



BUILDING A MERIT-BASED CIVIL SERVICE

FEATURES AND CHALLENGES IN OECD COUNTRIES

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Reform of the Public Sector



AGENDA

- Overview of OECD's work on public employment and management
- Merit-based recruitment and promotion in OECD countries
- Challenges to the merit-based approach



A PRACTITIONER-BASED FORUM FOR SENIOR PUBLIC EMPLOYMENT AND HRM OFFICIALS

Working Party on Public Employment and Management (PEM)

Events

- Annual meeting
- Expert groups on hot issues
 - Compensation
 - Workforce planning
 - Employee engagement
 - Senior civil service

Comparative research

- Cross-country surveys and statistics
- Comparative research studies on HRM topics:
 - Strategic agility
 - Composition of the workforce
 - 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)
- Topic focussed workshops



TOWARDS A CIVIL SERVICE OF PROFESSIONAL STRATEGIC INNOVATORS...

Professional

Is the workforce professional and 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
- Agility and flexibility
- Competency management

Innovators

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

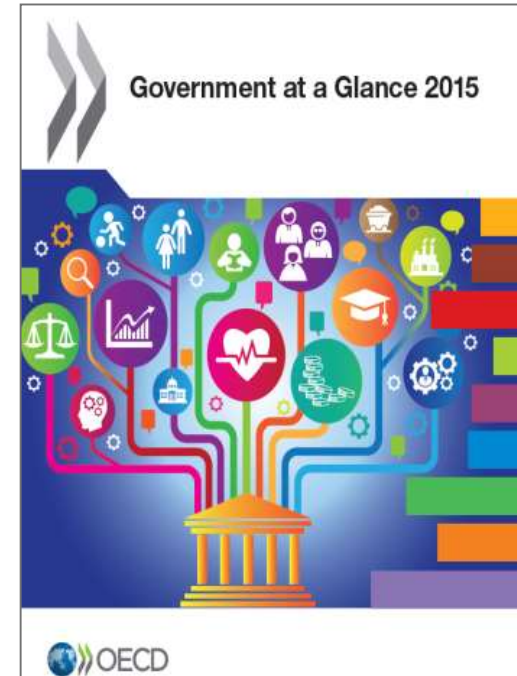
- Networks
- Learning culture
- Risk acceptance
- Knowledge sharing/transfer
- Workplace quality/wellbeing

Laws, Institutions, Leadership



STRATEGIC HUMAN RESOURCES MANAGEMENT (SHRM), 2016

- OECD survey
- 35 OECD countries
- 13 SHRM topics
 - Strategic planning
 - Recruitment
 - Promotion
 - Performance
 - Innovation
 - Senior Civil Service



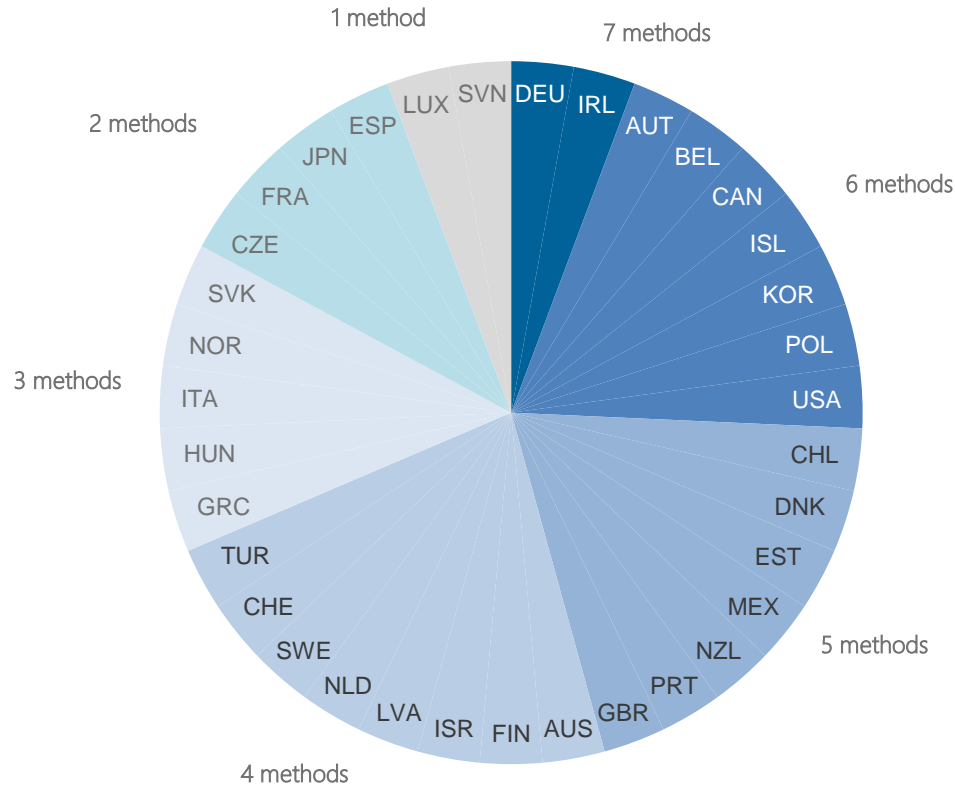


HOW IS MERIT-BASED RECRUITMENT GUARANTEED AT THE ENTRY LEVEL ?



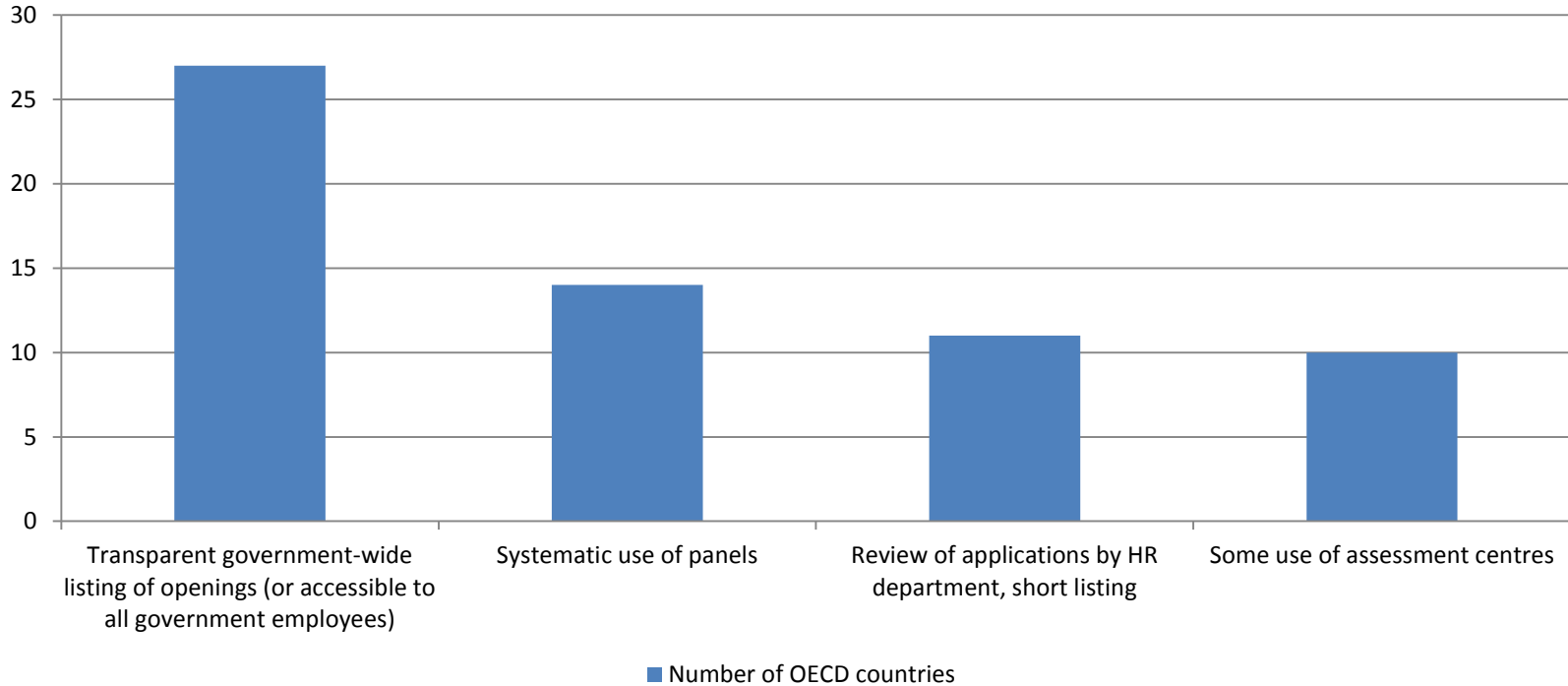


MOST COUNTRIES USE A COMBINATION OF METHODS TO ENSURE MERIT IN RECRUITMENT



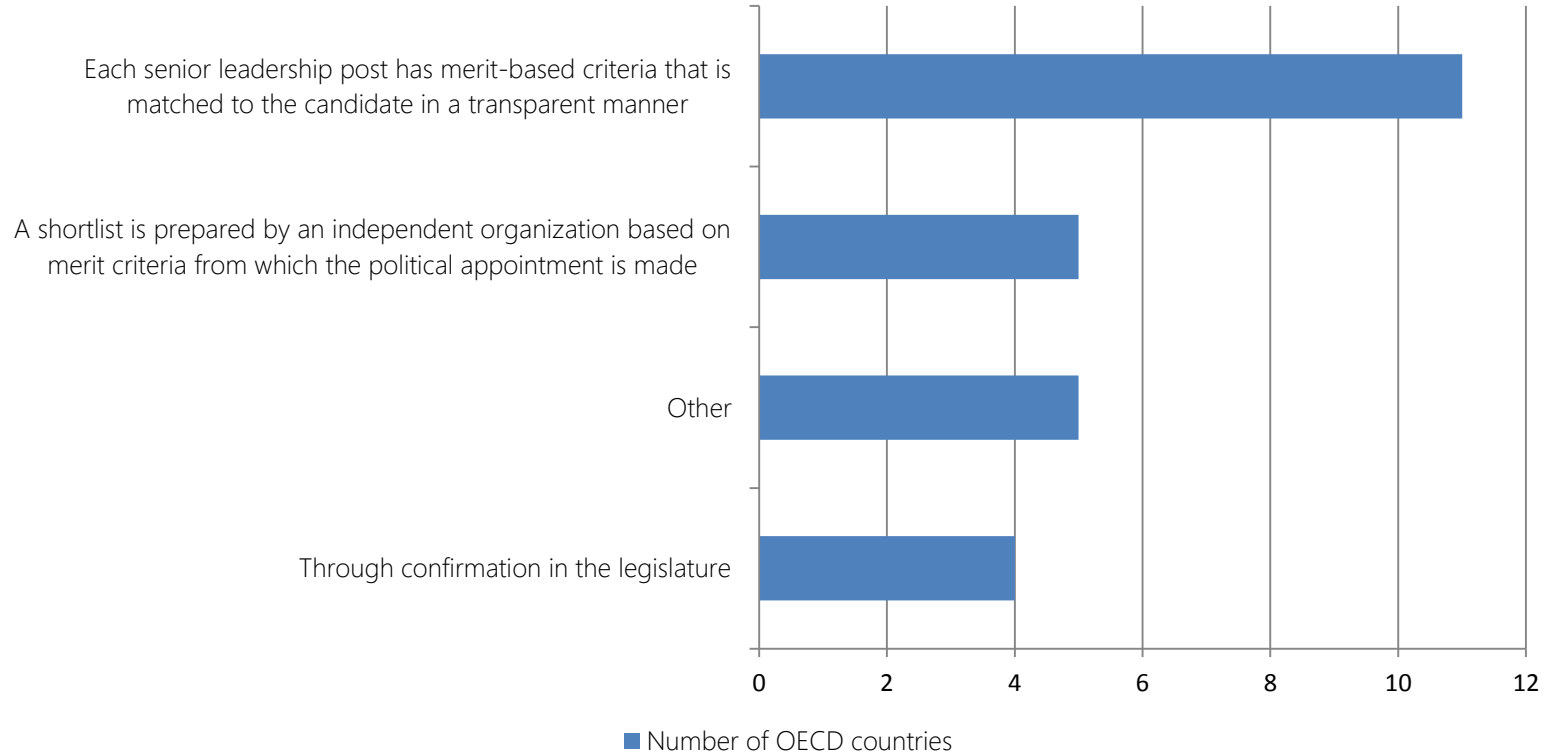


HOW ARE MERIT AND TRANSPARENCY OF THE PROMOTION SYSTEM ORGANIZED?





ENSURING MERIT IN POLITICAL APPOINTMENTS OF SENIOR CIVIL SERVANTS



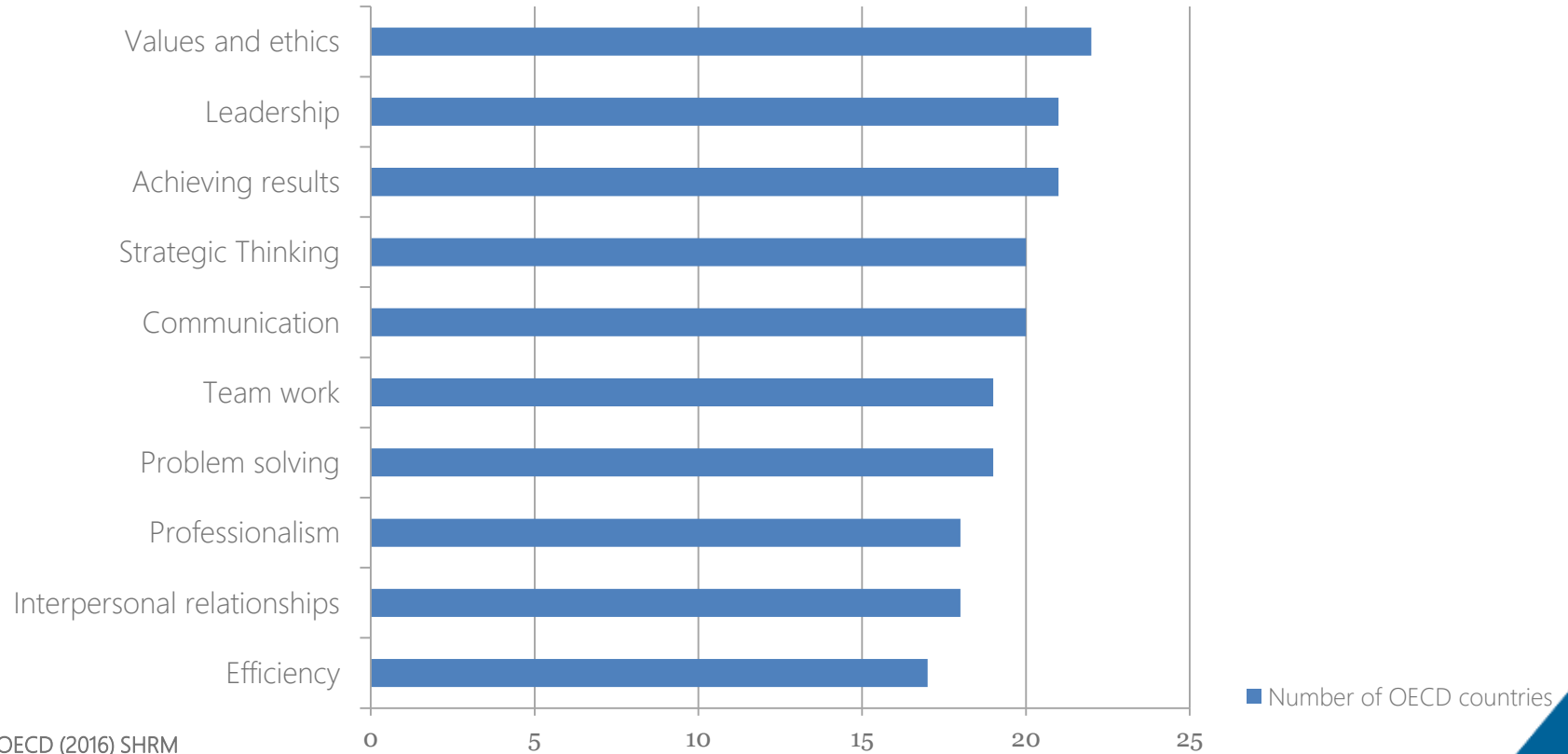


CHALLENGES TO THE TRADITIONAL APPROACH TO MERIT

- Values and behavioural competencies are essential but difficult to assess objectively
- Processes can be slow and burdensome, leading to loss of attractiveness
- Some methods (e.g. standard exams) may not be well adapted to **new skills needs** or may be associated to **inequalities**

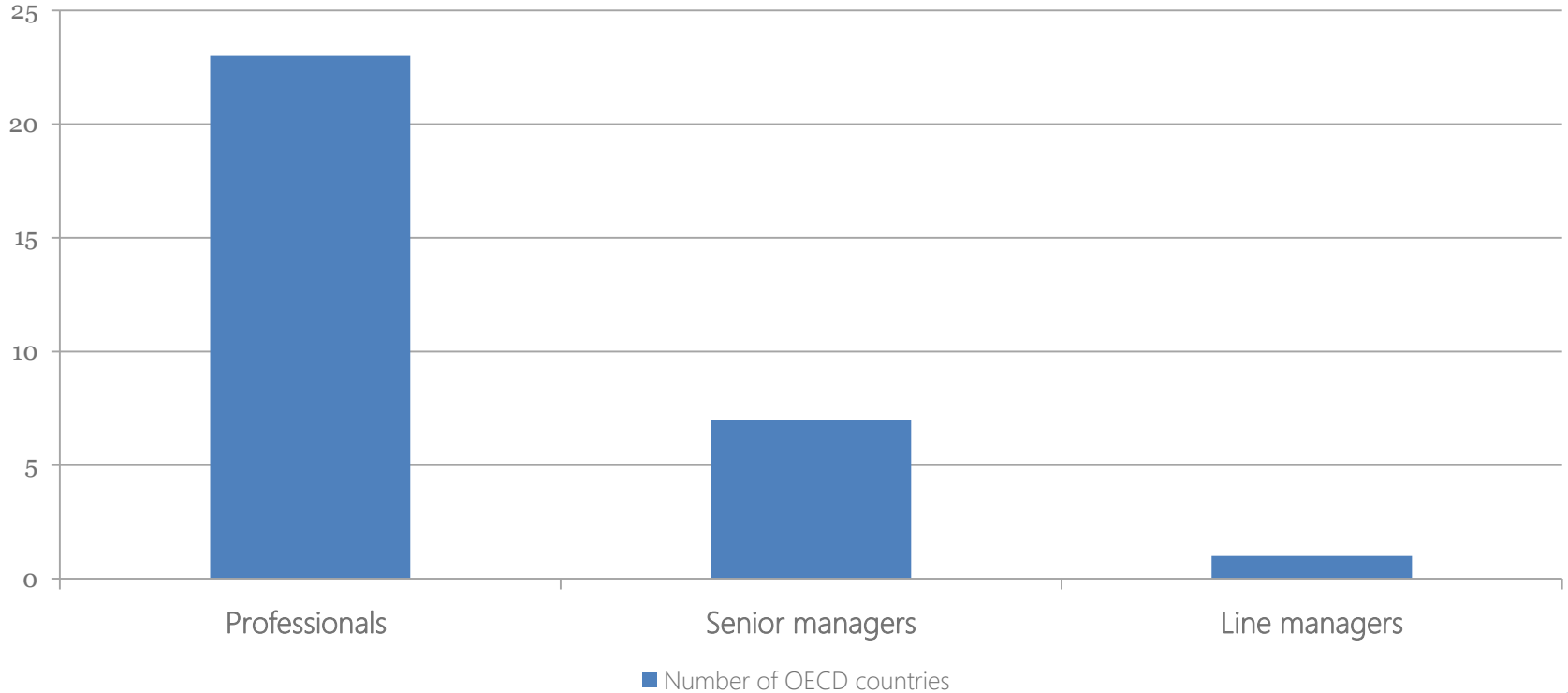


COMPETENCIES MOST OFTEN HIGHLIGHTED IN COMPETENCY PROFILES





PROFESSIONALS ARE HARD TO RECRUIT FOR MOST OECD COUNTRIES





POLICIES FOR A DIVERSE RECRUITMENT IN THE SENIOR CIVIL SERVICE: THE CASE OF ENA

- Merit-based competition whose main aim is to “democratize access to the senior civil service”
- BUT the chance to succeed the competition is 1/11 for upper-income class candidate vs 1/43 for a candidate from a lower-income class
- Specific preparation class to **compensate for the unequal opportunities** of lower social class students and to promote diversity in recruitment, to make the Senior Civil Service more efficient and more representative of the population



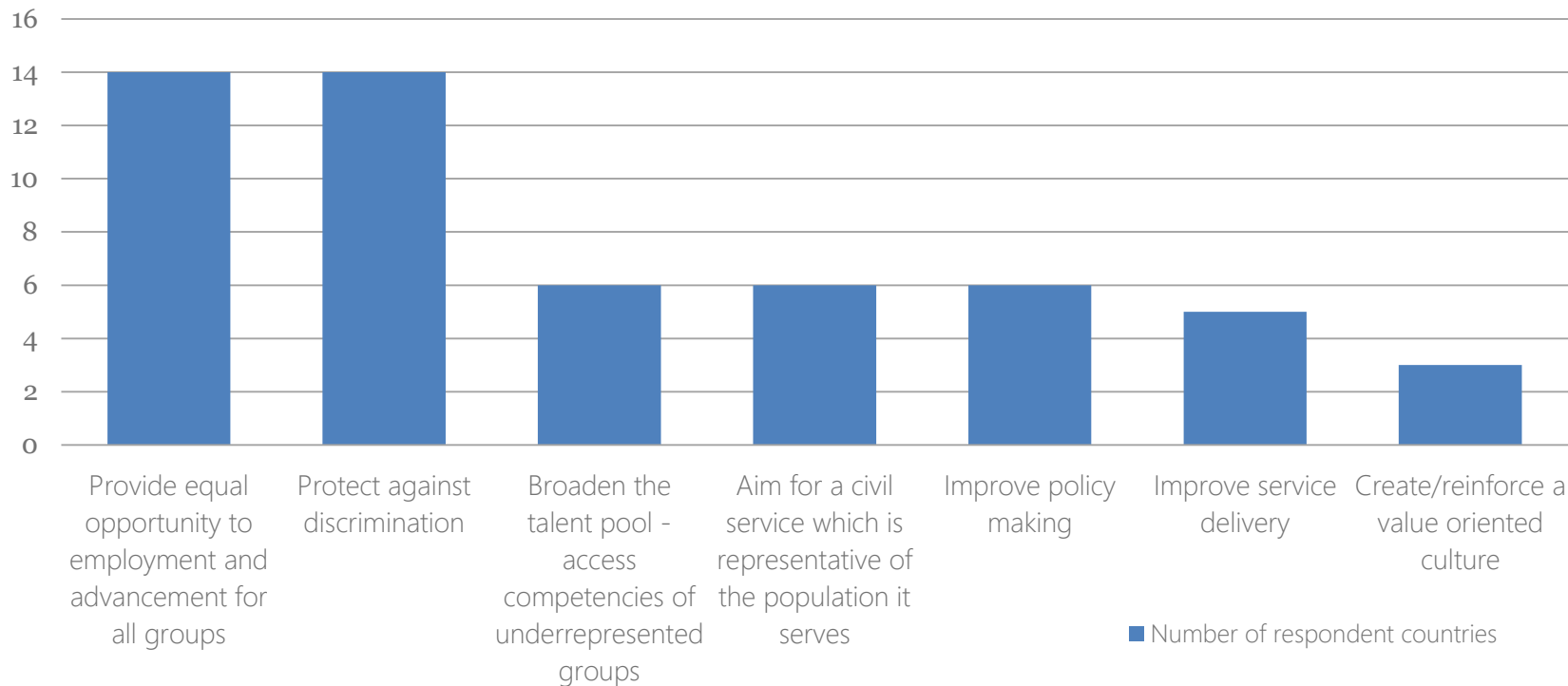
CLASSE PRÉPARATOIRE
AU CONCOURS EXTERNE
D'ENTRÉE À L'ENA
CP'ENA

Photo: ENA



USING A DIVERSITY STRATEGY TO ENSURE EQUAL OPPORTUNITY FOR ALL

1b. What is the stated intent/purpose of the diversity strategy?





CONCLUDING THOUGHTS

- Building a **professional civil service requires** fair and open recruitment, transparent and fair performance appraisal, promotion based on objective criteria,...
- But **merit** is an **element among others** that also contribute to a more efficient civil service: pay systems, learning organisations, workplace quality,... all have an impact on the efficiency and effectiveness of public administration
- To perform well, civil servants need **abilities**, but also **motivation** and **opportunity**



OBRIGADA!

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