



# THE WORKING METHODS OF OECD IN PUBLIC GOVERNANCE

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# What is the OECD?

The OECD is an international institution based in Paris, which gathers 34 countries engaged with democracy and open economies, in order to foster a sustainable economic development

OECD countries believe  
a **stronger, cleaner, fairer**  
world is possible



through co-operation

sharing information  
and ideas that work

mutual advice



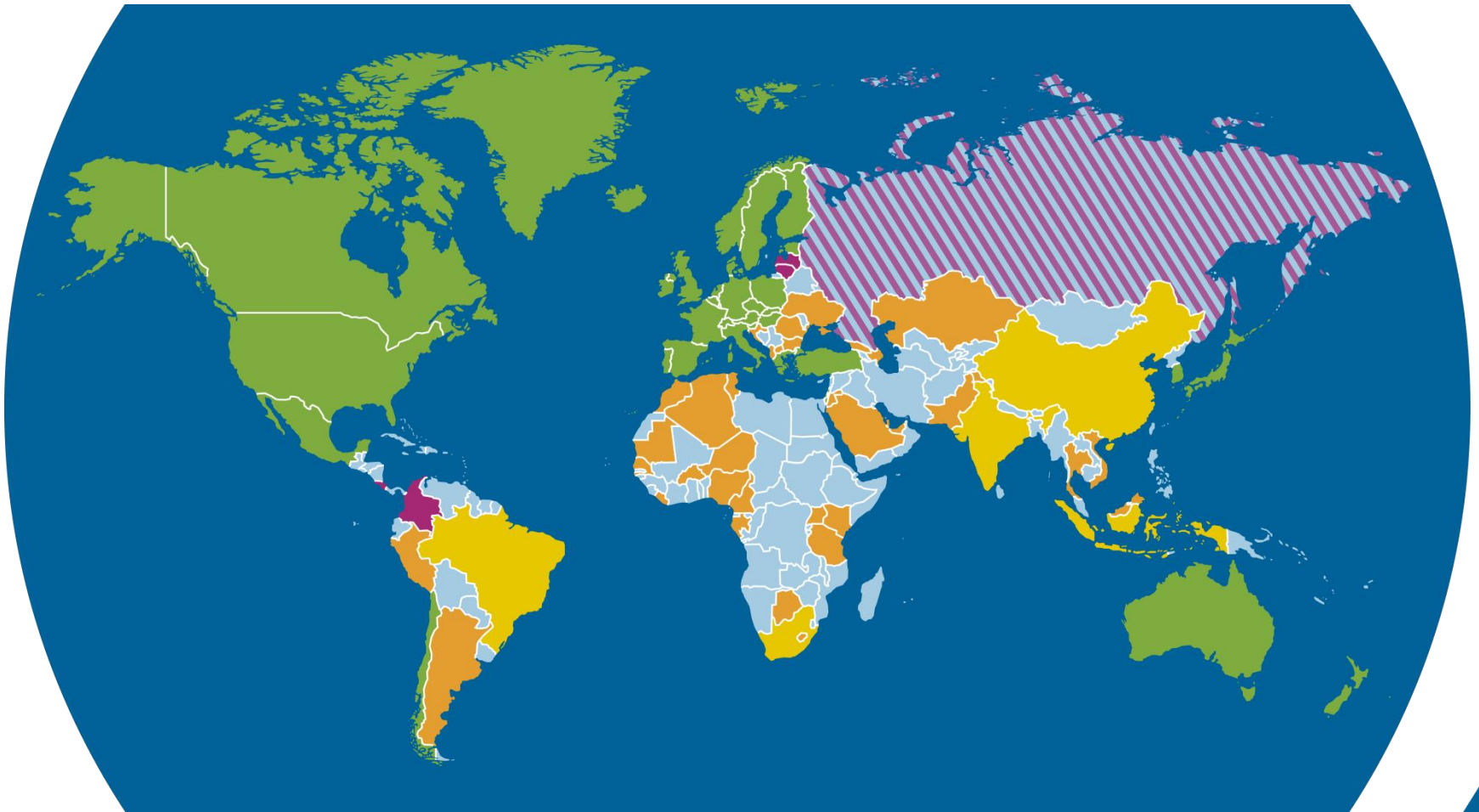
34 member states





# Over 122 countries and economies

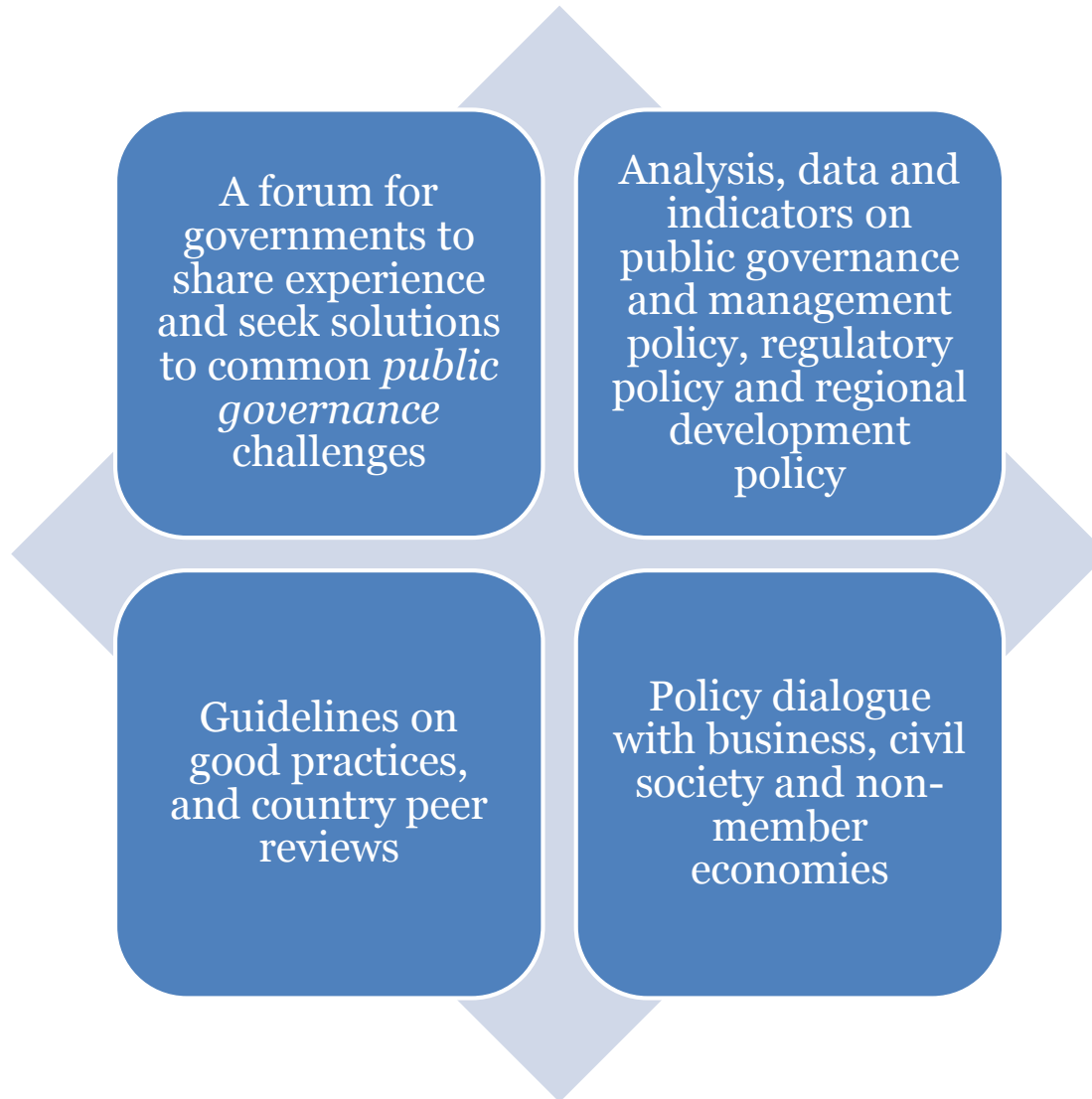
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# What we provide

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# Governance and Territorial Development Directorate: Areas of work

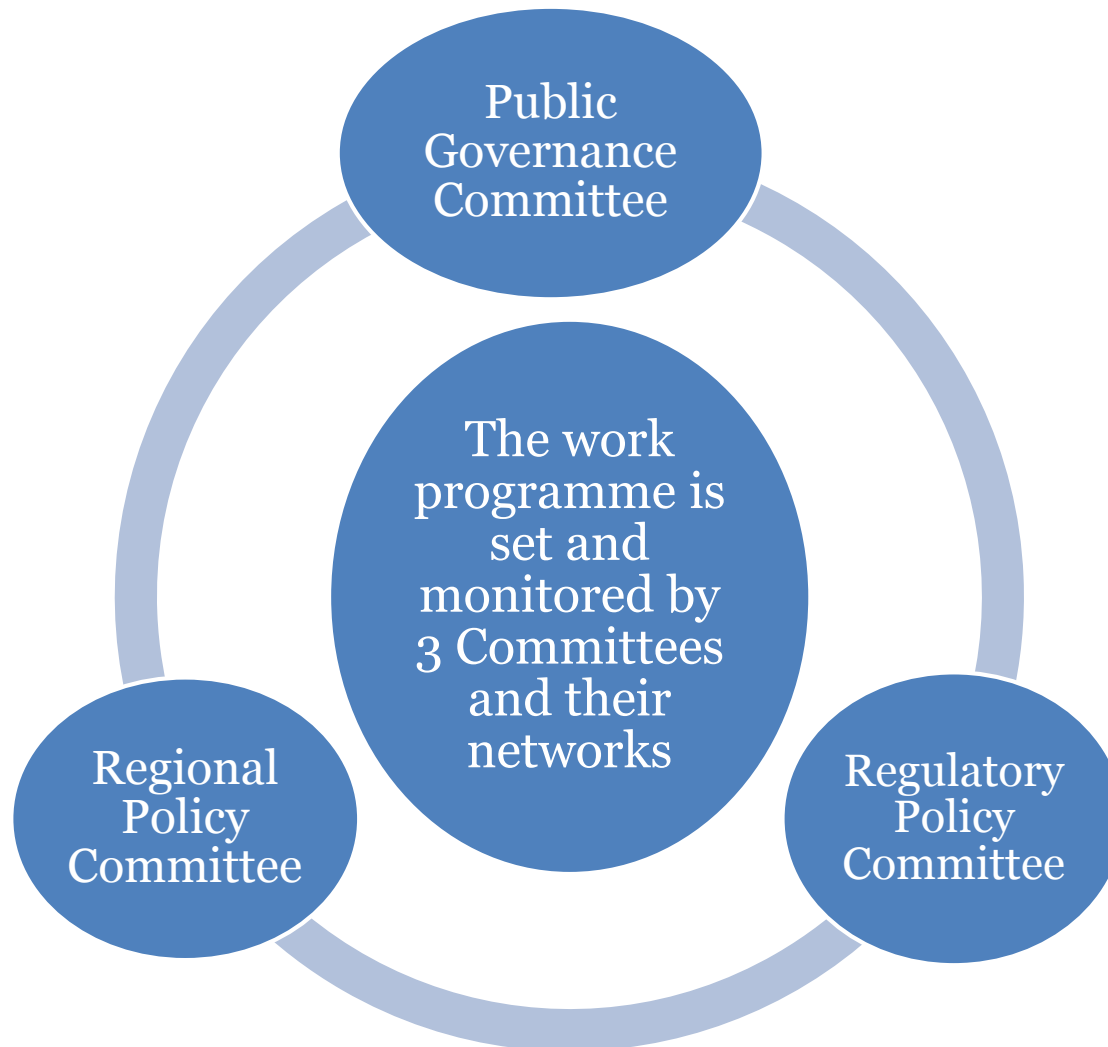
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# Our governance structure

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# We work with governments in the following ways:

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## Communities

- Committees, Working Parties and Networks, Conferences

## OECD instruments

- Principles and Recommendations to Council

## Data and research

- Surveys, thematic reports, Government at a Glance

## Sharing practices and experience

- Online platforms, OPSI, comparative studies

## Tailored advice

- Peer Reviews, Thematic reviews, Regional reviews





# Policy communities and channels

**...to  
influence  
policy design  
and diffuse  
good  
practice**





# Public Employment and Management Working Party

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*A unique **practitioner-based forum** of senior Public Employment and HRM officials*

## Events

- Annual meeting plus expert groups on hot topics (e.g. compensation, workforce planning, employee engagement, senior civil service)

## Comparative Research:

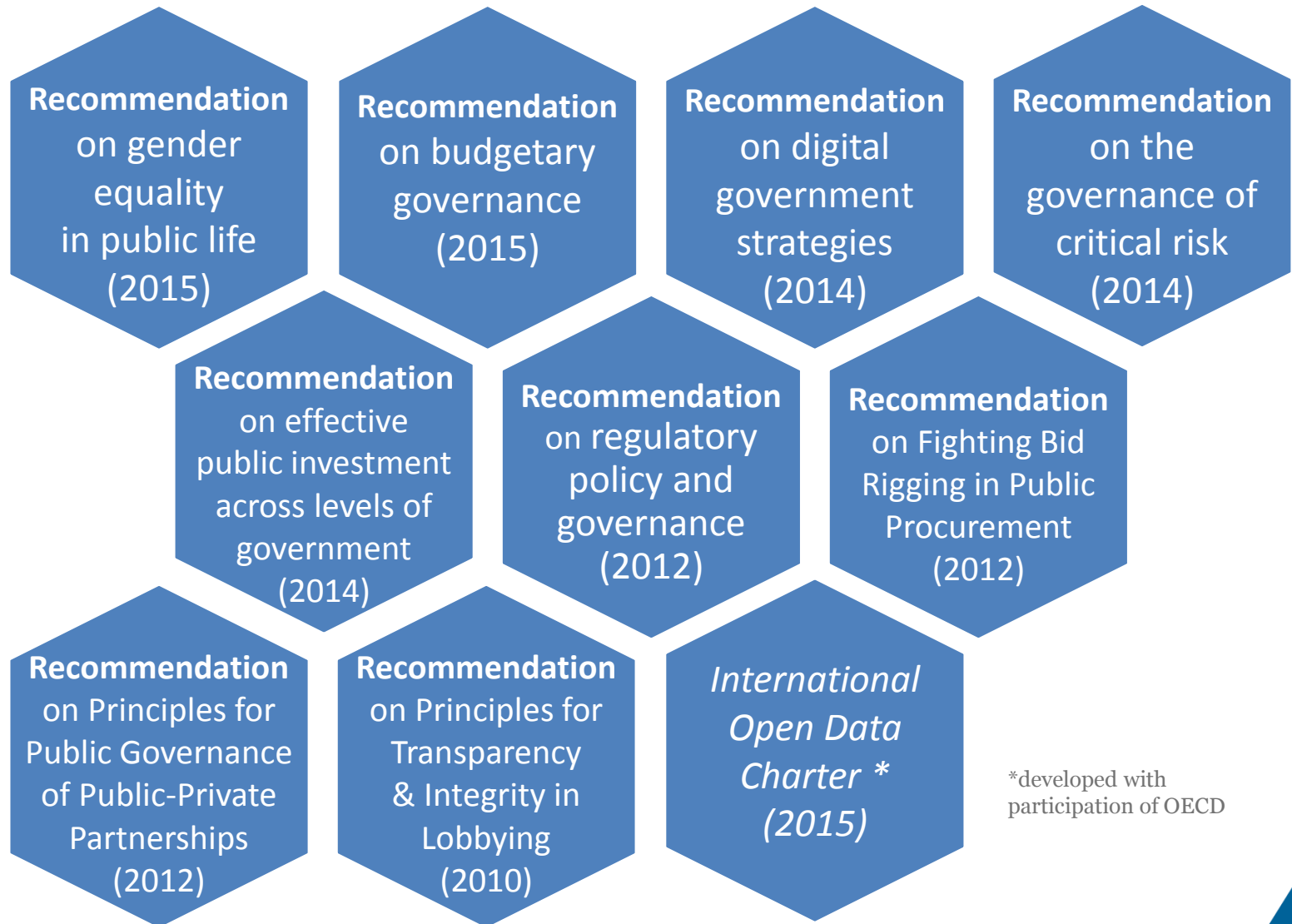
- collect statistics through surveys
- develop comparative research on a range of topics related to HRM (e.g. strategic agility, employee engagement, HRM for Innovation)

## Country-specific analysis and advice:

- HRM reviews (Dominican Republic, Brazil, Belgium),
- Public Governance Reviews (Peru, Colombia, Northern Ireland, Spain, Slovak Republic, Poland, France, etc)
- Topic-focused workshops



# OECD principles: recommendations adopted over the last five years on public governance



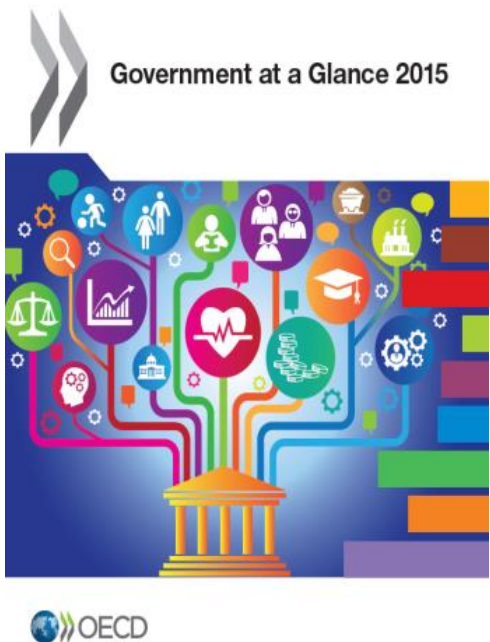
\*developed with participation of OECD



# Data and Research: Government at a Glance

- Biennial publication: 2009, 2011, 2013 and 2015
- 50+ indicators covering the entire “production chain” of government activity
- Output and outcome data; efficiency and effectiveness indicators
- Includes all 34 member countries
- & partners & observers
- What is new in 2015:
  - Centres of Government
  - Serving citizens
  - Public database fully available

[www.oecd.org/gov/govataglance.htm](http://www.oecd.org/gov/govataglance.htm)





# Government at a Glance: Tailored to particular interests

## Regular editions



## Regional edition (LAC, SE ASIA)



## Country focused edition



Home

About

Innovations

Library

Country Profiles

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Events

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Blog

## Highlights

1 2 3 4 5

### OECD Conference: Innovating the Public Sector: from Ideas to Impact

12-13 November 2014 Find the summary,  
presentations, videos and photographs from the  
Conference here.

## Latest Blog Posts



### Mexico's Challenge

by **Alejandra  
Lagunes**



### Public innovation?

by **Jocelyne  
Bourgon**



### An innovative public sector?

by **Hannah Kitchen**

## Innovations

search by  
country, sector, results...



## Library

research on innovation



## Submit

an innovation



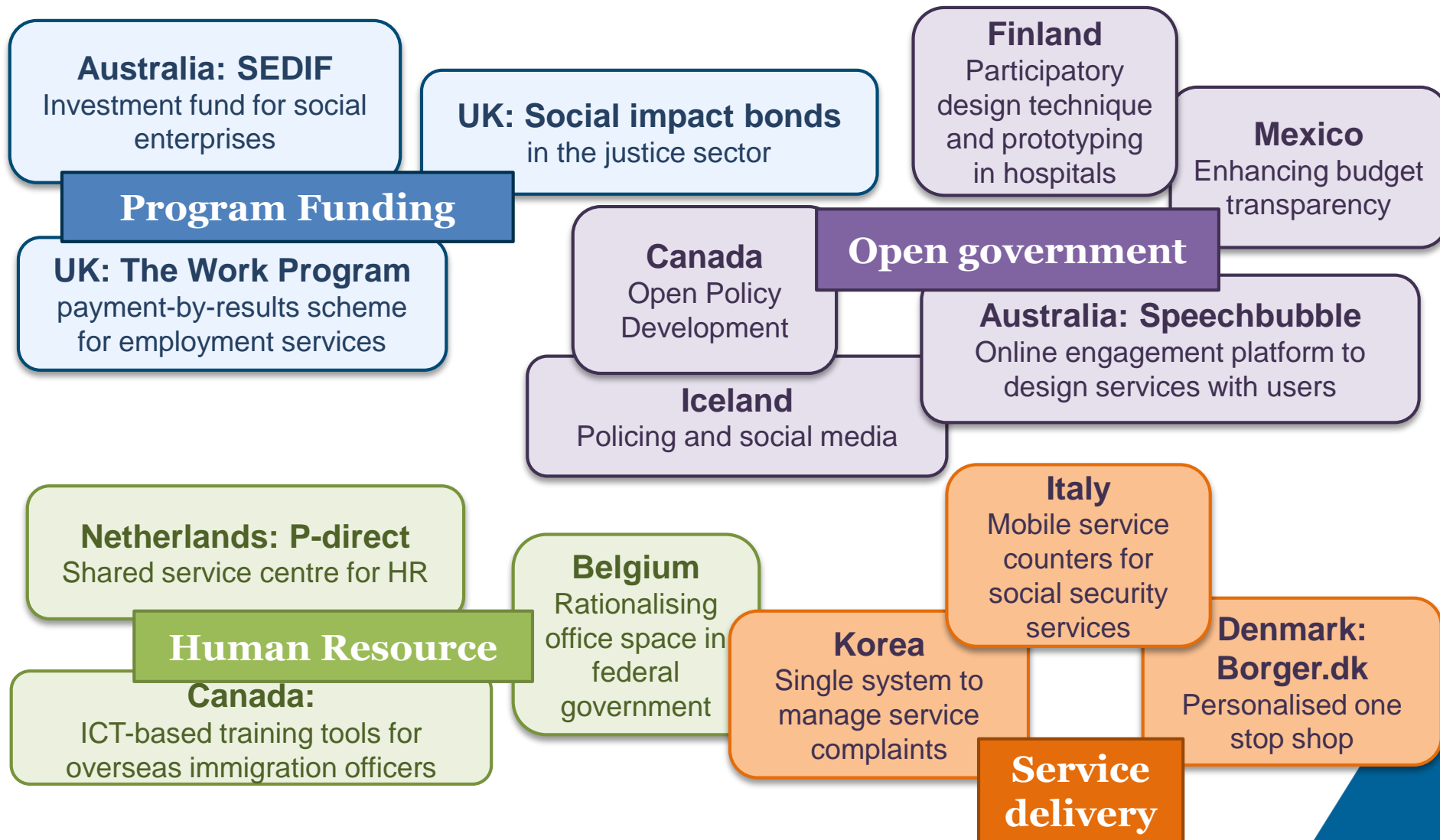
## Collaborate

with others





# Innovations in the OPSI





# How can governments sustain innovation?

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*By taking a proactive and systemic approach to building innovative capacity across the public sector, focusing on:*

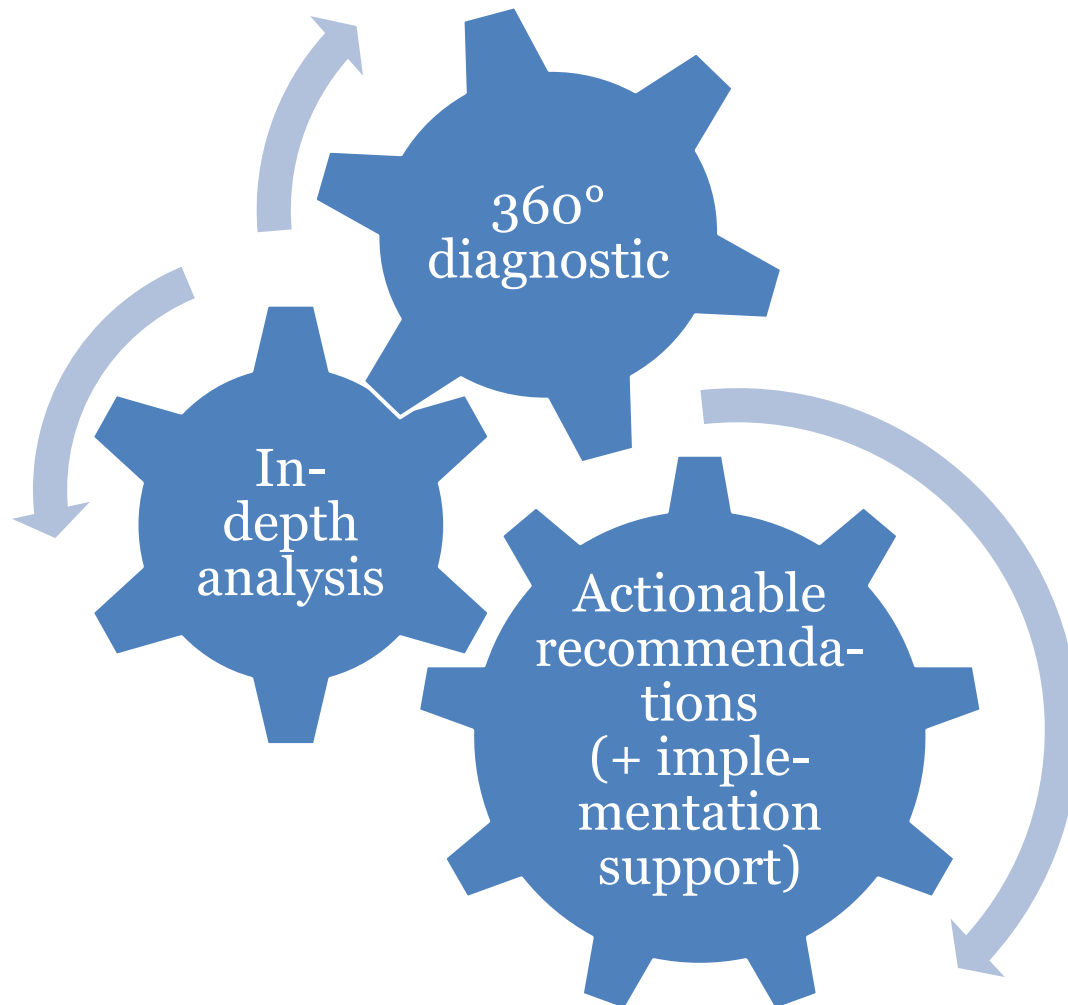
- the **people** involved
- the **information** they are using
- the ways in which they are **working together**
- the **rules and processes** which govern their work





# Public Governance Reviews

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## PGR – overarching themes

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Leadership and  
co-ordination by  
the Centre of  
Government

Strategic  
planning and  
budgeting

Performance  
management,  
policy  
evaluation

Multilevel  
governance

Public sector  
integrity

Public sector  
procurement

Human  
resources  
management

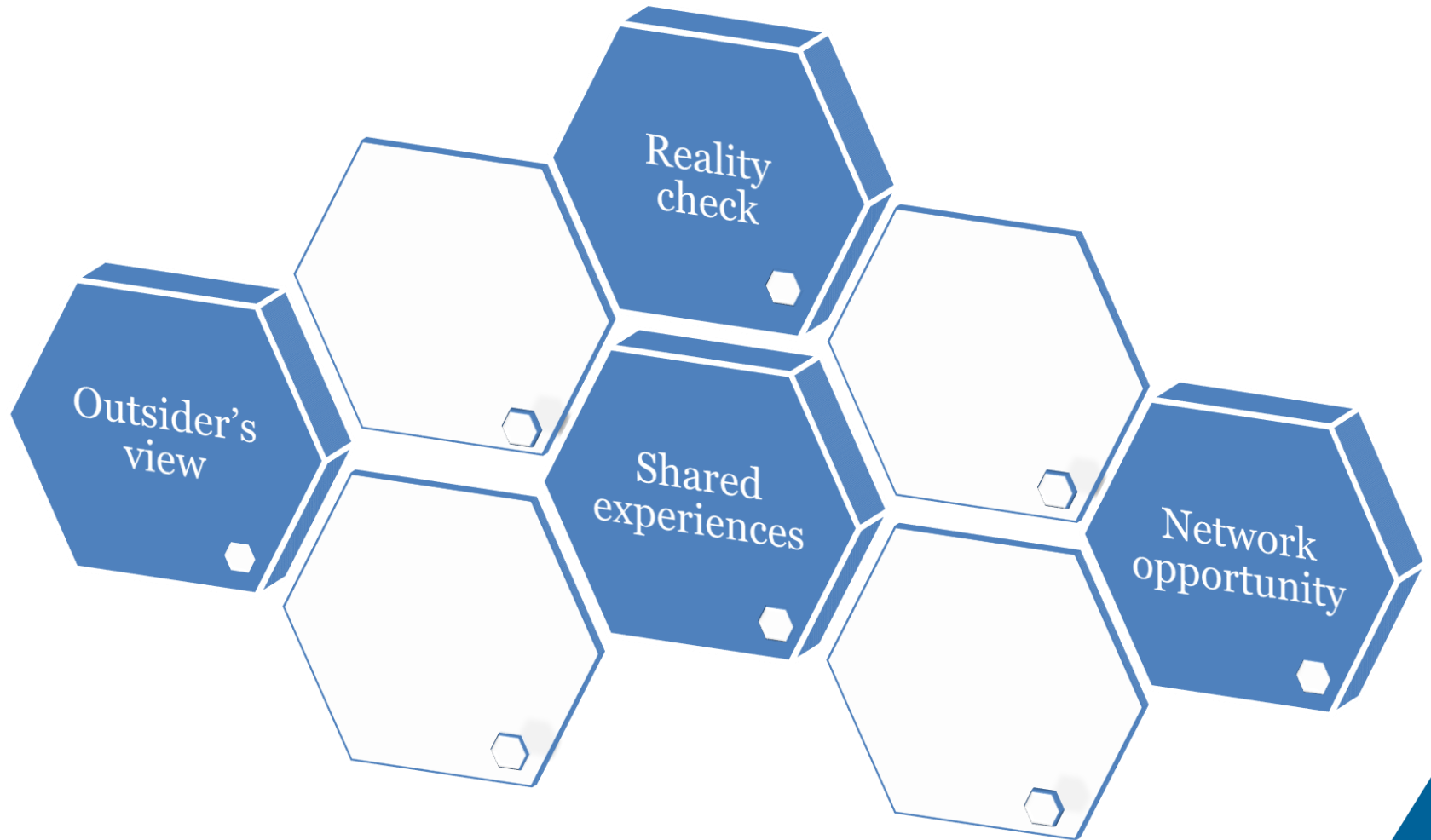
Digital  
governance

Regulatory  
reform



# PGRs - the peer review dimension

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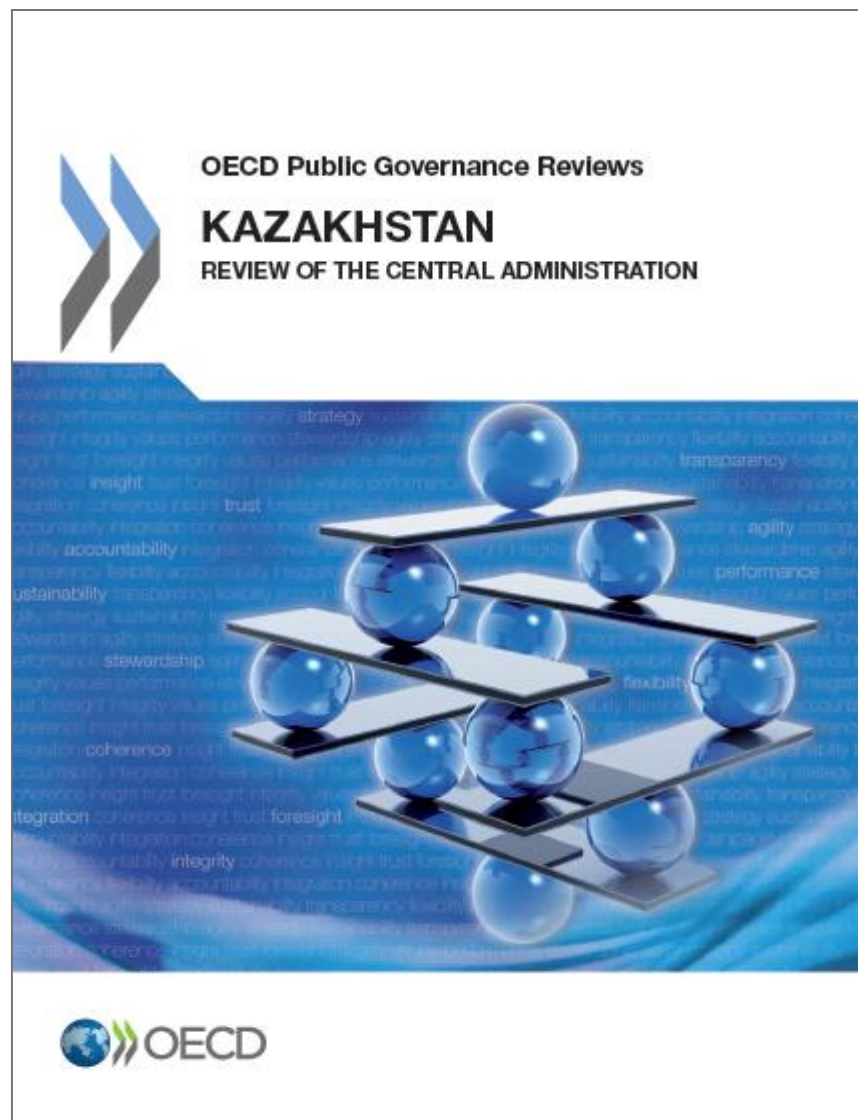




## Kazakhstan PGR 2014: Review of the Central Administration

### Core opportunities and challenges for Kazakhstan

- ✓ Ensuring effective central oversight while empowering ministries and agencies
- ✓ Fostering collective leadership while ensuring individual accountability
- ✓ Balancing high performance with the right process
- ✓ Simplifying structures and processes while adopting more sophisticated approaches
- ✓ Ensuring short-term responsiveness to citizen needs while building capacity for the future





# Does Kazakhstan have an effective approach to strategic Human Resources Management?

## Key findings

- HRM function currently spread across several central institutions; may lead to fragmentation and limit effectiveness of reform
- Civil Service Agency has limited capacities to engage with ministries and agencies, which may limit efforts to introduce strategic HR and develop integrated HR, budget and activity planning
- Opportunity to implement a more Strategic HR Management approach:
  - Workforce Excellence
  - Workplace Excellence

## Summary recommendations

- Streamline HRM responsibilities across central agencies, delegate greater responsibilities
- Build Civil Service Agency capacity to strengthen link between the HRM function and other public management functions
- Reduce turnover of civil servants, including at the top level, in the Centre of Government and ministries
- Improve Workplace Excellence through strategic approach to the measurement and improvement of employee satisfaction and commitment (employee engagement)

### Practices to consider

- ✓ Workforce and Workplace Management strategies in Australia, including competency-based workforce development and employee engagement surveys



# Public Employment and Management at OECD: civil servants who are...

## Professional

*Is the workforce managed through fair, rule-based, transparent practices?  
Are education and experience rewarded?*

- Merit-based
- Open and fair recruitment
- Performance management
- Transparent pay system

## Strategic

*Are the right people with the right skills are working in the right place at the right time, to delivery results as efficiently as possible?*

- HR strategy and planning
- Workforce data and diversity
- Agility and mobility
- Competency management

## Innovators

*Does your workforce contribute drive performance through innovation and continuous improvement?*

- Networks
- Learning culture
- Risk acceptance
- Knowledge sharing/transfer
- Workplace quality/wellbeing

**Laws, Institutions, Leadership, Skills**



# THANK YOU

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