

# Public Employment and Management Network: achievements and future projects

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# Radical targets announced

**80% of OECD countries are restructuring government and 'right-sizing' the workforce.**

## Staffing targets:

**France:** 97 000 public sector jobs by only replacing 1 out of 2 retiring employees

**Greece:** 20% of retiring employees replaced, fewer than short-term contract employees

**Portugal:** Recruitment freeze of civil servants (no replacements)

**Ireland:** 24 750 public sector jobs by 2014

**Spain:** 10% replacement of vacant positions between 2011-2013

**United Kingdom:** 330 000 public sector jobs by 2014



## Wages reductions:

**Belgium:** 0.7% savings on personnel expenditures

**Canada:** In 2010, a three-year freeze of departments' salaries was announced

**Czech Republic:** 10% wage cut in the public sector (excluding teachers)

**Netherlands:** From January 2011 government froze public sector pay for at least two years

**United States:** Two-year wage freeze, expected savings of up to USD 28 billion over 5 years

# If this is unavoidable, how to do it?

## How can we maintain capacity *and* produce savings?

### *Lessons from previous experience:*

- No 'right size' of the public service
- Workforce implications of public service reform need to be planned and be part of broader reforms
  - Large scale downsizing is the most problematic option for workforce adjustment
  - Recruitment freezes are the most detrimental approach to downsizing
  - Redeployment arrangements can help to retain skills and experience and manage industrial relations
- **The workforce should be seen as an asset rather than as a cost**

## Some achievements of the PEM Network:

### Analytical reports on:

- Restructuring the public workforce:

*The workforce implications of any public service reform need to be considered and planned from the outset to build capacity, maintain trust and ensure continuity.*

- The government shift to competency management:

*A focus on competencies is a vehicle for bringing about cultural change, more flexibility, adaptability and entrepreneurship into organisations.*

- Fostering diversity in the public service

*Workforce diversity makes for a stronger, fairer public service that better understands and meets people's expectations.*

- Managing the workforce through difficult times

*'Good' workforce management is critical to exploit the full potential of the civil service.*

- Trends in the compensation of public employees:  
*Changes in pay programmes have been slow. However, the fiscal crisis triggered a new urgency in the management of compensation.*

### **Publications:**

- *The state of the public sector (2008)*
- *Ageing and HRM challenges (2007)*
- *Public Servants as Partners for Growth: toward a stronger, leaner and more equitable workforce (2011)*

### **Government at a Glance**

*31% of all GaaG and 45% of GOV indicators*

### **Other activities:**

HRM peer reviews: *Belgium, Brazil, Mexico*

Contribution to Governance Reviews: *Ireland, Slovenia, France*

## Projects for 2012

### Analytical reports on:

- Strategic workforce planning

*How to maintain a well-structure workforce of an appropriate size able to meet the changing needs in a cost-efficient manner?*

- Performance-related pay

*Is the performance management system reliable? Are ratings viewed as 'fair'?*

*Have lessons from past experience been learned?*

- The state of the public sector II

*Strategic HRM in government - 'hot issues': industrial relations, role of central HRM body, mobility, criteria for redundancies (all tbc).*

## Other topics:

- HRM & ICT project

*To explore experiences in the use of ICT to modernise HRM and achieve better value for money.*

- OECD Gender project

*Women in Government - an on-going survey on women in public employment across OECD member countries.*

**For further information:**

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