

# Modernizing the Civil Service

A Survey of International Reforms for Modernizing People  
Management in the Public Sector



Summer 2020

# Objectives

- 1. Share international trends of people management reforms in the public sector**
- 2. Share preliminary findings of case studies**
- 3. Collect feedback and suggestions from the Foundation**

# Agenda

## A. International Trends

## B. Case Studies

1. Canada
2. Portugal
3. United Kingdom
4. Belgium
5. United States
6. France
7. Singapore
8. Chile
9. Uruguay

## C. Roadmap for Brazil

## D. Questions & Discussion



# International Trends

# International Trends



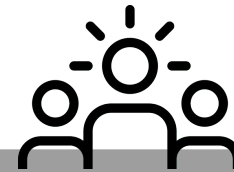
New Public Management Influence



Conditions for Systemic Reform



People Management Office



Leadership Programs



# Trend 1: New Public Management (NPM) Influence

- **Introduction of NPM**
  - Import effective practices from the private sector
  - Counteract bureaucracy rigidity, government growth and clientelism
  - Gained popularity in the late 1970s and spread across the world
- **Pushbacks and New Shifts of NPM**
  - Different nature of public and private sector
  - Combine NPM and bureaucratic elements



# Trend 1: New Public Management (NPM) Elements



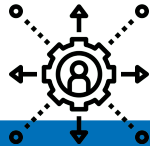
**Professionalism & Depoliticization**



**Merit-based Selection and Promotion**



**Performance Assessment and Compensation**



**Decentralization**



**Digitization and Innovation**



**Continuous Reforms**



## Trend 2: Conditions for Systematic Reform

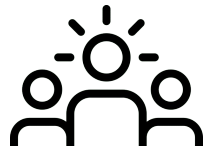
- **Crisis and Scandals**
  - Political scandals: U.S.' Watergate, Chile's "MOP-gate"
  - Financial crisis: the role of the IMF
- **Stakeholder Engagement**
  - Need buy-in from key actors to approve and implement reforms
  - Unions, public servants, political parties & business leaders



## Trend 3: People Management Office

- **Functions**

- People Management - not just paperwork
- Connected to center of government - not just HRM rules
- Lead reform efforts in People Public Management
- Supervise the reform and collect data
- Provide guidance to HRM agency offices on recruitment, selection, performance evaluation
- Conduct engagement initiatives and coaching



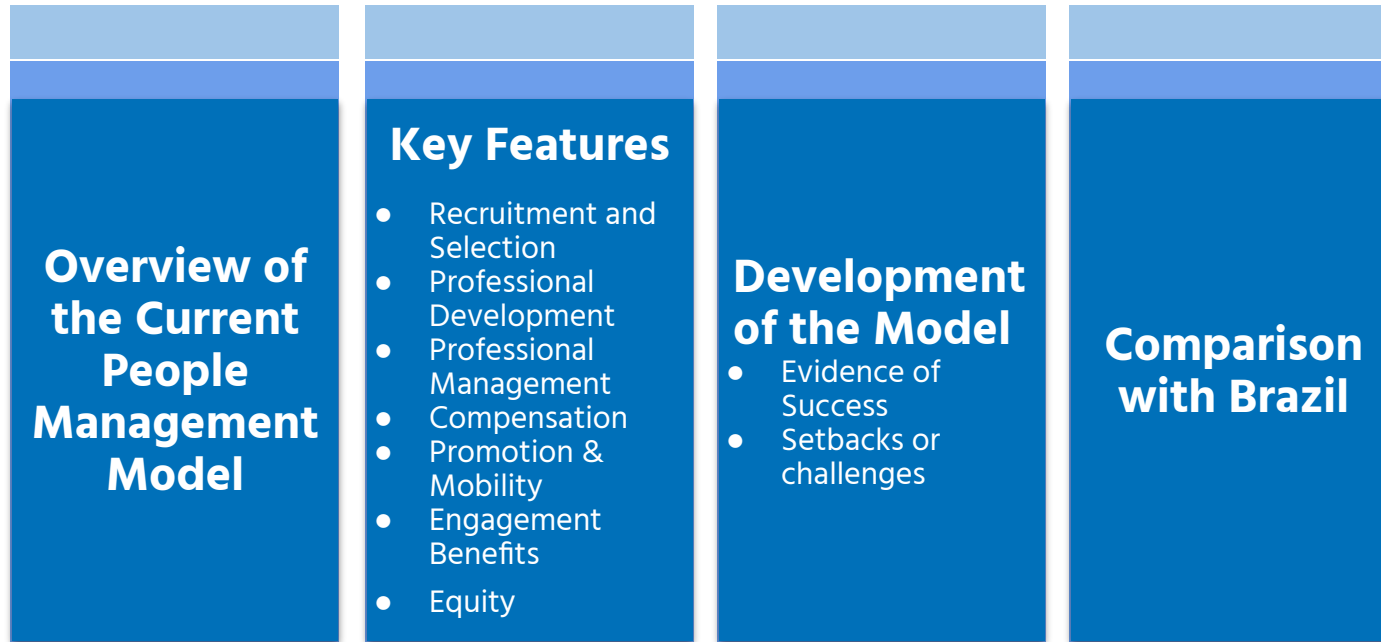
## Trend 4: Leadership Programs

- **Programs to promote upward mobility opportunities**
  - Comprehensive programs provide training and opportunities for upward mobility
  - U.S. SES Candidate Development Programs, U.K. Talent Management, Canada Leadership Programs
- **Senior Civil Service**
  - In most countries, there is a separate selection process for their SCS
  - All countries offer professional development, but due to the nature of the job, in practice, PD is not always prioritized



# Case Studies

# Case Study Structure





# Portugal

- **Overview of LVCR and reform process**
  - Economic crisis - push forward and focus on decreasing personnel
  - Wide reform: legality and people management were addressed
- **Highlights of the Current System**
  - Management by objectives
  - Flexibility + "work personnel map"
- **Main Takeaways**
  - Important to make proper use of temporary contracts
  - Organizational culture + public servants participation matter



# United Kingdom

- **Overview of Reform Iterations**

- "Yes, Minister" culture followed by Thatcherism
- Citizen's Charter, Big Society (instead of big government)
- Pay freeze and measures to engage and attract employees

- **Highlights of the Current System**

- Focus on leadership/talent programs - merit, neutrality, and equality
- Making evaluation a common procedure - "What works", Magenta book

- **Main Takeaways**

- To monitor outcomes and to value outside and inside talent
- Specialism and managerial skills combined



# Canada

- **Overview of Reform's Main Discussions**

- 1980's: economic crisis, conservative government and downsizing
- Outflow of talent -reforms for attractiveness and responsiveness
- Non-partisanship, impartiality, merit, flexibility and equity

- **Highlights of the Current System**

- Overseeing people management: PSC, Treasury Board, Privy Council
- Performance evaluation based on aims and professional development

- **Main Takeaways**

- Merit with equity and the importance of people management actions
- Monitoring implementation and iteration based on evidence



# Belgium

- **Overview of the Copernicus Reform**
  - Civil service was overhauled to help rebuild trust
  - Created Federal Public Service Personnel & Organisation (SPF P&O)
- **Highlights of the Current System**
  - Created the 5+1 competency management tool
  - Introduced six-year fixed term contracts for the SCS
- **Main Takeaways**
  - SPF P&O, Bureau de sélection de l'administration fédérale (SELOR), and the recruiting ministry agree on who needs to be recruited
  - Selection is merit-based and not based on seniority



# United States

- **Overview of the Civil Service Reform Act of 1978**
  - Reform was passed due to a bottom-up approach
  - Created the Senior Executive Service (SES)
- **Highlights of the Current System**
  - Candidates are screened on five executive core qualifications (ECQs)
  - Hiring is overseen by OPM's Executive Qualifications Board
- **Main Takeaways**
  - Hiring SES members with Core Leadership Competencies is important
  - Support SES members to manage-down and fire bad performers



## France

- **Overview of General Review of the Public Policies (RGPP)**
  - Decentralization of the public sector (reduce public spending)
  - Introduction of people management practices from the private sector
- **Highlights of the Current System**
  - RIME: Increase public servants mobility
  - Continuous reform for workforce planning and hiring strategies
- **Main Takeaways**
  - Transform from career-based to competency-based system
  - Monitor the implementation process (variations across agencies)



# Singapore

- **Overview of PS21 Reform**
  - Top-down reform to ensure economic prosperity and political stability
  - Optimize policy delivery and train civil servants to offer better services
- **Highlights of the Current System**
  - Staff Suggestion Scheme (SSS) & Work Improvement Teams (WITS)
  - Comprehensive compensation scheme emphasizes employee's values
- **Main Takeaways**
  - Tripartism structure: employers, employees and government
  - Initiatives of engaging, rewarding, and retaining civil servants



# Chile

- **Overview of the Senior Civil Service program (SADP)**
  - Balances merit and political trust
  - Overseen by strong institutions (Civil Service Office and Council)
- **Highlights of the Current System**
  - Stable system, has been expanded to most public institutions
  - Yielded positive results in service provision and budgeting
- **Main Takeaways**
  - Reform aimed at avoiding dismissals during administration changes
  - Need for support & guidance from Civil Service Office



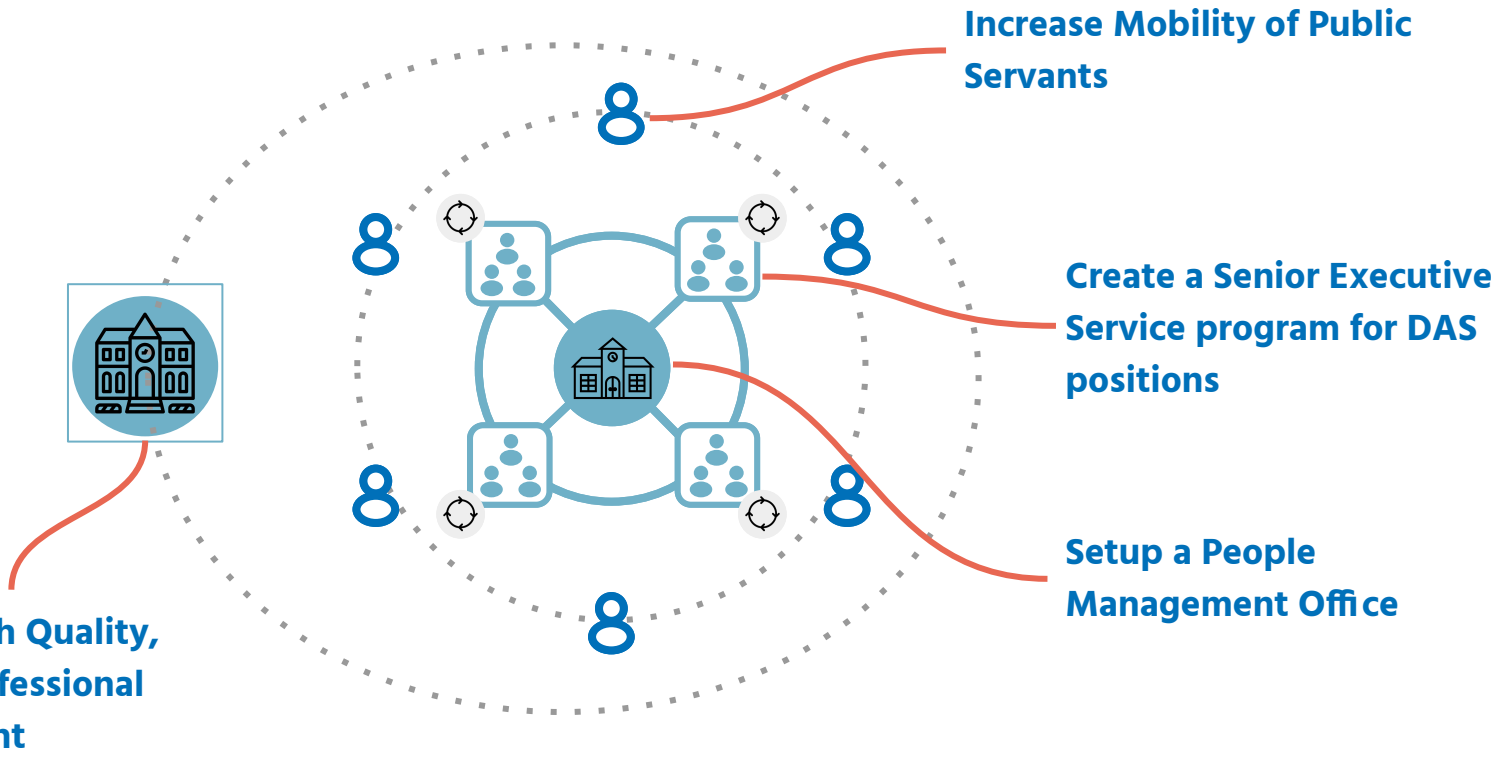
# Uruguay

- **Overview of System**
  - Strong and long-lasting career system
  - Efforts to create a SES giving priority to career officials
- **Highlights of the Current System**
  - Simplified career and allowed for flexibility
  - Centralized selection process “Uruguay Concurrsa”
- **Main Takeaways**
  - Importance of implementation capacity
  - Ability to combine strong career system with NPM elements



# Roadmap for Brazil

# Roadmap for Brazil



**Provide High Quality,  
Aligned Professional  
Development**

**Increase Mobility of Public  
Servants**

**Create a Senior Executive  
Service program for DAS  
positions**

**Setup a People  
Management Office**



## Opportunity 1: People Management Office

- **Institution that leads modernization process**
  - Clear strategic vision
  - Connection to center of government
- **With extensive attributions to**
  - Overlook and guide each ministry's HRM offices
  - Work side-by-side with ENAP for training and PD
  - Bottom-up approach: survey public servants
  - Manage Senior Civil Service program



## Opportunity 2: Professional Development

- Boosting ENAP's structure of professional development to foster the shift in defining merit, recruitment, mobility, etc.
- Increase employee's digital capacity
- PD to support shifting from work that can be automated to high-impact work
- Linking performance goals to professional development opportunities



## Opportunity 3: Increase Mobility

- Allow more flexibility for horizontal inter-agency transitions
- Build a job description database with clearly articulated skills and competencies
- Advertise job opportunities in a centralized website for current public servants
- Engage young professionals & increasing efficiency
  - For example: rotational experiences



## Opportunity 4: Create a SES Program for DAS positions

### Create a Comprehensive SES Program

- Mission or Core Competencies for each role
- Structured selection process - objectivity and diversity considerations
- Curated PD on management and policy creation
- Network of senior civil servants for collaboration & engagement
- Allow for horizontal mobility at the senior level



# Questions & Discussion

# Questions



Thank you!

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Obrigada!