

# LEADING THE FUTURE OF WORK IN THE PUBLIC SERVICE

*29 October 2021*

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# The future of work in the public service

- I. Introduction
- II. Senior Civil Service Systems
- III. Comparative indicators on Public Service Leadership and Capability

## Forward Looking

- *New emerging skillsets*
- *Coherent strategic workforce planning*
- *Robust data*

## Flexible

- *Working for anyone from anywhere at any time*
- *Lifelong learning*
- *Attracting and recruiting a broader range of skills from the labour market*

## Fulfilling

- *Diversity and Inclusion*
- *Meaningful work*
- *Employee experience, engagement and performance*



# Four trends shaping leadership in the public service

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The goal of public service leadership will increasingly be to solve public policy challenges in **innovative** ways, supported by **digital technology**.

Public service leaders will lead increasingly **diverse** organisations with employees from a range of backgrounds on a range of contracts and in a variety of physical locations, flowing more fluidly in and out of organisations.

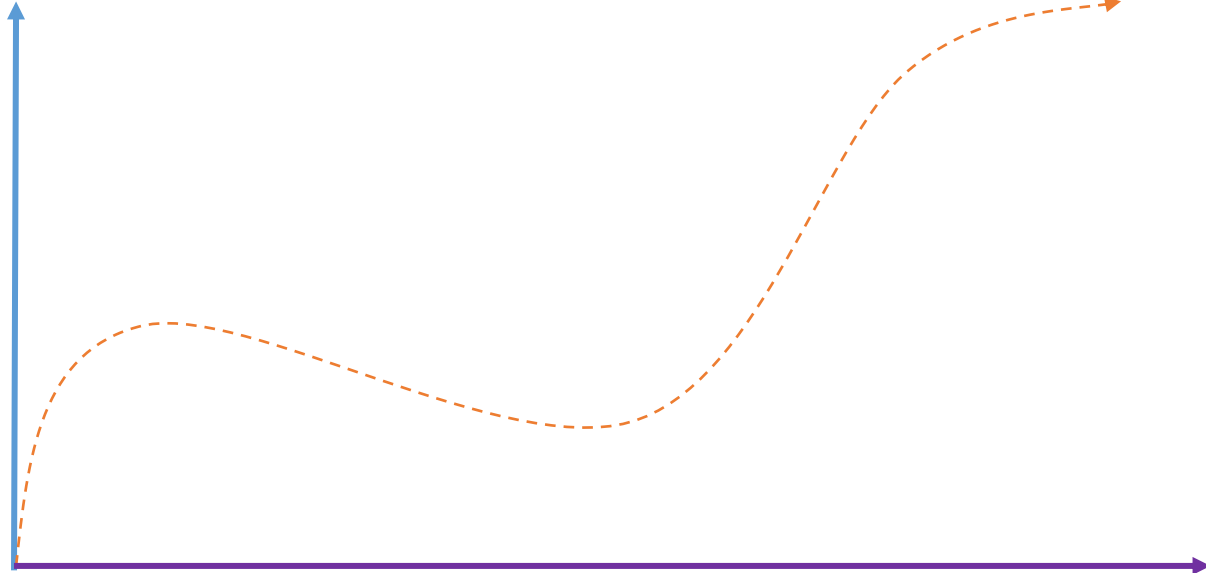
Public leadership will become increasingly **data-driven**, with large sets of workforce and performance data driving insights and informing management responses.

Leaders will need to be more involved than ever in **workforce** and **organisational development**.



# Senior civil service systems: Two axes

Capable Senior Civil Servants



Supportive operating environment

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# Capable Senior Civil Servants

## Capable Senior Civil Servants

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- Leadership competencies and job profiles
- Selection and appointment
- Pipeline development
- Diversity

Supportive operating environment



# Supportive Operating Environment

## Capable Senior Civil Servants

- Objectives, autonomy and accountability
- Learning opportunities/peer support
- Management tools
- Political Admin Interface

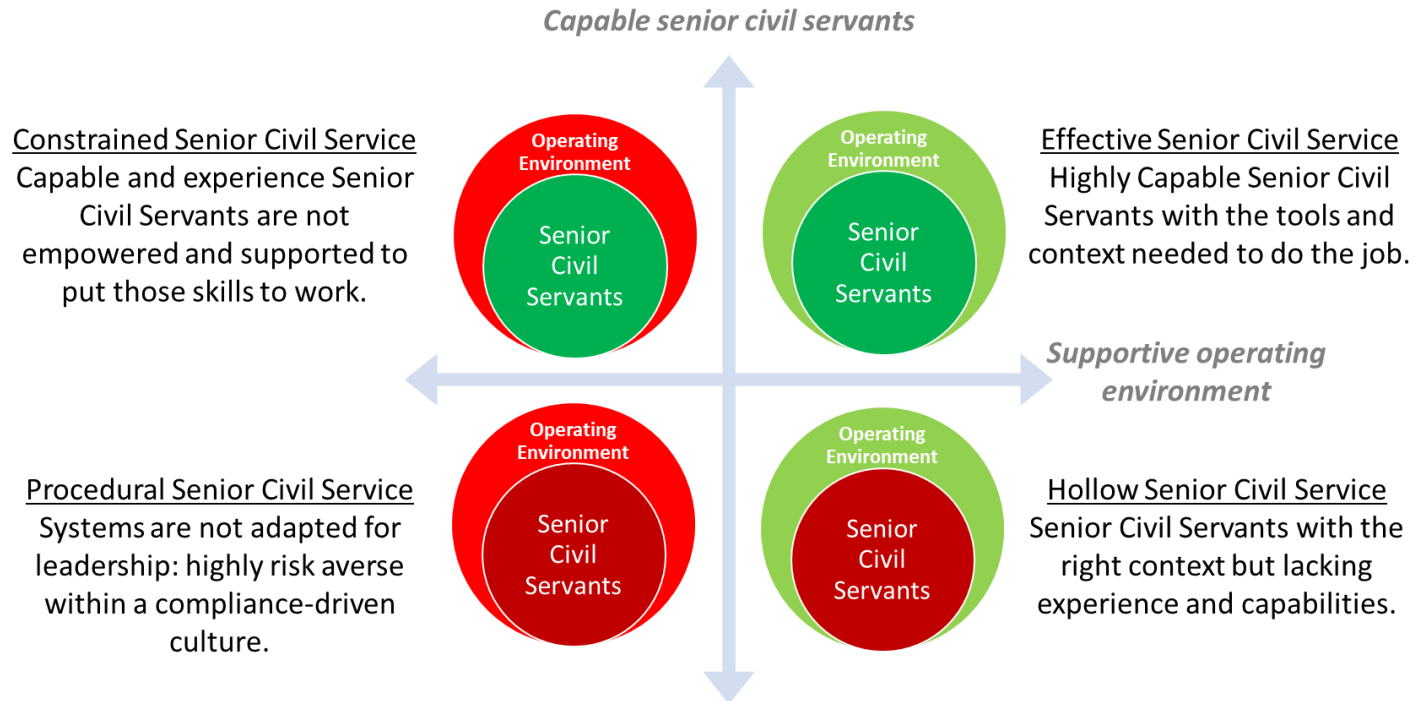
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# Senior civil service systems

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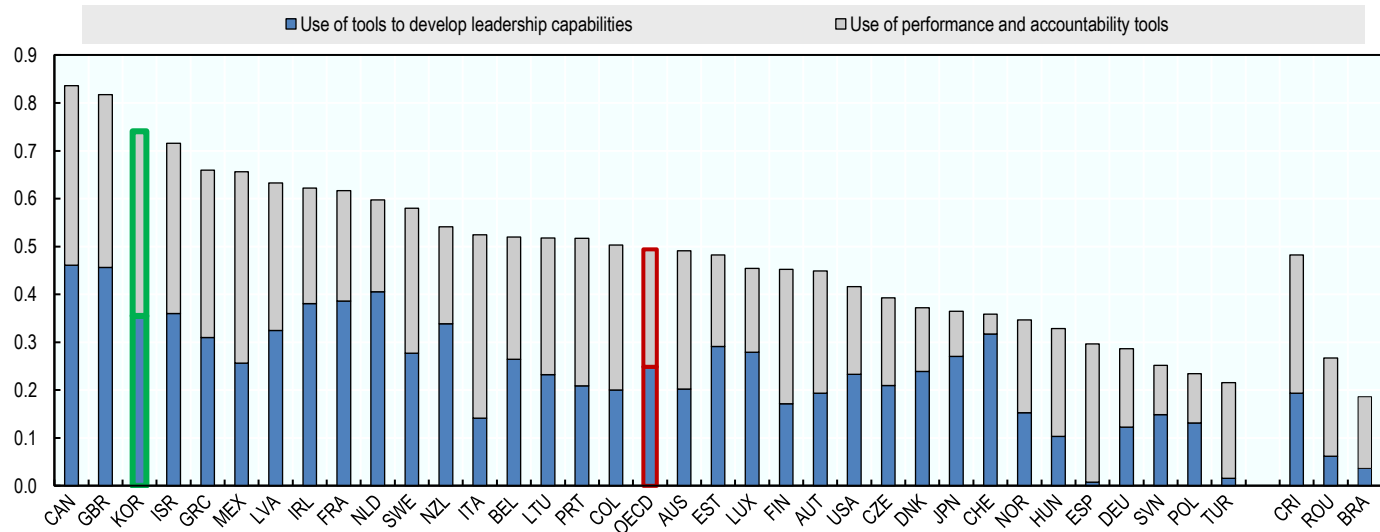
Source: Gerson, D. (2020), "Leadership for a high performing civil service: Towards senior civil service systems in OECD countries", OECD Working Papers on Public Governance, No. 40, OECD Publishing, Paris, <https://doi.org/10.1787/ed8235c8-en>.



# Senior Civil Service Systems in OECD countries

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Pilot index: Managing the senior level public service, 2020



Note: Data for Chile, Iceland and the Slovak Republic are not available. Data for the Slovak Republic are not available as the senior level public service is not a formalised group.  
Source: OECD (2020), Public Service Leadership and Capability Survey.

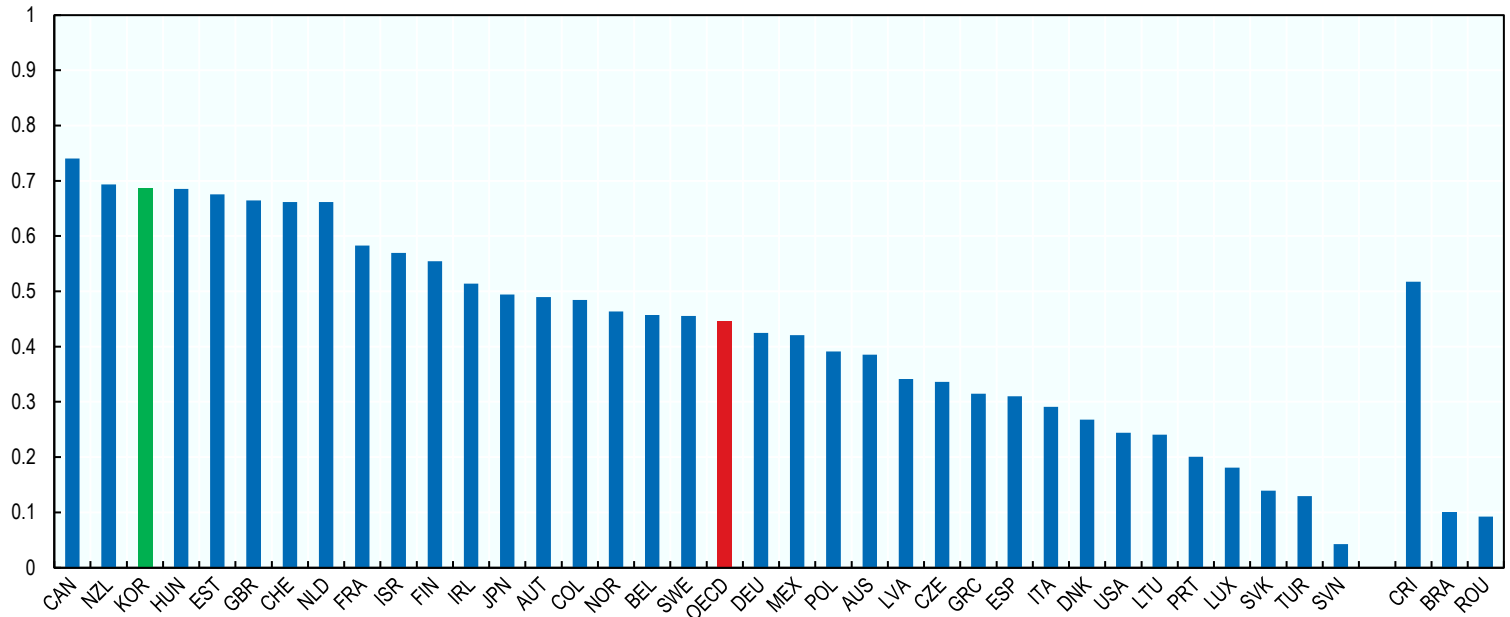




# Proactively recruiting the next generation of public servants

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Pilot index: Use of proactive recruitment practices - 2020



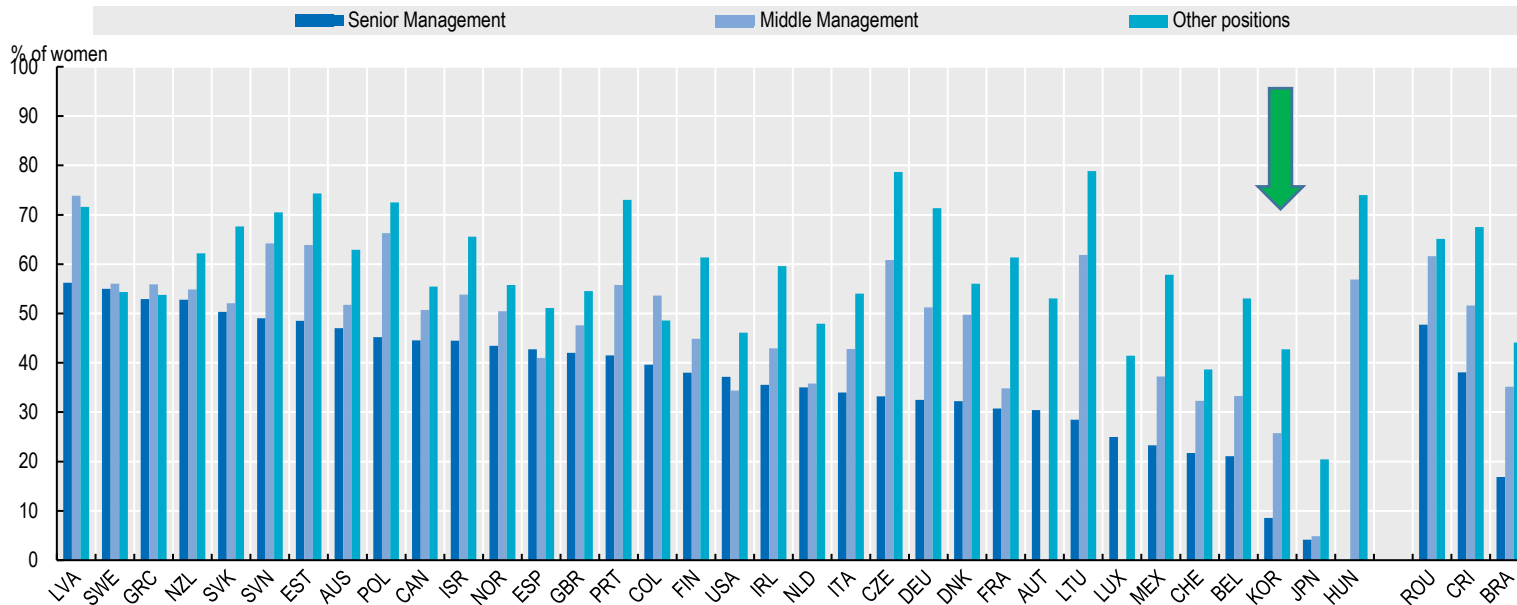
Note: Data is missing for Chile and Iceland

Source: OECD (2020), Public Service Leadership and Capability survey



# Leading an inclusive public service

## Gender equality by positions in central governments, 2020



Note: Data for Hungary are for 2018. Data for France refer to 31 December 2018. Data for Luxembourg, the Netherlands, Slovenia and Poland refer to December 2019. Data for Denmark and Finland refer to February 2020. Data for Colombia refer to March 2020. Data for Korea refer to December 31 2020. Data for Chile, Iceland and Turkey are not available. Senior management data for Austria refer only to D1.  
Source: OECD (2020), Composition of the workforce in central/federal administration survey

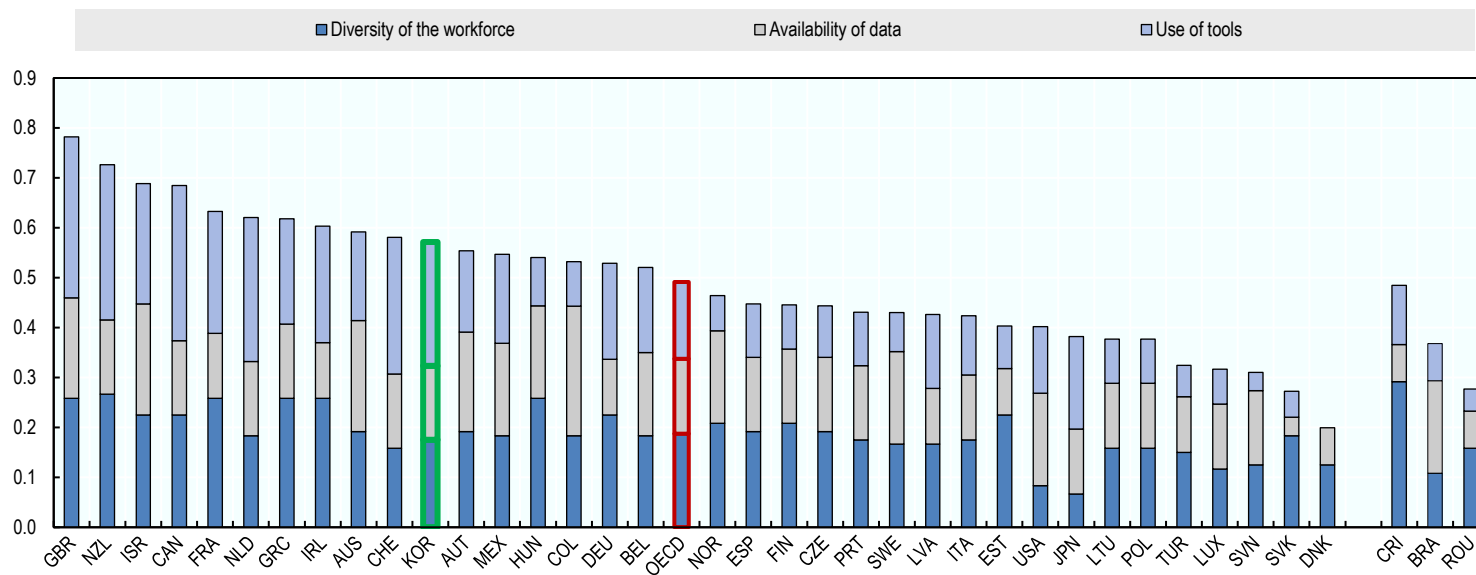
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Pilot index: Development of a diverse central government workforce - 2019



Note: Data for Chile and Iceland are not available. Gender data for senior level public servants used in the indicator only refer to D1 senior managers for Austria and Hungary, and D2 senior managers for Australia

Source: OECD (2020), Survey on Public Service Leadership and Capability; OECD (2020), Composition of the workforce in central/federal administration survey

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Thank You

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**Leadership for a high performing civil service:**  
Towards a senior civil service systems in OECD countries

OECD Working Papers on Public Governance No. 40



<http://www.oecd.org/gov/pem/leadership-for-a-high-performing-civil-service-towards-a-senior-civil-service-systems-in-OECD-countries.htm>

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