2018 GLOBAL PUBLIC HR CONFERENCE

Main Theme: ***Smart Public HR: Toward Sustainable and Collaborative Governance***

Session1: Track 2

Chair: Prof. M. Jae Moon,Yonsei University,

Venue: Auditorium III of the 3rd Floor of Lecture Building II

Theme: “***New HR Trends and a Strategic Approach to HR Policy in the Smart Era*.”**

There were 5 presenters with each taking a maximum of 15 minutes. The session ended with a panel discussion.

**Presenter A**

Prof. Jungin Kim, University of Suwon

Topic, “*Social Value in the public service: Social Value investing*”.

The presentation highlighted the fact that public value differs from social value in that public value emphasizes public interest while social value emphasizes both public and economic interests.

Positive behavior is very importance in enhancing social values and inclusive growth through social value investing.

Prof. Jungin KIM’s paper also talked on how to improve social values in the public service through the role of civil servants in achieving social value. It underlined the characteristics of social values as strategic approach in HR management and complementary partnership.

The main outcome of her paper was the importance of social values in the new public HR trends and strategic approach to HR Policy in the smart era where the competence of civil servants lies in their ability to cultivate social values as a skill set. This involves:

* Process → Comprehensive Competence
* People → Coordinated Competence
* Place → Collaborative Competence
* Portfolio → Complementary Competence
* Performance → Common Competence

**Presenter B**

Prof. Sang-yub RYU of Yonsei University and Mr. Kyungmin KIM

Topic, “*Does one size fit all? A critical approach to smart work in Korean Government.*

His paper focused on innovative behavior in smart work within the Korean Government.

* Smart work produces a positive effect on innovative behavior.
* Work autonomy also has a positive impact on innovative behavior.
* Innovative culture equally has a positive effect on the innovative behavior of a worker.
* On the contrary, goal ambiguity plays negatively on innovative behavior because workers will not know what exactly to follow.

The outcome of Prof. Sang-yub RYU’s paper showed that of the four measurements of innovative behaviors, only goal ambiguity has a negative effect. This means that the government needs to clarify policy goals to facilitate creation of innovative behaviors in the public service.

His conclusion is that innovative behavior is a key to the success of an organization. He also noted that some supervisors are not comfortable with their staff in a smart working environment. However, workers should understand that the supervisor equally has the responsibility to help them out because he/she should be more knowledgeable than the staff. Also, innovative behavior is very important in job design.

**Presenter C**

Mr. Mustafa Pulat, HR Director, Ministry of Foreign Affairs, Turkey

Topic: “*Human Resource Management in the Era of Information Technologies*.

Ambassador Pulat pointed out that HR is the only reliable tool for organizational success and effectiveness. As HR manager in the diplomatic milieu, he faces various challenges like distributing limited posts to the many qualified staffs. He also grapples with budget limitations, improving service quality, and improving skills of staff through capacity building among others.

Turkish Government policy on HR targets transparency, having qualified personnel, not ignoring general services staff by paying attention only to skilled workers, and also giving opportunities to disabled persons and orphans.

An E-Government portal was established in 2008 to serve a population of 81 million and currently has 40 million registered users. The system now increases the skills of staff through distance learning. It has also set up a legal framework to promote equality of staff and everybody with regard to service obtainment. Identity sharing in service provision, using modern technologies in service delivery, and electronic public procurement system are yielding fruits in the Ukrainian government. Furthermore, an electronic visa application system has proven to be cost effective, less time consuming and of wider coverage.

However, Mr. Mustafa Pulat wondered if the use of technology can effectively solve HR Problems. Rather, it can create too much bureaucracy for those who do not have access to such technologies. Also, how much access staff can have to the database, remains an issue.

**Presenter D**

Juha Risto Antero Sarkio, Director General, Ministry of Finance, Finland

Topic: “*What do you want to learn today?*”

He opened his presentation with a quote from Albert Einstein which says, “Once you stop learning, you start dying.” He said the learning is the most important skill because it forms the basis for the future. However, learning must start with a motivation.

In Finland, digital learning is beneficial in that the learner has the freedom to choose the place and time to study. It is cost effective, scalable and accessible to everybody.

Digital learning has shifted the paradigm of learning. This enables Governments to share various types of competences:

* Management
* Civil Servant Competence
* Effectiveness and development competence
* Communication and interaction
* Internal administration

Information and communication technologies have transformed the world into a world of online learning. Finland is therefore piloting an AI-aided learning project.

The Government of Finland is projecting a 100% success rate in the achievement of its goals in digital transformation by 2020.

**Presenter E**

Mr. Eber Omar Betanzos Torres, Vice Minister, State Secretariat of Public Function

Topic: “*Use of Information and Communication Technologies (ICTs) in the Administration of HR at Different Levels of Government in Mexico.*”

Minister Torres stated that one of Mexico’s main goals is for everyone to enjoy the Human Right to Digital Development. There are three forms of governance (in Mexico):

* Federal
* Local
* Municipal

He noted that Mexico’s experience in the public service is pretty new compared with other countries. Mexico has about 30,000 civil servants, but every year the number of candidates applying to work for the government keeps rising. This makes a tedious process from registration to recruitment. However, the HR department of the government has information on about one million workers from all sectors of the government and other organs.

Even though the civil service in Mexico is small, ICT is used for the following reasons:

* Efficiently communicate vacancies
* Simultaneously extend and administer massive training
* Systemization of the HR information system for decision making.
* Monitoring the actions of Public Service to prevent acts of corruption or conflicts of interests.

The Government of Mexico is setting up an education platform for E-learning to facilitate the upgrading of the skills of civil servants.

**Panel Discussion**

The discussants included:

* Prof. Kwang-bin BAE of Dongguk University in South Korea,
* Prof. Yu-jin CHOI of the Ewha Womans University still in South Korea, and
* Yerkin Baulykov of Kazakhstan as well as the 5 presenters.

They all made the link between all the presentations and concluded that there is a positive relationship between the use of ICTs and HR. they also highlighted that public values need not be too different from social values given that they are all incarnated by the same civil servants. Civil service needs innovative behavior. Face-to-face learning is significantly dropping even though its value remains more important than e-learning.

Session 2: Track 2

Session 2 held after lunch and the cultural performance of Korean folkloric music.

Chair: Prof. Je-sang KANG of Kyung Hee University and President of the Korean Association of Public Administration (KAPA)

Venue: Auditorium III of the 3rd Floor of Lecture Building II

Theme: “Revisiting Public Service Values: The Role of Government and Governance.” There were three presentations and a panel discussion.

The session had three presenters. Each speaker had 15 minutes.

**Presenter A**

Prof. Soonhee KIM of KDI School of Public Policy and Management presented on “*Public Values and Trust in Government in Korea: OECD-KDI Survey 2016.*”

The survey was carried out on 3000 respondents by faculty members of KDI and the OECD to measure trust in government in Korea. The results reveal that trust in government in Korea is declining sharply. Thus, there is need to build better relationships between the government and the citizens. The crisis needs to be managed in order to restore normal life. Her paper revealed that trust in government is very important because it is a possible indicator of the government’s performance.

The main challenges the government needs to surmount are corruption in the public service, promote transparency and build a more stable society. To achieve this, there is need for good communication on the part of the government and competency in the public service by being responsive to citizens’ needs and reliable.

The government of Korea, according to the survey, still has to work on public values like integrity and openness among other values. The importance of public values is highlighted in 10 dimensions, among which the Korean Government stands out as the first among OECD countries in openness of government.

Some actions the government has to take include fighting corruption, investing in training, and establishing a citizen-centered data-driven policy-making and evaluation.

Even though data from the survey show declining trust in government, the actions of citizens in the past have showed that the people trust their government but simply want more openness, reliability and responsiveness. In 1997, the Korean people led by women donated jewelry and other valuables to bail the country out of excruciating financial crisis. Meanwhile, in December (3) 2016, the Peaceful Candle Revolution in which the people demanded justice led to the impeachment and imprisonment of a seating president. Also the findings indicate that despite the low trust in government the Koreans still believe in their healthcare system, school, civil service and the military.

**Presenter B**

Shri Raghuraj Rajendran, Deputy Director, Indian Lal Bahadur Shastri National Academy of Public Administration

Topic: “*Right to Response.*”

To the Deputy Director, in a welfare state, citizens have the right to dignity, which has to do with the government’s response to citizens’ demands for their rights. The right to response does not necessarily mean a positive response, but rather that the government does not ignore the citizens when they raise an issue. The response can be positive or negative. Citizens are not supposed to force the government or wrestle with it to get a response to their problems. The right to response embodies everything, including the right to quality service.

* The right to information = transparency
* The right to services = a response. It may also be that the public needs intervention.

This highlights the importance of database in decision making for the right response to the citizen. This can facilitate the setting up of a practical regime for any concept in government response, for instance a universal transparent tracking system for all application by the citizens and what response is provided to avoid misrepresentation or misplaced priorities or even a dangerous nonresponse.

Also, there should be a unique identification system to track all government communication at all levels in response to citizen’s demands.

**Presenter C**

Ito Mayumi (Ms.), Examination Officer, Japanese National Personnel Authority

Topic: “*Government Accountability for Social Sustainability in Japan*.”

Her paper pointed out that the Japanese Government has a platform for the public to submit comments online on government related issues. There are guidelines on how individuals can submit opinions. The government also posts public administrative draft responses and information for accountability on the same platform. The information stays for 30 days for the public to post comments before it is taken off. This platform has been in place for 10 years now.

However, the Japanese government has not been spared of the global trust crisis. This is provoked by corruption, falsification of documents, sexual harassment of subordinates by seniors (especially male bosses over female collaborators) and bribery.

Measures taken by the government to fight the scourge include arresting perpetrators, offering training programs to government officials, policies to reflect the system of personnel management, establishing a counseling desk, especially for victims of sexual harassment and corruption and so on.

**Panel Discussion**

Discussants included:

* Basilios P. Gattas of Chile
* Anis Rohayu Binti Remli, Ex-participant from Malaysia.

Mr. Basilios P. Gattas highlighted the need for the recognition and development of talents and the place of female leadership in the public service. He also noted the link between government and the civil society for social sustainability in all countries.

Meanwhile, Prof. Soonhee KIM of KDI School pointed out that women are highly represented in the Korean Public Service (50%-50% parity with the men), especially at the junior and middle levels. However, less than 15% make it to the top or senior level for various social and political reasons. Nevertheless, the future is bright as competitive entrance exams into various levels of the public service are becoming more and more transparent.

A participant also pointed out that the major flaw of the right to response is that giving citizens too much voice can easily lead to chaos and social unrest due to too much divergence of opinions.

Meanwhile, another participant pointed out that the expectations of citizens are changing, thus, governments have to also be dynamic to make corresponding policies.

Special Session

Chaired: Rosemary O’Leary, President of PMRA, USA

Venue: Auditorium I

Purpose: For officials of International Organizations (OECD, IDB, etc.) to share up to date information and cases on sustainable governance and development.

**Presenter A**

Edwin Lau, Director of Public Reform, OECD

Topic: “*Towards Public Service Leadership and Capability for Sustainable Governance*.”

He called on participants to consider how the public service is delivering today, how demands are changing, and how it will deliver tomorrow. He also challenged participants to consider how the individual can fit into the new contexts given that the work environment is becoming really complex.

On delivering in today’s complex world, he said governments should envisage the outcomes of the 2030 Agenda of the Sustainable Development Goals. They should identify potential conflict areas in the development and implementation of policies, and change government’s ecosystem for creating and delivering public values. Moreover, governments should ensure a public service that is professional, innovative and strategic.

In anticipating tomorrow’s challenges, governments should be innovative to handle unprecedented challenges. Skill areas for the public sector include experimentation, curiosity, insurgency (revolution of the mind to know more), data usage, etc. Meanwhile, public servants need to exercise their ability; they need opportunities for growth, and the motivation to work.

**Presenter B**

Edgardo Mosqueira, Principal Specialist, IDB

Topic: “TBC”

He highlighted the need for participatory governance for sustainable development because the general public and civil society generally get sidelined in public governance.

He said statistics show that only 1 in 4 people trust the government. The challenges in the LAC are as follows:

* Limited Access
* Unequal provision of services
* Unfulfilled promises

Public service delivery has developed new features. The social media are placing new demands on governments for more accountability. There is a digital revolution which makes governance more effective. In the UK and North America digital skills are very necessary because the government functions online. However, there is the huge challenge in dealing with the public. In other countries, people use their phones to access services in the private sector and expect to do the same with the government, which is impossible. Overall the LAC wants more quality of civil servants and more better productivity.

In the planning of HR, the weakest link is collaboration besides other difficulties.

Meanwhile, governments need development management with critical training for better performance. Training in development management enables civil servants to have the critical mind in service delivery and not just in following rules.

**Presenter C**

Chan LEE, Seoul National University

Topic: “*Pursuing the SDGs via Collaboration between the Uzbekistan and the Korean Governments by promoting human capital development in the public sector*”

Human resource development passes through quality education. The result is decent work and economic growth. However, a best practice in country A can be a worst practice in country B. Everything depends on how well a country can replicate the best practices of another country by contextualizing and adapting them to local realities.

However, it can be understood that increased use of modern technologies will not decrease jobs; rather the nature of the work will change. This is what is being observed in the 4th Industrial revolution. Jobs are still available, but different skills are needed.

Uzbekistan is adapting and contextualizing the Korean example to its local realities for economic, social and infrastructural development.

**Panel Discussion**

* Discussants in this segment included:
* Daniel Gerson, OECD Project Manager,
* Zurina Binti Abdul Hamid from Malaysia and
* Klaus Ahrend from the EU.

Zurina Binti Abdul Hamid disclosed that Malaysia’s work force will by 2030, target year for the SDGs, be made up of people mostly aged 34, which is a great challenge for the country. Malaysians have a flexible 8-hour work day where individuals can choose what period they will like to begin a work day. The government has created daycare centers to take care children of working mothers. Moreover, there is high unemployment among graduates. However, to stem the situation, universities help companies in conducting interview for qualified candidates. This way, there is a passage from the private to the public sector after a number of years of service to acquire enough skills and experience.

Meanwhile, Daniel Gerson, OECD Project Manager highlighted that trust in government depends on how the public perceives the public service and civil servants. All these depend largely on the quality of civil servants, how they were recruited and the quality of service they render to the public. The skill of the civil servant has a great role to play.

Elements of a strong civil service include leadership that can create value, collaborative governance, individual capacity of the leadership, proactive leadership, etc. However, the challenge remains how to attract the right people with the right skills to guarantee quality public services. Most of all, the employee’s voice has to be heard in the case of collaborative governance.

Track 2 Rapporteurs

1. NGASOH, Raymond Lackndon

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1. DAVIS-WELLS, Ramona

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