HRM Survey 2010
Published in: OECD Government at a Glance 2011



Delegation of HRM practices to line ministries in central government (2010)

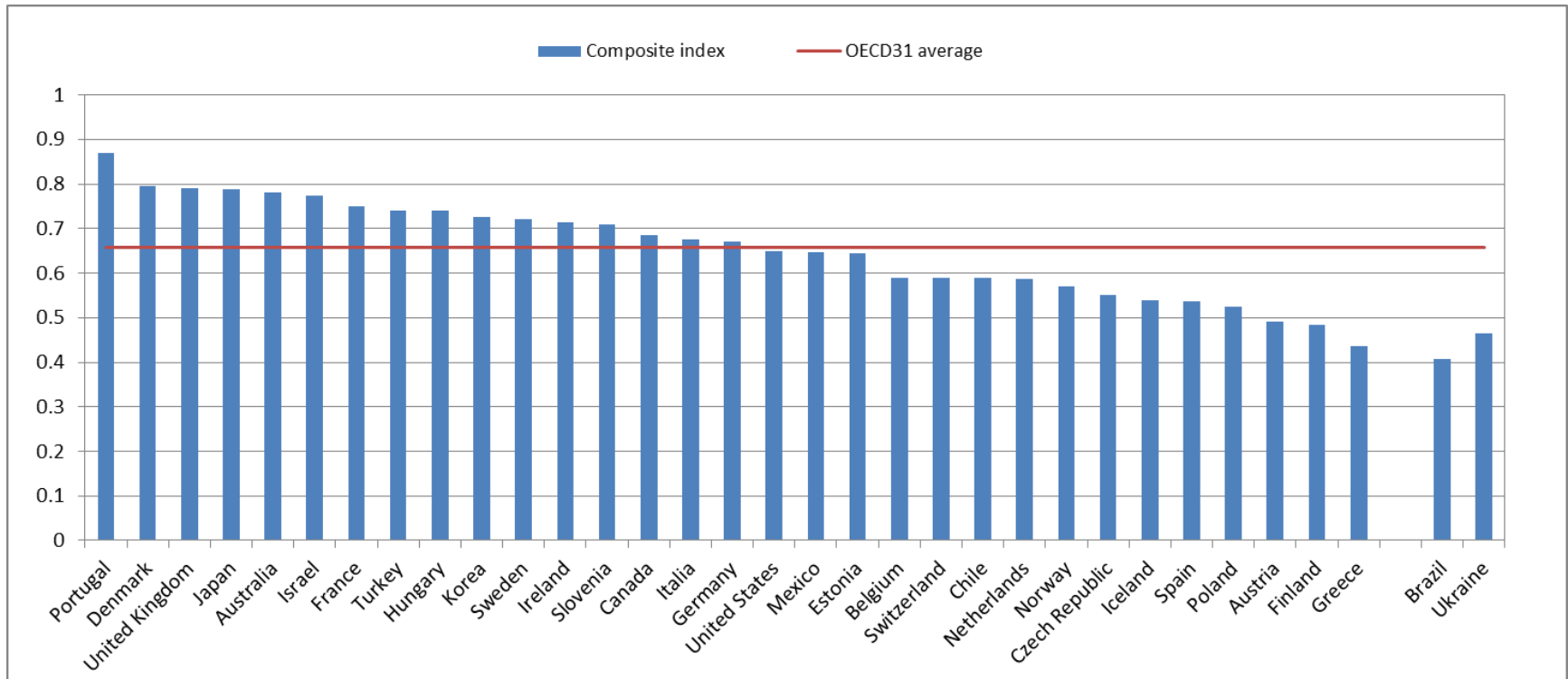


Source: OECD Strategic HRM Survey 2010

Published in: OECD Government at a Glance 2011



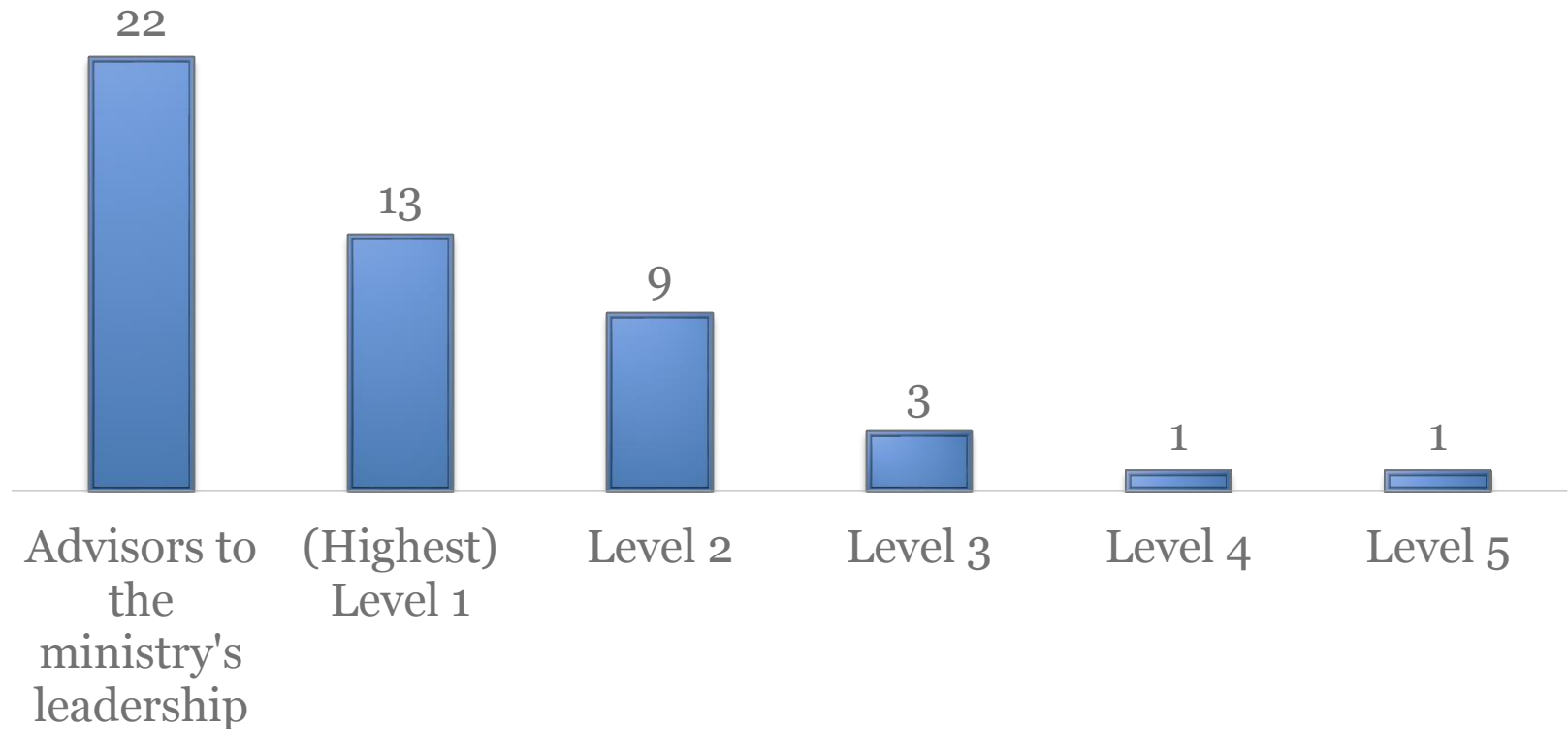
Extent of the use of performance assessments in HR decisions (2010)



Source: OECD Strategic HRM Survey 2010
Published in: OECD Government at a Glance 2011



Turnover of Civil Servants with a Change in Government



**number of countries reporting all or many civil servants turnover after change in government.*

Source: OECD Strategic HRM Survey 2010
Published in: OECD Government at a Glance 2011



The 2016 SHRM survey

- | | |
|---|---|
| 1. Central Body and Human Resource Delegation | 7. Tenure, Mobility and Turnover |
| 2. Data-driven Human Resource Management | 8. Work Conditions and Organizational Culture |
| 3. Human Resource Strategy and Planning | 9. Determination of Pay |
| 4. Recruitment | 10. Restructuring and Dismissal |
| 5. Career Development and Promotion | 11. Industrial Relations |
| 6. Human Resource Management at Senior Levels | 12. Human Resource Management for Innovation |
| | 13. HRM Reform Priorities |



Next steps...

- PEM meeting May 03/04
 - Overview of preliminary data – key findings in areas related civil service skills, HRM at senior levels, data driven HRM, etc.
- SHRM survey in Kazakhstan
 - Meet with new Ministry to discuss steps
 - Implement the survey
 - Conduct comparative analysis
 - Produce analytical report
- Further workshops on independent civil service in partnership with ACSH through 2016



Questions for discussion

- What are the highest priorities for civil reform in your country? What steps are you taking, and what barriers are you facing?
- In what areas would international benchmarking and practices support your own reform efforts?
- What further opportunities for cooperation between OECD, the ACSH and the UNDP?
- How can tools like the SHRM survey and the Sigma principles help to strengthen civil services in the region?