



Session 2

Towards a more Effective and Performance Oriented Public Service

How to help governments to:

- Adapt to new and emerging challenges, improving the effectiveness of the public service
- Improve performance through better management, information and social dialogue
- Promote user-centric approaches to cut red tape

Questions for discussion

- How can the public sector always be ready for tomorrow? How can Ministers strengthen their strategic capacity?
- How can Ministers foster a performance-oriented public service? Is performance both necessary and sufficient for success?
- What is the role for performance management and evaluation in achieving governments' overall objectives? Do we know how to evaluate performance? What are the appropriate institutional settings?
- How can the public service simplify its processes while spending less? How can government design user-centric services to cut red tape? How can governments exploit the untapped potential of e-government?
- What should be the strategic objectives of public employment policies? How can Ministers foster culture change in the public sector? What is the role of social dialogue?

The challenges

- Managing expectations and tight resources to foster a more agile, effective and performance-oriented public service
- Reaping the dividends of new technologies
- Committing staff to better serve clients with problem-solving approaches

The tasks

- Strengthen strategic foresight and governance to steer a performance-oriented public service
- Promote frameworks for performance management as part of the policy cycle
- Ensure production and use of relevant performance information
- Promote an active social dialogue to foster feedback from stakeholders and motivate the public service workforce.
- Foster innovation, tapping into the expertise, networks and creativity of the private and not-for-profit sectors.

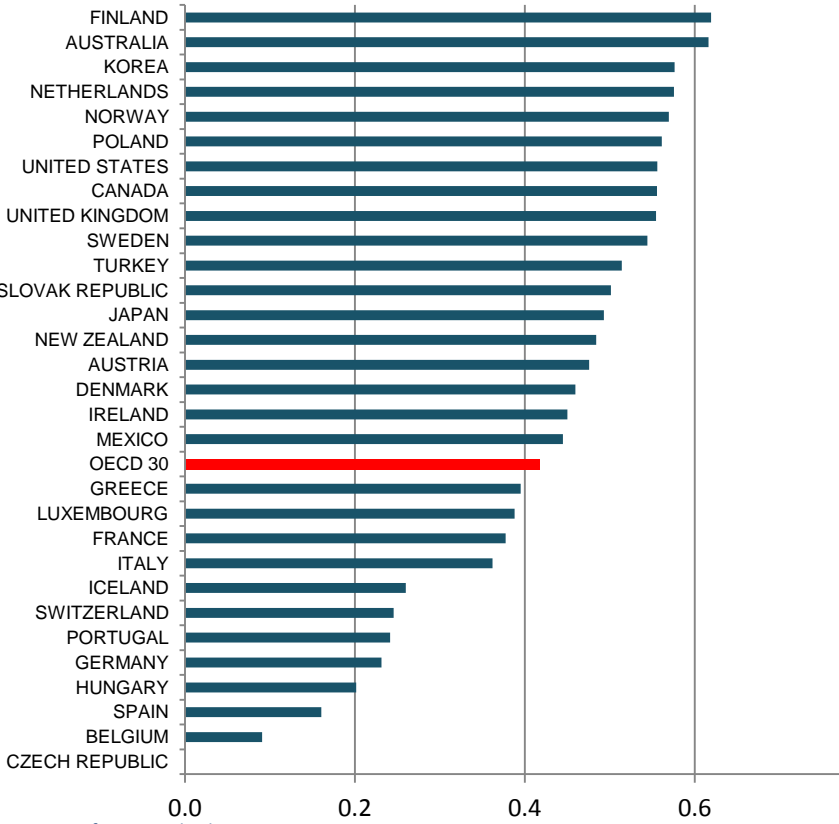
President Obama's address at the University of Michigan, Spring 2010.

"So, Class of 2010, what we should be asking is not whether we need "big government" or a "small government", but how we can create a smarter and better government.Yes, we can and should debate the role of government in our lives. But remember, as you are asked to meet the challenges of our time, remember that the ability for us to adapt our government to the needs of the age, has helped make our democracy work since its inception."



Do governments use performance budgeting?

Ageing and the Public sector: Facing the challenge and finding the opportunities for change



Share of the workers aged 50 and over in the overall central government workforce

ITA: data 2008

0 = no performance budgeting
1 = high performance budgeting

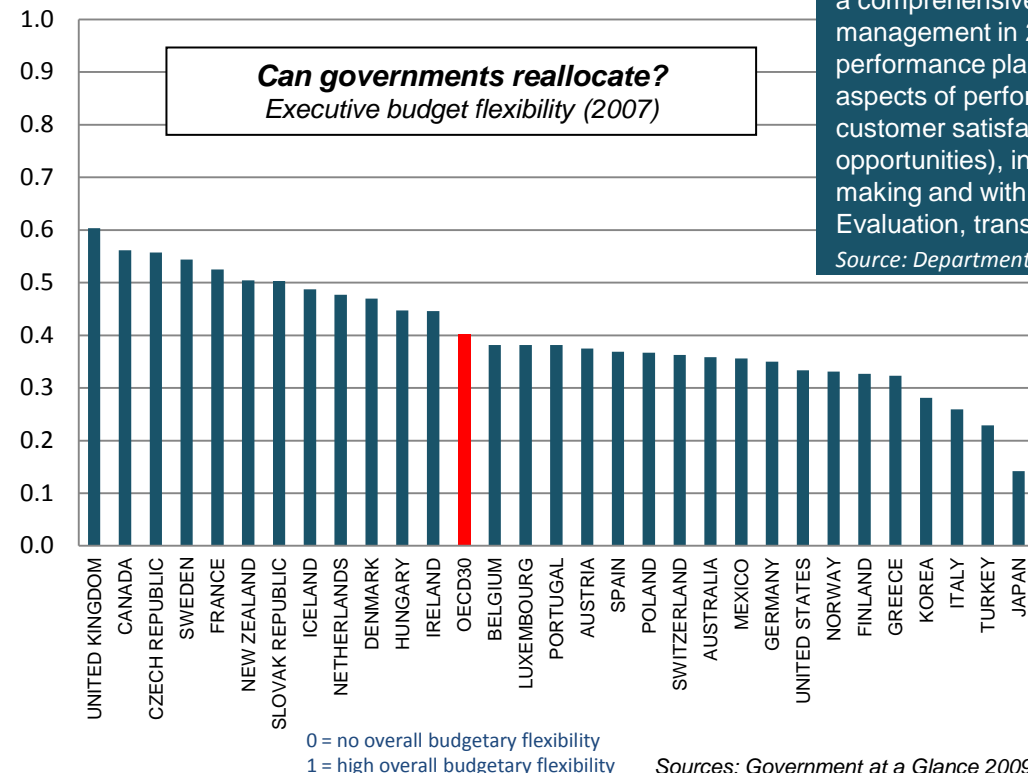
Sources: Government at a Glance 2009

Italy has undertaken....

a comprehensive revision of all performance management in 2009, with multi-annual performance plans and reports encompassing all aspects of performance (efficiency, quality, customer satisfaction, innovation and equal opportunities), integrated with budgetary decision making and with a new body, the Commission on Evaluation, transparency and Integrity (CIVIT).

Source: Department of Public Administration

**Can governments reallocate?
Executive budget flexibility (2007)**



0 = no overall budgetary flexibility
1 = high overall budgetary flexibility

Sources: Government at a Glance 2009

Lessons from the OECD value for money study

Efficiency dividends can be obtained through:

- Removing overlapping tasks within government
 - Reducing internal administrative burdens through simplification
 - Saving on the back office through shared service centers
- (snapshots from Australia, Denmark, the Netherlands and Sweden)

Challenges

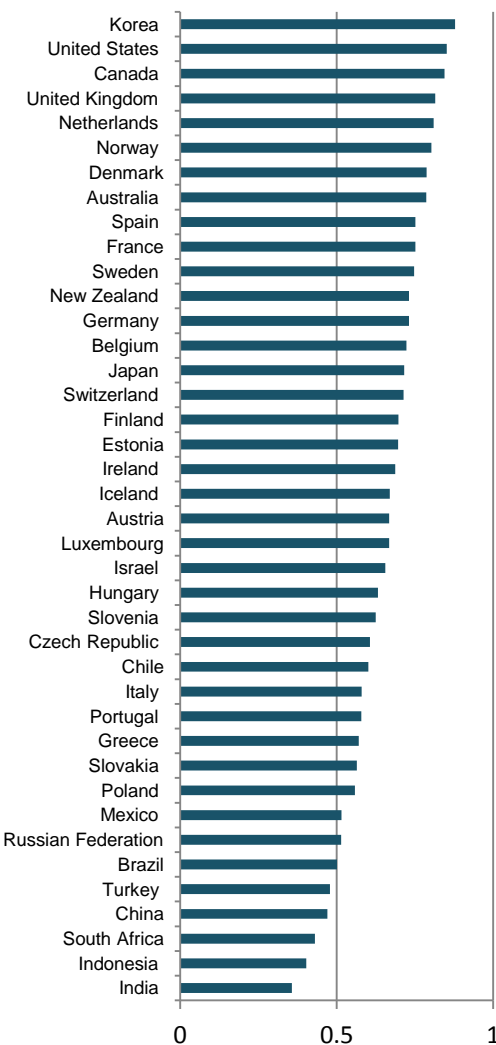
- The public sector needs to maintain a client focus in a changing world marked by crises and shifting expectations
- Delivering change within the public sector and to clients requires a shared understanding of the tasks ahead.

E-government helps to achieve savings and increase responsiveness in service delivery. It is a reality of businesses but remains work in progress for citizens: How can governments close the gap?

Canada: towards management excellence and value for money

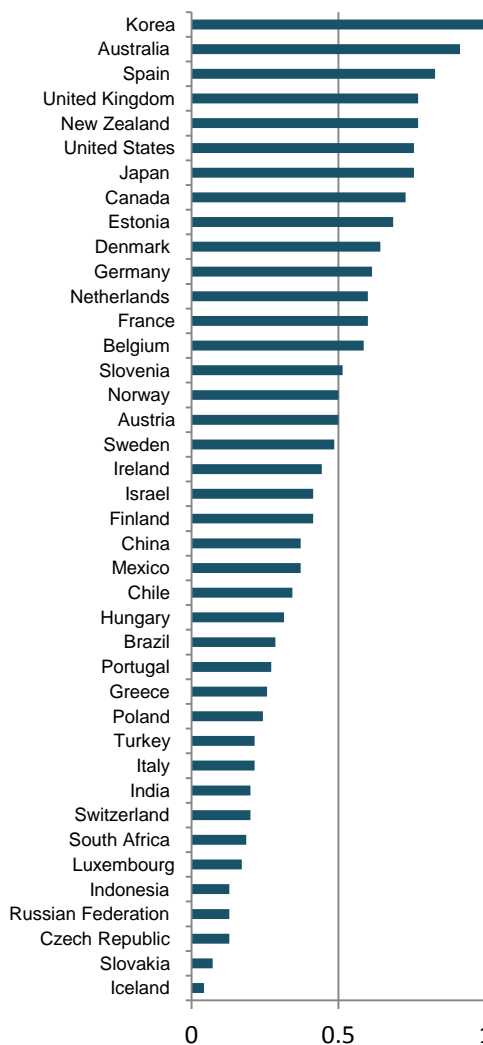
Employing a number of innovative tools such as the Management Accountability Framework, Strategic Reviews, the Management, Resources and Results Structure as well as a renewed policy on Evaluation, Canada has been driving towards management excellence and value for money. Strategic Reviews, offer Ministers of Cabinet a comprehensive picture of performance for all government direct program spending on a rolling four-year cycle. The objective is to ensure all existing spending is well aligned with government priorities, relevant, efficient, and effective. Results are published annually in the Budget. Canada will also deliver further efficiency gains through freezing of operating budgets for three years and performing a review of administrative services.

How ready are governments to go on line?



Source: UN e-Government Development Index 2010

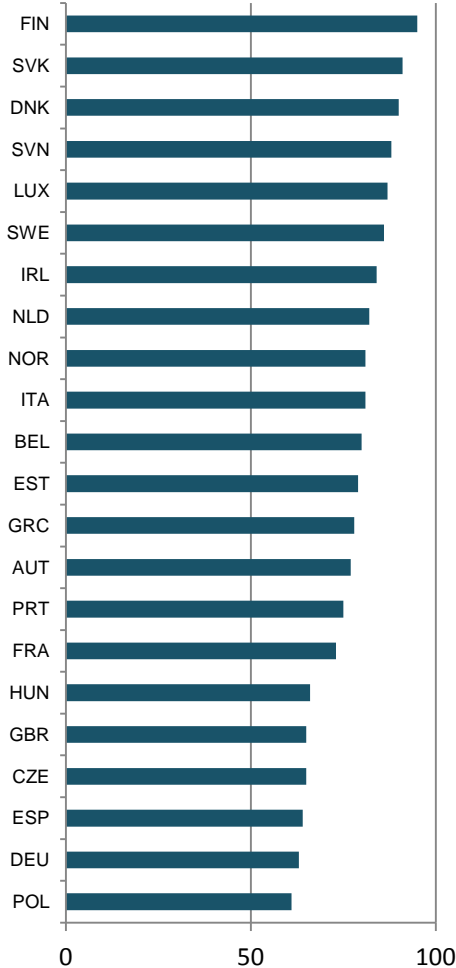
Are citizens using on line services?



Source: UN e-Participation Index 2010

Are businesses going on line?

Percentage of enterprises which use the Internet for interaction with public authorities,



Source EuroStat, 2009

Brazil : Improving performance in public management

Although the Brazilian public sector has played a crucial role in promoting stability and setting the conditions for economic and social development, there is still ample scope for efficiency gains in government operations. Total government employment in Brazil (federal, state and municipality) is rather limited in terms of size, but is expanding and increasingly costly.

A priority for Brazil is to define an HRM strategy based on a long-term vision integrated into overall public management reforms.

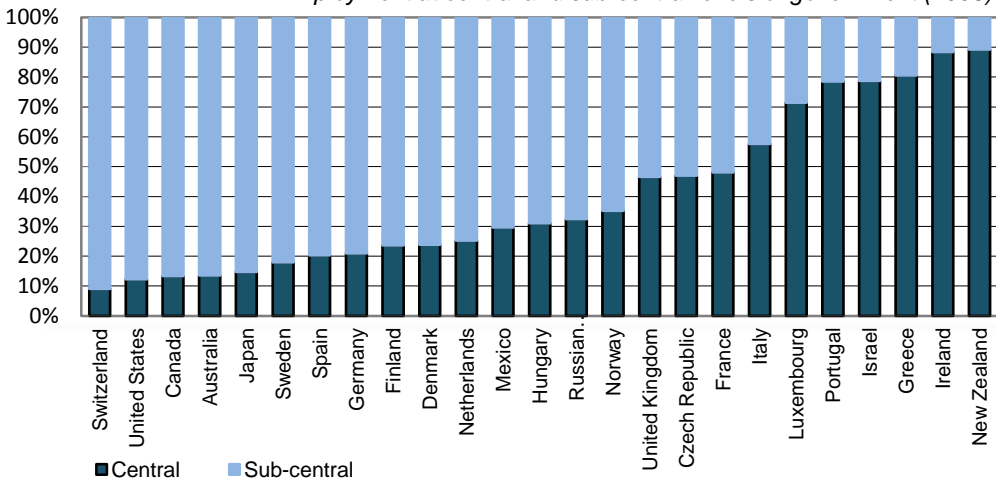
OECD review on Human Resources Management, 2010

Cutting Red Tape in the public sector

- Removing administrative barriers
- New technologies and IT are critical agents for change and imply new and more efficient ways of working,
- Strengthening coherence and interface across information systems, streamlining front- and back- office operations

Where are civil servants employed? National vs. Local

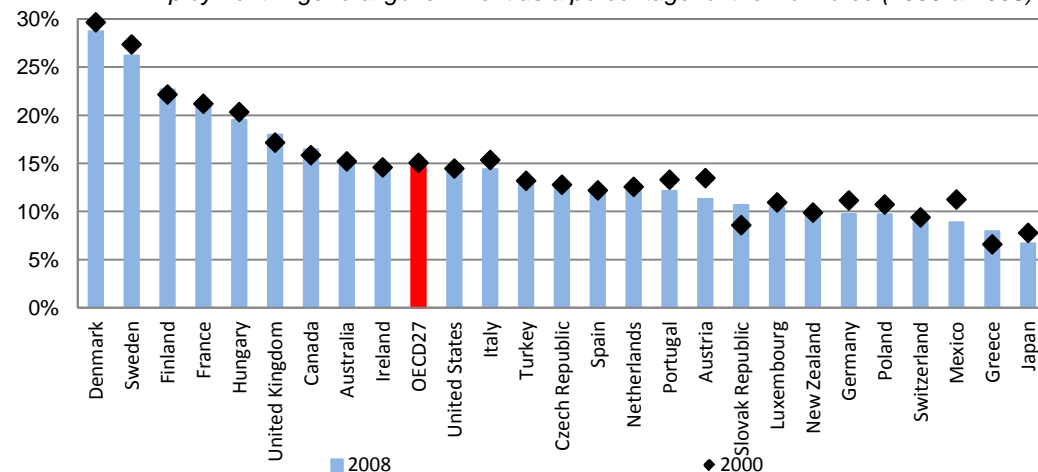
Employment at central and sub-central levels of government (2008)



Source: Government at a Glance 2011 (forthcoming)

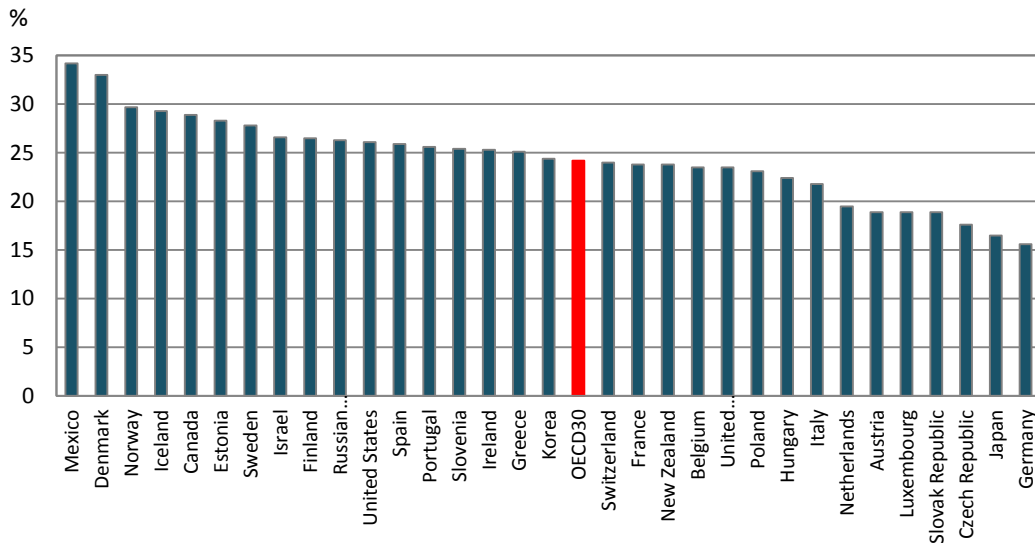
Public sector staffing : how big ?

Employment in general government as a percentage of the workforce (2000 & 2008)



Source: ILO LABORSTA database, Government at a Glance 2011 (forthcoming)

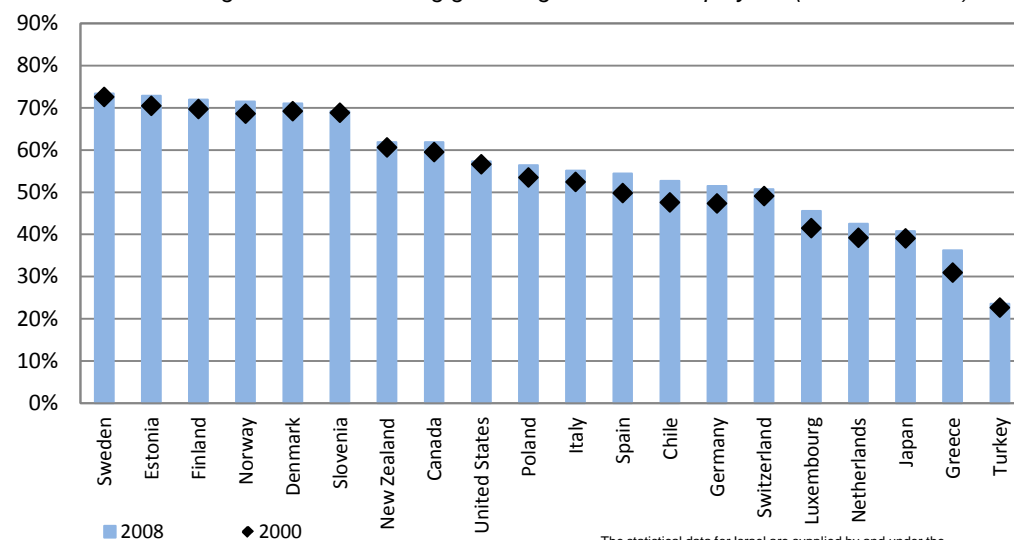
What is the share of staffing expenses in total public expenditure?



Source: OECD National Accounts Database

What is the share of women among employees?

Percentage of women among general government employees (2000 and 2008)



Source: ILO LABORSTA Database, supplemented by country submissions Government at a Glance 2011 (forthcoming) ITA (2001-2008)

The statistical data for Israel are supplied by and under the responsibility of the relevant Israeli authorities. The use of such data by the OECD is without prejudice to the status of the Golan Heights, East Jerusalem and Israeli settlements in the West Bank under the terms of international law.