**Summary of the Global Conference on Public HRM, 2018**  
**Day One**

1. **Introduction and Opening remarks**

The Conference started by introductory remarks of Professor Tae-Hee Kim from Seoul National University as the MC of the event. She said the conference was jointly hosted by the National Human Resource Institute (NHI) and the Korean Society for Public Administration (KOSPA) and with “Full-fledged Support” of KDI. On behalf of the hosts, she thanked all participants and in particular, the representatives of International organizations for “traveling thousands of miles to participate” the event.

Following that she introduce the rules, logistical arraignments and schedule of the conference and stated that the main objectives of the Conference was “to review the innovative trends, international best practices on human resource management and collaborative governance and learn from up to date information from the key note speakers and international experts on status of the HRM and collaborative governance.

Mrs. Hyang-ja YANG, the president of the NHI delivered her opening address by welcoming the participants, and also the KOSPA, KDI and the Korean Ministry of Personnel Management (MoPM) for providing comprehensive support. She thanked Dr. Rosemary and Mr. Neil Reichenberg for attending the conference saying that their presence upgraded the conference to much a higher level. She added that the Conference “was initially held in 2012 to share knowledge, experience and best practices with government officials on HRM” but this year, it was more inclusive, covering speakers and researchers who were “going to debate on topics of public administration, personnel management, economic psychology and behavioral science.”

She further stated that since that we are entering a new area of governance shaped by the ICT innovations, we need to adapt more useful tools and methods for tackling more complex issues of governance and development. Thus, in her views, “policy development in the age of collaborative governance required multi-dimensional approach by engaging citizens, public and private sectors more actively.”

The NHI president further stated that we live in the age of industrial revolution where technological advancements have created both unpredicted challenges and threats for job and employment in a more competitive market and thus, the government sector needs to focus more on equity, fairness and social accountability in policy development. She concluded her speech that in such a changing environment, it is required to constantly invest in human capital within government organizations and take measures to increase their commitment. this, can be made possible only through active engagement of all parties.

Dr. Goong Joo, the president of KOSPA was the second speaker. He welcomed paid special gratitude to two key speakers of the day, Mr. Reichenberg the Executive Director of IPMA-HR and Dr. Rosemary, Director of Public Management Research Association. He stated that Human Resource Management is the key factor for creating public values and a very significant factor for innovation. In fact, in his views, Innovation in both public and private sectors were not possible without investing in HRM. He further stated that “due to many reasons, particularly globalization, HRM is experiencing rapid change. Thus, in order to make it more useful, HR function should be powerful enough to learn continuously and upgrade the skills of their personnel. To do help in achieving this goal, the current Global Conference on HRM was designed to “share, discuss and debate on important clues for HRM specialists and practitioners and recommend more effective strategies for public management.”

1. **Key Note Speeches**

Mr. Reichenberg started by quickly introducing his organization, the International Public Management Association-HR (IMPA-HR) and said that this organization has been focused on public administration researches and debates for the long 112 years, and then presented his researched on “Leveraging HR Technology to build the 21st Century Public Service”. In his introduction, he said that no organization can run without people and thus, HRM function is the heart of any organization and important for achieving the strategic mission of an organization. He added that during the recent years, the perception about government HRM has not been positive, because, most HR functions have been trapped in day to day administrative operations and lacked the strategic vision and approach. Thus, in order to help HR functions to address the big challenges, there is a need for innovation, strategic orientation in HR regulations and practices, improved leadership and communication skills of the HR professionals, he said: “Government HRM functions should move from culture of daily routine and merely compliance to learning, innovation and performance management.”

He also discussed about the impact of demographic changes and ICT on HR strategies and practices saying that based on studies, more than 400-800 individuals around the world could be affected by technology innovations; for instance, researches show that in Korea 6 million will lose their jobs due to technological innovations and artificial intelligence and in the US, it is estimated that by 2030, 45% of the administration will be automated.

To address those challenges, Mr. Neil suggested that organizations need to be proactive in workforce planning and design specific plans for outreach to universities and academic institutions to attract employees that have better soft skills and knowledge. Second, nurture innovation and the HR functions should avoid hesitation to change and hearing the voices of the unions and individual employees for flexibility.

Dr. Rosemary from PRMA, delivered a presentation on public management and collaborative governance. She talked about the need to “collaborate across the boundaries in the age of globalization and uncertainty in order to create more effective public management and HRM functions” and then tried to answer the question of “why to collaborate?”. She said that since the introduction of new public management there is an increasing need in using knowledge, practices and tools from one discipline to another and thus, no organization or department can remain stuck to their silos.” She explained that her research focused on respondents from Hong Kong, India and the US and tried to answer what is the need for collaboration. She summarized her finding from the respondents’ perspective as follows:

It is the right thing to do to leverage the organizational outcome and productivity. In fact, most respondents answered that no one did collaboration for fun but they believed that this increases productivity and performance of the organization.

She said that collaboration is a demand of the networked governance which involves various sectors. However, there are also negative aspects that the respondents mentioned such as: rise of conflict, poor organizational outcome due to resistance and reaction, time consumption and sometimes, collaboration across the sectors if not managed properly, can impede the process of policy making and service delivery.

In order to make collaboration a useful experience, she stated that the research finding shows that managers/public administrators should be equipped with some specific skills such as individual attributes (being open-minded, effective in communication and team working), they should have some fundamental knowledge and skills of conflict resolution and skills required for group works such as facilitation skills, presentation skills and team building. In her views, “effective collaboration is based upon skills of public managers” and she asserted that “studies show that collaboration is vital for the leadership success in any organization” and this was also highlighted in the response of the research informants. She further stressed that in order to better manage the collaboration process; public managers should be trained in:

* Leadership of the organization should be trained to have strategic vision
* They should be equipped with personal skills such as problem solving, compromise and consensus building, creative approaches to sharing goals with the employees, knowledge transfer skills.

She concluded her presentation with some tips for public managers and HRM professionals. A summary can be highlighted here:

* They should have a common purpose
* The employees should be encourage to follow a collaborative problem-solving approach
* The public managers should not be afraid of conflicts for they are part of any public and private organization; rather they should be ready to manage them.
* Relationship between the supervisors and employees should be more face-to-face and with human-touch rather than too much tech-oriented
* The leaders should improvise the process of collaboration and create role models for change and cooperation
* The policy makers and public managers should never give up the idea of collaboration even though initially, they might face resistance. Rather they should go for alternative solutions
* The public administration should never forget the importance and the reasons behind collaboration.

1. **Panel One (Track I): Researches and Discussions**

The common and overarching “theme” of this section was titled as: “HR Trends and A Strategic Approach to HR Policy in the Smart Era, and professor Seok-Hwan LEE from Kookmin University was the panel moderator. He introduced the speakers, fixed the timing and asked each presenter to present their researches and the findings.

**Professor Sung-Joo CHOI** from Kyung Hee University presented her research on the relationship between “Flexible work arrangements and turn over” in public organizations. She said that her research focus was the United State of America and she added that her key assumptions were that labor market is getting more competitive and more and more organizations are now trying to provide flexible working hours for employees and this, helps employees to develop a positive attitude towards the organization. if they are not provided with flexible working hours, it will result to turn over and impose unwanted costs on the organization. so, her hypothesis was that “ there is a causal relationship between tele-work and turn over in the public organizations”.

What are the advantages of Tele work? in respond to this question, respondents stated that labor market is getting more and more competitive, more flexible working schedule is need to retain the best talents in an organization and that’s why both public and private organizations are increasingly trying to provide flexible working hours and this has helped towards creating better attitudes among the employees. If an organization fails to provide such flexibility, the turnover rate increase and this will impose more financial costs on the organization. the research finding summarized that providing flexible working conditions such working from home or telework, will help the employees to balance between life and work, enjoy greater welfare, save their time needed for commuting between work place and home and reduce operational costs such as work place and transportation.

However, the research finding also, highlighted some disadvantages such as constant feeling of insecurity by tele-workers in home due to family priorities or disturbance by the children, lost of the learning and capacity building opportunities and family related stresses.

To address the negative consequences of more flexible work conditions, the researcher suggested some strategies based on “The Social Exchange Theory” such as building trust between the tele-worker and the organization, more effective and efficient use of technology and more importantly, more friendly and professional relationship between the supervisor and the employees.

Based on the research findings, she further recommended that in order to make tele-work more productive in the setting of public organizations, there are some issues that public managers and particularly, the HRM professionals should consider, for instance, the hierarchical and rigid behavior of the managers should change towards the tele-worker and this requires training, the managers should provide more support to the employees and potential negative consequences should be managed through trust building and leadership support and decision making.

**Professor Sungmin Park**, presented his research on the relationship between the ethical climate, entrepreneurial leadership, Confucian culture and public service motivation. He introduced his research topic by stating that ethic has been a very important value in any organization and particularly, the public sector because, common perception is that if an organization keeps higher ethical standards, it is less likely to see corruptive actions. He said that that’s why the main question was “what factors affect the ethical climate of a public organization?” In response to this question, he said that having analyzed the responds from 1000 public servants, he found that there is a strong co-relation between the research variables mentioned earlier. Based on his definition, entrepreneurial leadership means a leadership style which is more strategic, open and more business-driven. Confucian culture is based on strict hierarchy, humility and reciprocal respect.

He explained that his research framework is based on “Stewardship Theory”, focused on Korean civil servants and had the following assumptions”:

1. PSM have strong association with ethical climate
2. Confucian culture will positively affect on ethical values
3. Confucian values also affect Public Service Motivation
4. Entrepreneurial leadership has association with PSM and Confucian culture and PSM and affects ethical values of the public organizations.

Research Conclusion and implications: by analyzing the primary data from more than 1000 respondents, the research found that Entrepreneurial Leadership, public service motivation and Confucian culture have positive effects on ethnical environment of public organizations.

* PMS and Entrepreneurial leadership should be practiced widely in the context of Korean public service
* We can learn, adopt and implement theories from other fields of studies to public administration.
* Leadership trainings, particularly entrepreneurial training is an essential element for changing the culture of an organization**.**

**Professor Byeong-Soo YOON, from NHI** presented his presentation on the Role of Civil Service and the Human Resource Management Policies required for the government of the future. He summarized his key research findings as follows:

1. Future government should draw their personnel from all sectors of the society, being more diverse and representative
2. Trainings should build on skills important for collaborative management
3. Government is no more the only source of problem solving and public policies, therefore, should provide for engagement with all parties
4. Future governments should provide opportunity for distributed governance by using ICT and public service platforms and tools
5. Open data can help in creating more effective and transparent governments
6. The government should take the lead and mobilize both public, private and not for profit sectors together to address the public policy challenges.

In order to help organizations to make above recommendation true, there is the need for more capable and smart public administrators. Thus, he summarized some common characteristics of them as follows:

1. The ability to create values and services
2. The ability to understand the challenges and respond to them effectively and timely
3. The ability to communicate effectively both inside and outside the organization and with the public
4. Can use big data and analyze them for decision making

What are the common talents expected for such managers/ public administrators:

1. They should be path-finders, flexible and innovative
2. They should posses collaborative talent such as communication skills, creativity and professionalism
3. They should have the talent to combine, analyze and allign the information
4. They should have emotional talent such as creating human interaction, understanding the need for diversity of workforce and respect.

To achieve the aforementioned characteristics within public organization, it is needed to create a strong learning culture by providing:

1. Leadership trainings
2. Online and on the job trainings
3. Trainings in using ICT
4. Trainings in Crisis and Conflict management
5. Trainings in compliance to ethnical values and standards
6. Trainings in personalized career development skills
7. Trainings in using big data and use of AI for proactive planning and decision-making.

**Mrs. Nichole Steel, the Director of** Australian Public Service was another speaker of the Track I panel. She presented her research on “Role of Work Force Planning” in Collaborative Governance.

She stated that we are living in the age of globalization where the public workforce is experiencing rapid demographic and technological change. Thus, there is an excessive need for workforce planning, not only “to find the right people for the right job at the right time”, but also, to create a more professional and responsive public service. To achieve this, she said that Australian government has already introduced the concept of outreach to young talents “flexible work hours’ and these have helped in attracting the most talented men and women from different parts of the country. Her key arguments included:

* Technology will shift out the work. Work force is changed
* Big Data has become an important part of the Australian public officials, some offices don’t have a desk come anytime and have a set.
* 2030 perspective related to globalization, demographic change, resource challenges, technological challenge and work force challenges
* Most common types of flexible working arrangements: 19% working away from the office, 31% part time, 60% flexible hours work.
* Agreed metrics, inconsistent and poor data systems, infrastructure, Data literacy, minimum metrics and communities of practice are most workforce challenges.

However, she said that adapting “flexible workforce” has both advantages and disadvantages and in order to mitigate the negative consequences, the Australian Public Service Office, at the beginning of each invite more than 1000 public administration experts/ directors from all parts of the country to discuss the challenges and find solutions. In addition, she said that in order to build up the capacity of the employees, the organization implements the following strategies:

1. Data literacy trainings for the employees
2. Improved access to government resources
3. Developing governance metrics for measuring the impacts
4. Establishing communities of practice

She concluded her speech by focusing on the need to create more “productive, diverse, collaborative workforce and equip them with all skills required for communication, data-orientation in decision-making and accountability.”

**Spencer Kang**, the Director of Civil Service Collage of Singapore was the last presenter of this panel. He quickly introduced the need for “Public transformation’ in the context of the Singapore government and provided the underlying reasons such as aging population(similar with Korean experience), Singapore is a business hub in the region and thus, needs to attract more foreign talents and it creates some challenges to regulation and criticism from the public, there is increasing income gaps between the citizens and finally, as part of the digitalized, the country is experiencing the need for change. He concluded this section, saying that the overall objective of the this plan was “ leading globally in service delivery and innovation.”

For implement this plan, the government of Singapore has to train employees to build some cross-cutting competencies in areas such as:

1. Leadership development
2. Strategic HRM introduction and institutionalization
3. Improved procurement skills
4. Organizational development skills
5. Strategic leadership within and across the organizations

**ICT related skills:**

1. E-Procurement
2. Digital learning: Ensuring freedom, explores, connect and equip.

**Behavioral Change Issues:**

There is a need to design and implement “applied learning public service to change the behavior of the employees”. In other words, there is the need for the “Learn, Make and Apply” strategy.

In view of the stated issues, he suggested the following strategies for transformation in public service for any country including the Singapore case:

1. Shifting from episode learning to continuous learning
2. From single channel to multiple channel learning
3. There are needs for micro-learning, games learning, emotional learning
4. Going beyond class room to digital and blended learning

**Follow up Panel questions and discussion**

The follow up discussion started with questions from other members of the panel and a few participants. Dong Chul, a professor of the Korea University raised some questions on the success of telework in private sector, performance management challenges of the civil servants and the impact of technology on changing workforce. The main questions he raised included: Telework experience has not been successful enough in private sector? how can it be used in public service? How to ensure transparency and integrity of employees in flexible work environment? How does it affect the happiness and welfare of the public service employees?

In response to these questions, the speakers took turn and provided further explanations. The common arguments can be summarized as follows:

1. Future governments need networking and thus, most public service requires modernization of its operational infrastructure as it is happening in Korea. Even though Korea has been successful in introducing public management concepts, there is still rigidity that needs to be changed in order to respond to the demands of the industrial revolution.
2. There are some job-sharing arrangement barriers, for example there are jobs that is difficult to adjust for flexible works and some others are quite easy to manage such as data analysis and policy making jobs.
3. The governments should adopt a strategy for context-based use of ICT in transitional HRM
4. HRM should be promoted to a change agent in any public organization and more partnership should be established between government and non-government organizations.
5. One important element to address the issues of transparency and integrity is to review the existing HRM legal and procedural documents in response the changes of the demographic and technological advancement and the requirements of the new public management.

**4. Revisiting Public Service Values: Role of Governance**

This panel of Track I was led by Kim Taejon from KDI School of Public policy and Management and the speakers included Professor Kim Dong-Young from KDI, Mr. Cheol-han Kim from K-Water, Professor Yi Wu, from Chinese Academy of Governance and Professor Junesoo LEE the lecturer of Public Management and MPM Chair in KDI School.

Professor Kim started the discussion by stating that “government is exploration which requires deliberation and collaboration. In KDI we have launched the Science of delivery in cooperation with World Bank to address the challenges of public services delivery based on cases collected from different developed and developed countries. This course provides students with international best practices and knowledge of service delivery and equips them with the knowledge to apply technical know-how and experiences on governance and collaboration in regards to the context of specific countries.

Following this introduction, **Dr. Dong-Young Kim** presented his research on Korea’s West Management history and practice. He stated that “waste management crisis is a pervasive problem in the world due to rapid urbanization and limited landfills. Landfills create further unexpected challenges and thus, government officials need to find alternative solutions.” He added that in Korea case, waste management has been a successful experience due to improved recycling plans and that’s why in 2011, Korea was placed at first position in waste management among the OECD countries. Now it has changed and Germany is leading in effective and efficient waste management.

He said that his research showed that waste management is not only about creating recycling infrastructure but it requires behavioral change. In order to change the behavior, there is a need for changing the attitude of the individual citizens, the households and designing and implementing integrated recycling policies and garbage separation.

To achieve this, Korea has gone through various policy initiatives: in 1995, the government introduced the garbage separation policy and in 2005, the government used the policy of waste separation and also, invested lots of money on public awareness rising. Thus, in his words, in order to create a successful strategy for waste management there is the need to integrate various actors and levels of waste management such as citizens and households, garbage collectors, the recyclers, and thus, the government needs to design various learning and public awareness raising on psychological and behavioral trainings, policy implementation and accountably mechanisms between different layers and actors.

By providing the upper model, he insisted the concept of “Collaborative Governance” and asserted that when it comes to Waste management policies, there is a need for the government to identify the actors, understand their concerns and needs, adapt strategies to motivate the citizens and households in voluntary participation and engage them effectively in the process of waste management and create a network of communication and cooperation between various sectors. Otherwise, the policies can’t be successful as it took 20 years in Korea to change the norms and address the challenges gradually.

He concluded his presentation by reiterating that “government in Korea implemented recycling since 1980s and that did not work initially because it lacked collaboration among the actors. However, since 1990s the government changed its approach and adopted a more collaborative and vertical management approach that included every layer of the society and this time, it turned to be a success story. One important element is the establishment of the Korean Household federation at community levels for waste management.

**Mr. Cheol-han Kim from K-Water** was the next speaker of the second panel discussion(Track I). he quickly introduced K-Water and its main areas of concentration and then, discussed about the problem of HRM while K-Water started to take the lead from local government and this resulted to some resistance and institutional traps from the local governments and public service employees. He said that initially, the local government employees working in areas of water management, showed strong discontent against the K-Water’s implementation of centralized water management system. In some cases, they demonstrated and showed a tendency to act collectively due to fear that would lost their jobs and benefits.

In order to response to such restructuring and employees transition from local governments to K-Water, the HRM of K-Water initially, implemented a pilot project by attracting some public employees through a screening and competitive process while also, signaling that no one would lose their job. Second, the HRM prepared technical manuals, instructional materials and guidelines to help them become familiar with the K-Water working standards and the new HRM policies. Third, K-Water adopted a Strategic HRM Approach including Job analysis, job alignment, improved workforce planning and various customized trainings that empowered the local officials to adjust within the context of the organizations. Fourth, K-Water developed a clear policy for job stabilization to address the fear and concerns of the employees gradually and fifth, the organization revised its legal and process guidelines and documents to respond to the changing environment of the human relations within the organization. after having implemented all those strategies, the K-Water became a famous organization in terms of HRM practices and policies and the overall revenue of the organization increased dramatically from 52% to 85% and it became the leading body for managing dams, providing safe drinking water, water for industry use and electricity production through building more than 23 hydroelectric dams throughout the country.

**Dr. Yi Wu, from the Chinese Academy of Governance** was the third speaker of the panel discussion. She started by providing a short history of governance reform in China since 1970 and the reform plan that followed by some organizational change. She stated that since then, the Chinese government has gone through various steps of complex regulation and de-regulations such as privatization of the public corporation and restructuring of the state-owned enterprises. In addressing such issues, the government in China has not only focused on the needs of the current generation but also, has considered seriously the needs of the future generations and this, required that government of China in various levels, not only manage the market failures but also, the failures of its own and to make the institutions and actors responsive to the needs of the Chinese citizens highly influenced by the market economy.

She further elaborated on Chinese government initiatives that included many important elements. two key strategies the government adopted was stated by the mottos: “ Only Enter One Door”( creating one-stop shops for various services” and “ Run at most once” and this indicated focusing the importance of ICT and digital governance in processing the documents that would avoid sending the citizens from one department to another. She asserted that both of these strategies have been very successful. To put them together, that can be summarized fewer than three themes that are inter-connected: Digital Economy, Internet and ICT platform use and Digital China initiatives. Having this, she stated that in the age of globalization, the government knowledge and practices has changed dramatically and China’s governance strategy focus on the need to use ICT platforms and big data for policy analysis, decision making and government public services delivery, and thus, in her view, these integrated tools will positively affect the participation of the citizens at various levels.

This section also followed by panel discussion. **Professor Junesoo LEE from KDI** was the first person who shared his summary and understanding from the presentations as follows:

1. When implementing the waste management and K-Water HRM strategies at local government levels, there has been clear behavioral resistance which was successfully addressed by policy leverages.
2. Pubic management and governance exists to be accountable to citizens and at the mean, the government needs to hold the citizens accountable by implementing right regulations, policies and practices
3. In the era of collaborative governance, we are not only facing government or private sector’s failures, “ but also citizens’ failures” because it is difficult to define the word, “ Public” and “Public Interest”.
4. When defining the “Public Values” it is required that we choose the right balance between “ Fairness” and “Efficiency”. Otherwise, it will create some “trade-offs” and “better-offs” in the society. for instance, a research conducted on Korean “Participatory Budgeting” found that it was representative enough and fair, but it was not efficient in terms of monetary and time values.
5. We are living an era where we are not only facing the question of “public values” versus “ private values” but also, “ the values of public values” versus “ the public values” because of differential demands, needs and characters of individual citizens and thus, in designing and implementing collaborative governance, we need to understand all these issue as public administrators.

**Saiful Naszeri, from Malaysia** was the next speaker of this panel who raised questions to the presenters such as: what has the Korean government has done in HRM and public governance in the context of SDGs? How job and employment were affected by ICT derive in China?

**Professor Hee-Seung Yong**, a member of the panel quickly provided answer to the stated questions. He said that when it comes to institutional reform, there is a need for overall situation analysis that not only consider the existing challenges of restructuring but also, consider strategies for post institutional reform management. In case of K-water, such plan was initially missing. Second, big data can be used and must be used for public service situation analysis and environmental mapping as it happened in the case of measuring transportation crowed in Seoul and then, it was communicated to the passengers which is a success case or in Copenhagen of Denmark, the government uses big data to measure the number of bicycles in the lane for transportation management. This indicate, data analysis and facts-oriented decision making is very important for government and quasi government organizations

In the last part of the Conference, there was as International panel on Sustainable Governance which focused on the question of “How HRM can be more strategic in 21st century”. The panel was led by Dr. Rosemary and the panel members included the representatives of international organizations where they shared their up to date research and findings on the topic. The speakers shared their views on changing demographics, economic uncertainty, ICT innovations and their overall impact on the workforce and HRM policies and practices.( detailed covered by report of the Track II).

The Conference ended with the ending notes of the NHI and KOSPA presidents. The **NHI president** thanked the participants coming from different countries and actively engaging in the discussions. She stated that the presence of the International organizations raised the importance of the Conference. She thanked the organizers and the moderators and promised that we will be looking for holding this conference in the years to come.

**Dr. Gongjoo LEE**, the president of KOSPA said that main message of this conference we can take away is that “we need to transfer knowledge and abilities in the age of collaborative governance.” each country has specific historical, social and political context. Thus, when sharing and transferring the knowledge, skills and experiences of one country to another, we need to seriously consider “Transferability”.

His concluding announcement was that next year the same conference will be held jointly with OECED but to a much higher level and theme, might focus on networked governance and the importance and best practices of collaboration.

**The End**