



CDL- UD(2022)009

Engl. only.

**EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW**  
**(VENICE COMMISSION)**

in cooperation with

**THE GENERAL PERSONNEL COUNCIL OF PALESTINE\***

Under the auspices of H.E. the Prime Minister  
Dr Mohammad SHTAYEH

**Regional seminar for high level civil servants**

**15<sup>th</sup> UniDem Med**

**"PUBLIC SERVICE POLICIES: PARADIGMS FOR CHANGE"**

**Hybrid format: online and in Palestine\***

**17-18 May 2022**

**NEW MODELS OF PUBLIC SERVICE POLICIES FOCUSED ON STRENGTHENING  
HUMAN CAPITAL AND IMPROVING THE QUALITY OF WORKING LIFE**

by

**Mr Xavier SISTERNAS (Senior Policy Adviser - Public Service, Accountability,  
Service Delivery and Anti-Bribery OECD/SIGMA)**

and

**Ms Linda AIT-AMEUR (OECD/SIGMA expert and General Director of support  
services - Federal public service employment, labour, and social dialogue,  
Belgium)**



The Unidem Med project is implemented in the framework of the European Union/Council of Europe joint programme "Regional Support to Reinforce Human Rights, Rule of Law and Democracy in the Southern Mediterranean" (South Programme IV)

\* This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of Council of Europe and European Union member States on this issue.

*This document has been produced as part of a programme co-funded by the European Union and the Council of Europe.  
The views expressed herein can in no way be taken to reflect the official opinion of either party.*



SIGMA

A joint initiative of the OECD and the EU,  
principally financed by the EU

# **HRM in Public Administration in our (post) pandemic (but under crises) world: new challenges, new developments [in EU countries and more widely]**

**Xavier Sisternas**

Senior advisor, SIGMA/OECD

[xavier.sisternas@oecd.org](mailto:xavier.sisternas@oecd.org)

Ramallah, 17 May 2022





SIGMA

A joint initiative of the OECD and the EU,  
principally financed by the EU

1. Pandemic, lockdown, crisis, recovery: how we reacted? what we learnt?
2. HRM: resilience and other new trends (related and unrelated to the pandemic)
3. The future of HRM (being re-defined)





SIGMA

A joint initiative of the OECD and the EU,  
principally financed by the EU

# 1. Pandemic, lockdown, crisis, recovery: how we reacted? what we learnt?

1. **Protecting employees** from coronavirus through a variety of measures: teleworking/digital + distancing + leave flexibility (remote working as “default”)
2. While **maintaining the capacity to deliver** on core and quickly-emerging priorities: reprioritizing quickly and redeploy the workforce to meet changing demand
3. Public sector workforces were asked to **work in new contexts and in new ways**: ‘accidentally agile’, flexible and resilient
4. **New communication channels**, such as video-conferencing and instant messaging services
5. **Paying attention to mental health**: emotional burden linked to the duties and/or personal situation
6. Organisations who already invested in digital capabilities and/or in HRM were **better positioned**
7. **Good managers** were more successful in keeping teams productive





SIGMA

## 2. HRM: resilience and other new trends (related and unrelated to the pandemic)

### *Review and normalisation of innovations*

1. Increase in remote working and hybrid work
2. New employee support and monitoring approaches
3. Humanization of work
4. Transition from designing for efficiency to designing for resilience
5. Increased attention to critical skills and roles (resilience/continuity)
6. Employer-branding





SIGMA

A joint initiative of the OECD and the EU,  
principally financed by the EU

# *New ways of working in the public sector?*





SIGMA

# 3. The future of HRM (being re-defined)

## HRM: **expanded and strategic**

- Change management
- Developing strategic HR capability
- New policies and practices

## The persons at the centre: **well-being**

- Well-being, health and safety: work-life balance and quality of life at work
- Motivation, work satisfaction: engagement!
- Learning and professional development; talent management
- Leadership from managers + “better managers” (professionalization of managerial positions)
- Performance: team/organisation performance
- Equality, diversity and inclusion

## Resilient and flexible organisations and a new working environment: **new HR policies and practices**

- Telework: managing remote employees and hybrid teams, ensuring digital skills
- New working environment: more autonomy, more trust, focus on objectives (and less attention to tasks or to working time)
- Increased flexibility: workforce planning , mobility, revised organisation, jobs enlarged and empowered
- Training and innovation to support new ways of working





SIGMA

A joint initiative of the OECD and the EU,  
principally financed by the EU

# Well-being

## Employees well-being, why?

- to make sure employees are safe, healthy, satisfied and engaged
- is a key factor in determining an organisation's long-term effectiveness

## Wellbeing relates to all aspects of working life, including how workers feel about their work:

1. Working conditions + quality and safety of the physical environment
2. Job contents
3. Work organization and processes
4. Work climate and corporate culture





SIGMA

# New HR policies and practices

...to build the “workforce of the future”:

- Innovative recruitment policies
- Reinforcing the attractiveness:
  - of the public service as a career of choice;
  - of our organization as an employer of choice
- Ensuring diversity and inclusion
- Enhancing career paths
- Reinforcing leadership, communication and learning and development
- Managers: supported and valued as people developers
- ***Building staff engagement and loyalty [engagement surveys]***
- ***Reinforcing talent management***





SIGMA

# Sources of information

## European Union

- Strasbourg Declaration on the Common values and challenges of European Public Administrations [https://www.transformation.gouv.fr/files/presse/Declaration\\_common\\_values\\_challenges\\_european%20public\\_administrations\\_1.pdf](https://www.transformation.gouv.fr/files/presse/Declaration_common_values_challenges_european%20public_administrations_1.pdf)
- Working Time Directive (2003/88/EC)

## OECD

- OECD (2016), Engaging Public Employees for a High-Performing Civil Service, OECD Public Governance Reviews, OECD Publishing, Paris, <https://doi.org/10.1787/9789264267190-en>
- Nolan-Flecha, N. (2019), "Next generation diversity and inclusion policies in the public service: Ensuring public services reflect the societies they serve", OECD Working Papers on Public Governance, No. 34, OECD Publishing, Paris, <https://doi.org/10.1787/51691451-en>
- Gerson, D. (2020), "Leadership for a high performing civil service: Towards senior civil service systems in OECD countries", OECD Working Papers on Public Governance, No. 40, OECD Publishing, Paris, <https://doi.org/10.1787/ed8235c8-en>
- OECD (2021), Public Employment and Management 2021: The Future of the Public Service, OECD Publishing, Paris, <https://doi.org/10.1787/938f0d65-en>

## European Foundation for the Improvement of Living and Working Conditions

- Eurofound (2020), Telework and ICT-based mobile work: Flexible working in the digital age, New forms of employment series, <https://www.eurofound.europa.eu/publications/report/2020/telework-and-ict-based-mobile-work-flexible-working-in-the-digital-age>
- Forthcoming publication: Regulations to address work–life balance in digital flexible working arrangements <https://www.eurofound.europa.eu/publications/report/2020/regulations-to-address-work-life-balance-in-digital-flexible-working-arrangements>

## International Labour Organisation (ILO)

- Flexitime and "time banking" schemes [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---travail/documents/publication/wcms\\_170705.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_170705.pdf)
- Prevention and Mitigation of COVID-19 at Work: ACTION CHECKLIST [https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS\\_7\\_41813/lang--en/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_7_41813/lang--en/index.htm)
- Website: COVID-19 and the world of work <https://www.ilo.org/global/topics/coronavirus/lang--en/index.htm> Guide to developing balanced working time arrangements [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---travail/documents/publication/wcms\\_706159.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_706159.pdf)

## UNDESA

- <https://www.un.org/development/desa/dpad/publication/un-desa-policy-brief-79-the-role-of-public-service-and-public-servants-during-the-covid-19-pandemic/>





SIGMA

A joint initiative of the OECD and the EU,  
principally financed by the EU

# Sources of information

*SIGMA policy note*

## **Human resource management in the context of coronavirus (COVID-19)** Inventory of ideas for civil service authorities, human resource units and line managers

- Situation 1. Insufficient number of staff working on-site
- Situation 2. Workplace health risks
- Situation 3. Weak motivation, stress, burnout
- Situation 4. Managing remote employees for extended periods

<https://www.sigmaweb.org/publications/SIGMA-HRM-coronavirus-inventory-ideas-09072020.pdf>





SIGMA

A joint initiative of the OECD and the EU,  
principally financed by the EU

# **HRM in Public Administration in our (post) pandemic (but under crises) world: The Belgian case**

**Linda Ait Ameur  
Expert, SIGMA/OECD**

Ramallah, 17 May 2022

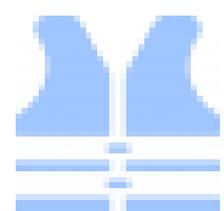




SIGMA

# Humanisation of work

- Prepare, promote and implement policy on well-being at work and to raise awareness of the humanisation of work among the various actors in the social and economic world
- Improvement of working conditions
- Promotion of information on well-being at work at Belgian level
- Programs on dissemination and positive reinforcement of good practices
- Standards on well-being at work





SIGMA

A joint initiative of the OECD and the EU,  
principally financed by the EU

# Well-being at work



## Concept

- promotion of healthy and safe work
- health, safety, psychosocial aspects, ergonomics, hygiene
- Role of the employer

**Work organisation**  
**Work content**  
**Working conditions**  
**Working life conditions**  
**Work relations**

## Results



- **motivation / implication**
- **productivity / performance**
- **job satisfaction**



- **stress / burnout**
- **absenteeism**

Les acteurs du bien-être au travail



BO  
SQ  
Fédération des associations  
belges de Qualité  
Service public fédéral  
Stratégie et Appel

.be



We maken werk van welzijn  
Votre bien-être, notre métier



.be





SIGMA

# Diversity and inclusion

- Diversity = all the differences between individuals:
  - visible and often invariable (gender, age, ethnic origin,...)
  - more implicit and less visible characteristics (religious beliefs, political opinion, cultural identity...)
- Diversity = enriching and valuable
- Working environment in which everyone can fully develop and make the most of their qualities and talents

A joint initiative of the OECD and the EU, principally financed by the EU

Diversity Award  
 Diversity day  
 Diversity network  
 Diversity charter  
 Inclusive panels



INCLUSIVE PANELS

DIVERSITE FEDERALE DIVERSITEIT  
RESEAU - NETWERK





SIGMA

# Employee engagement

- Quality for management, processes, results, ... but also for staff policy
- CAF (quality model based on EFQM)
- Optifed (efficiency programme)
- Employee engagement survey every 2 years
- Engagement survey adhoc during Covid crisis



A joint initiative of the OECD and the EU,  
principally financed by the EU

