



# HRM FOR ENHANCING COLLABORATIVE GOVERNANCE

*Insights from the South East Asian  
Government at a Glance Project*

NHI Global Public HR Conference and  
OECD Network of Schools of  
Government Meeting

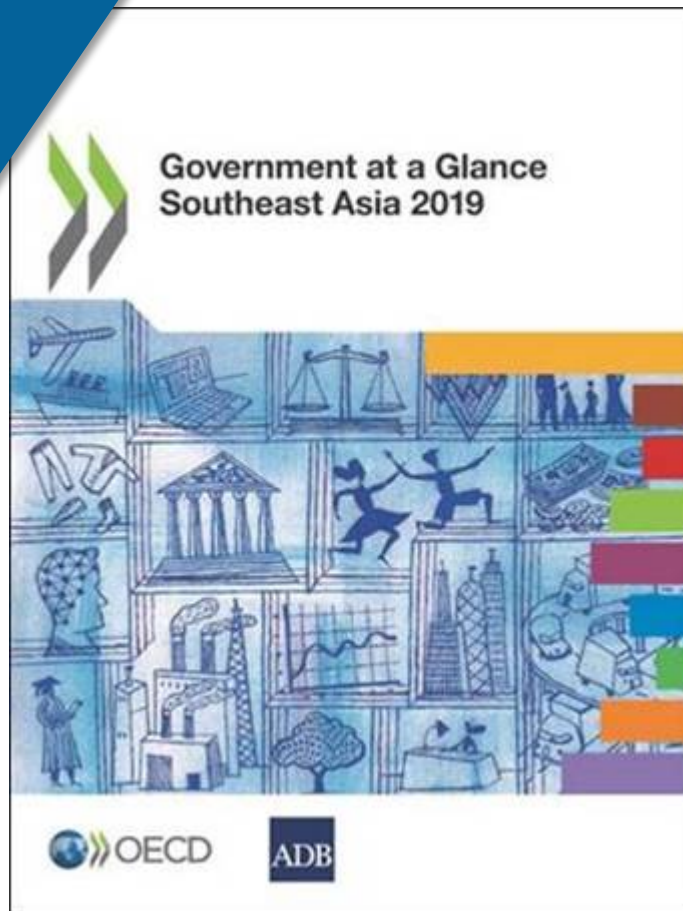
Korea, Oct 31-Nov 01 2019

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# THE GOVERNMENT AT A GLANCE REVIEWS





## SOUTHEAST ASIAN EDITION

Develop **evidence** on how government works – inside the 'black box'

Help countries to understand and benchmark their own **processes** and **performance**

**Compare** themselves to each other, to OECD countries in the region and beyond

Create actionable indicators to **improve** public governance

**Why SEA G@G?** Because this type of information does not currently exist

Help ASEAN countries meet their goal to "build and sustain a high performing, dynamic and **citizen-centric** civil service"

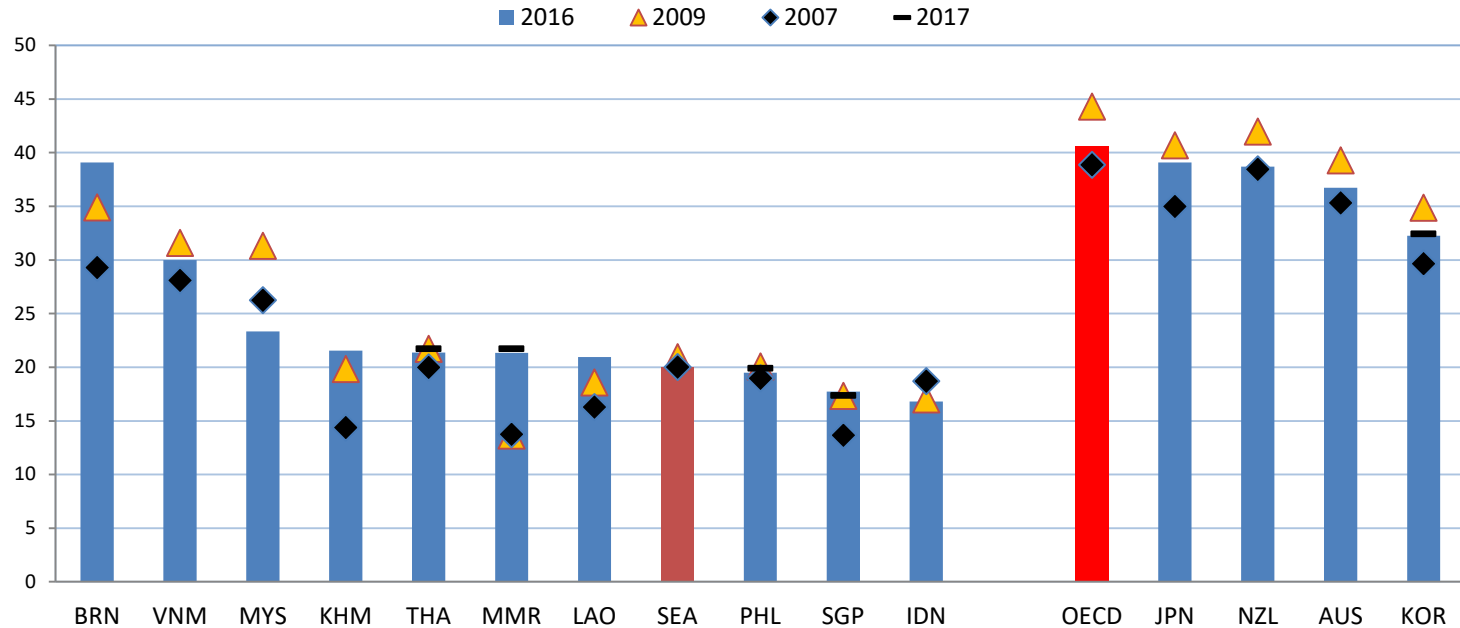


CONTEXT



# GOVERNMENTS IN SEA ARE COMPARATIVELY SMALL

General government expenditures as a percentage of GDP, 2007, 2009, 2016 and 2017

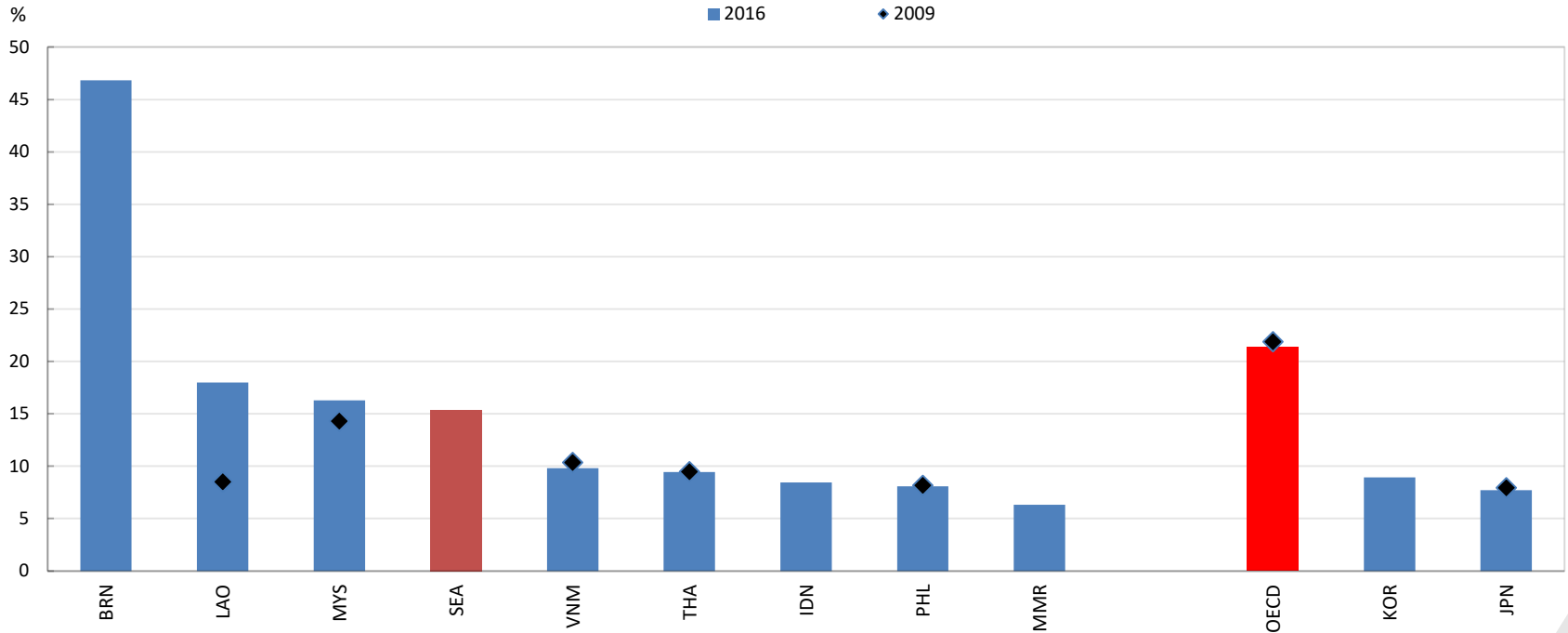


Sources: Data for SEA countries: IMF, World Economic Outlook database (IMF WEO) (April 2018). Data for the OECD countries: OECD National Accounts Statistics (database)



# PUBLIC EMPLOYMENT IN THE SEA COUNTRIES

Employment in public sector as a percentage of total employment, 2009 and 2016

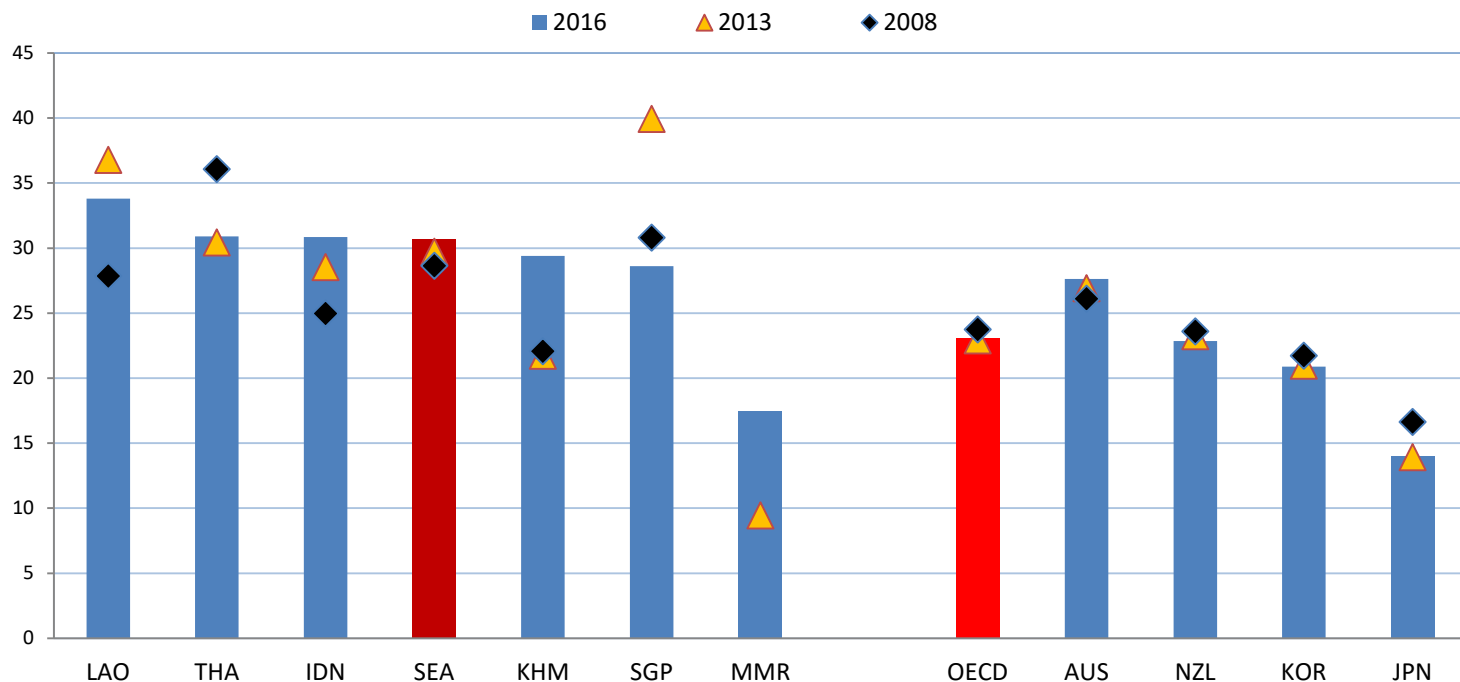


Sources: ILO, ILOSTAT (database), Employment by sex and institutional sector. Data for Korea were provided by national authorities.



# COMPENSATION OF EMPLOYEES REPRESENT A HIGHER SHARE OF GENERAL GOVERNMENT EXPENDITURE THAN IN OECD COUNTRIES

Compensation of employees as share of the general government expenditure, 2008, 2013 and 2016



Sources: Data for SEA countries: IMF Government Finance Statistics (IMF GFS) database. Data for the OECD countries: OECD National Accounts Statistics (database)



## ENHANCING COLLABORATIVE GOVERNANCE BY FOCUSING ON CITIZEN-CENTRICITY?

1. Services organised around citizen needs
2. Openness, engagement, transparency and accountability
3. A professional and responsive civil service that can deliver and innovate to meet changing needs



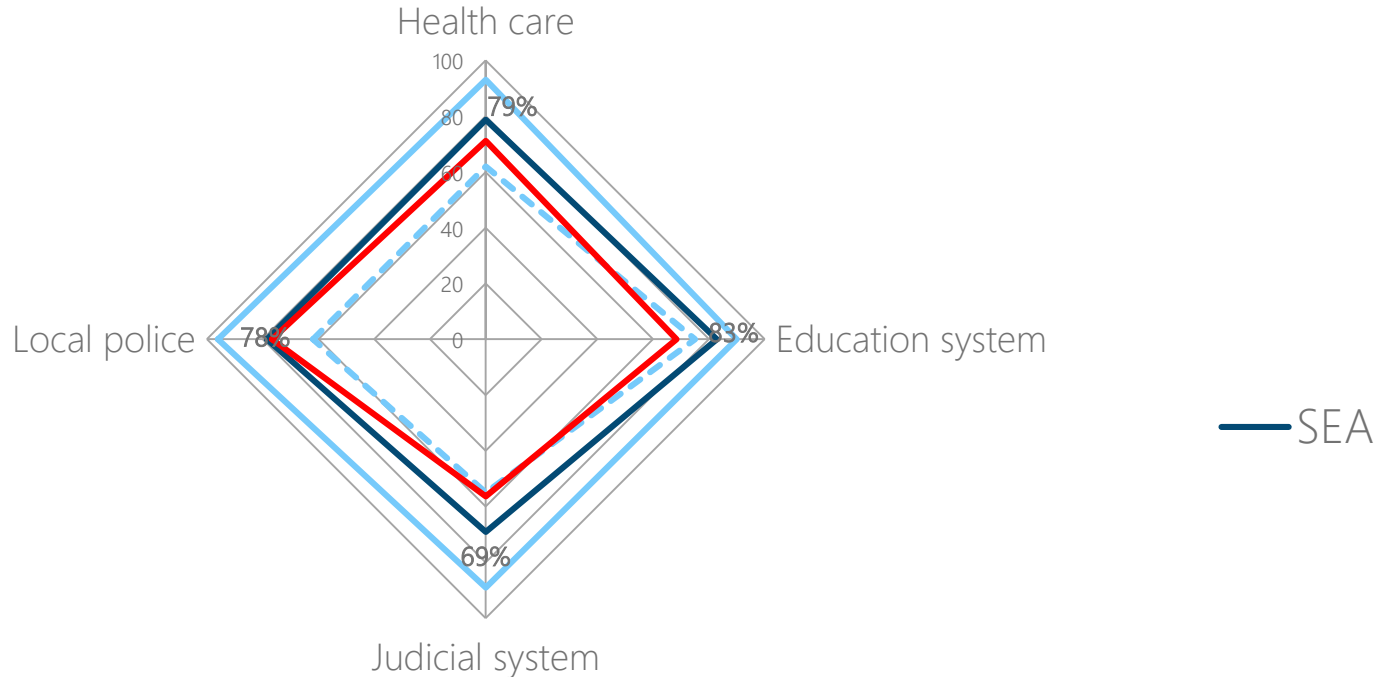


# CITIZEN CENTRIC PUBLIC SERVICES



# SEA CITIZENS REPORT SATISFACTION WITH PUBLIC SERVICES

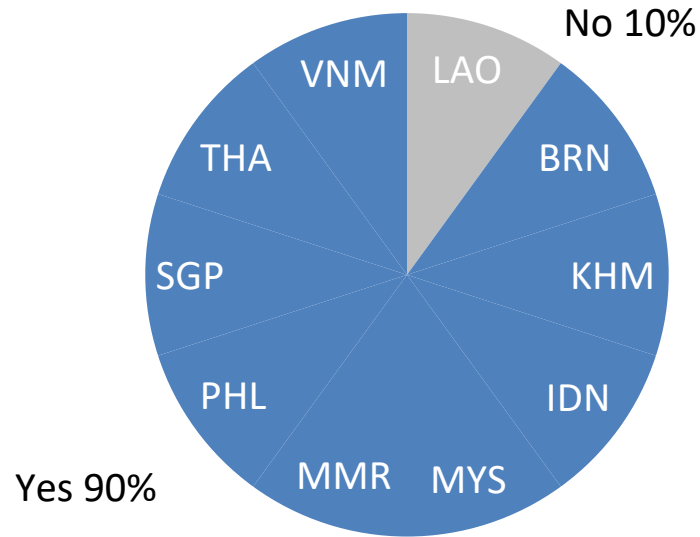
Reported citizen satisfaction with health, education, justice and local police services, 2017





# INTEGRATED SERVICE DELIVERY REFLECTED IN NATIONAL PORTALS

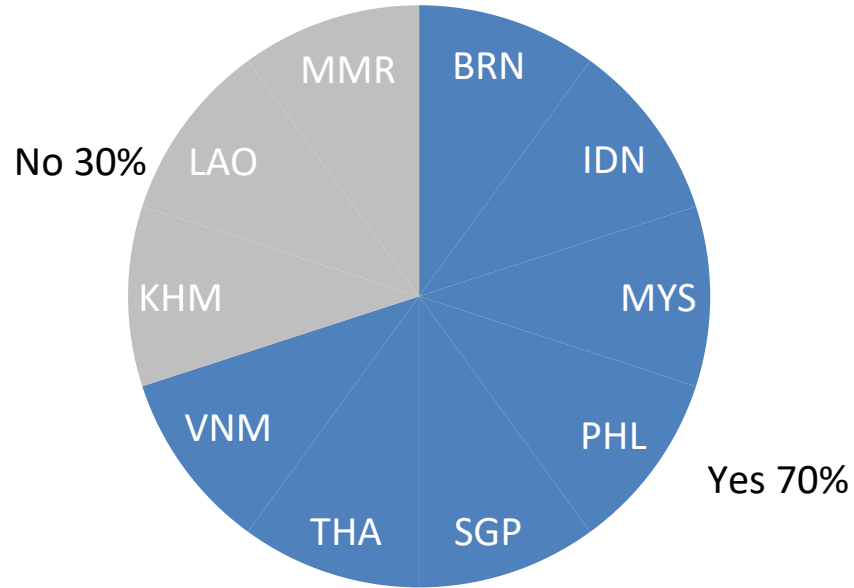
Existence of a main national citizens portal for government services, 2018





# MANY COUNTRIES HAVE E-IDS, BUT DON'T YET INTEGRATE THEM WITH NATIONAL ONLINE PORTALS

Existence of a legally recognised digital identification (e.g. digital signature) mechanism, 2018



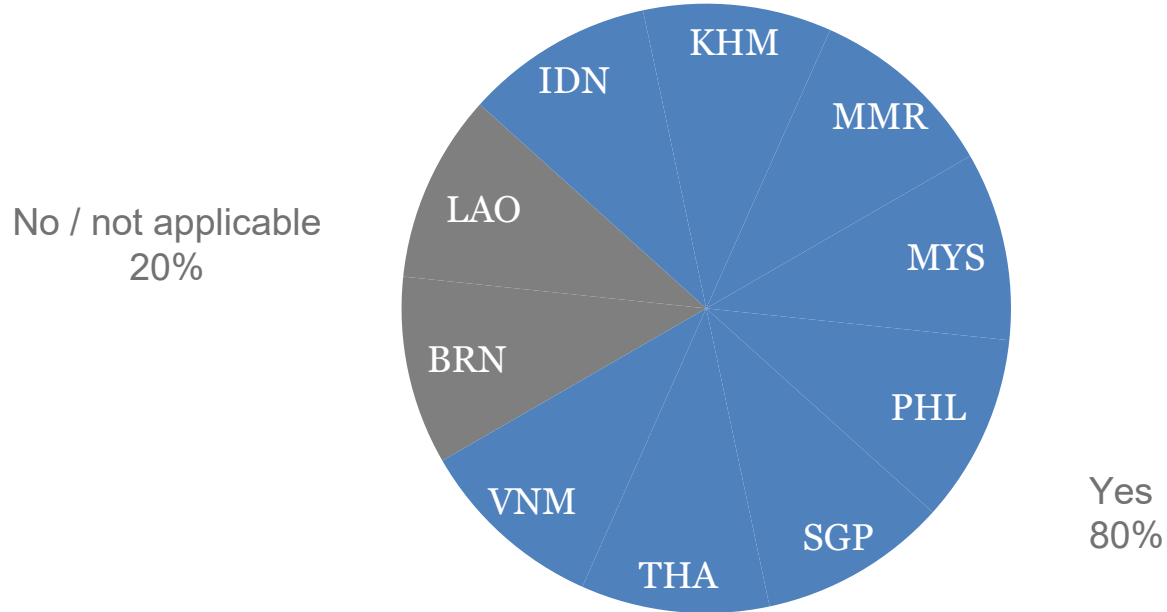


## 2. PUBLIC SECTOR OPENNESS, ENGAGEMENT, TRANSPARENCY AND ACCOUNTABILITY



# THE CITIZENS' BUDGET IS COMMONLY AVAILABLE

Publication of citizens' budget, 2018<sup>2</sup>

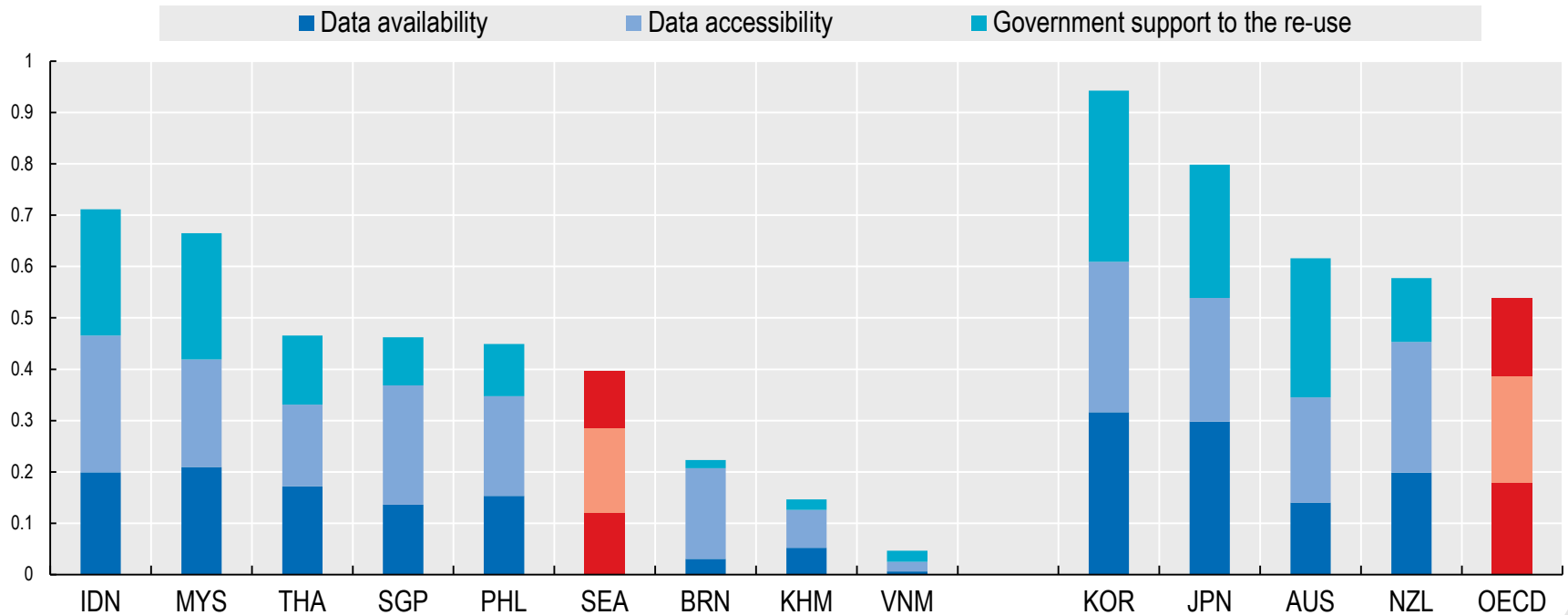


Source: OECD (2018) Budget Practices and Procedures Survey for Asian Countries.



# FROM ACCESS TO INFORMATION TO OPEN, USEFUL, REUSABLE GOVERNMENT DATA (OURDATA INDEX)

Open-Useful-Reusable Government Data (*OURdata*) Index, 2018



Sources: For SEA countries, OECD (2018) Open Government Data Survey. For OECD countries, OECD (2017) Open Government Data Survey.

Note: The OECD average is based on 32 OECD countries. Data are not available for Hungary, Iceland and Luxembourg.

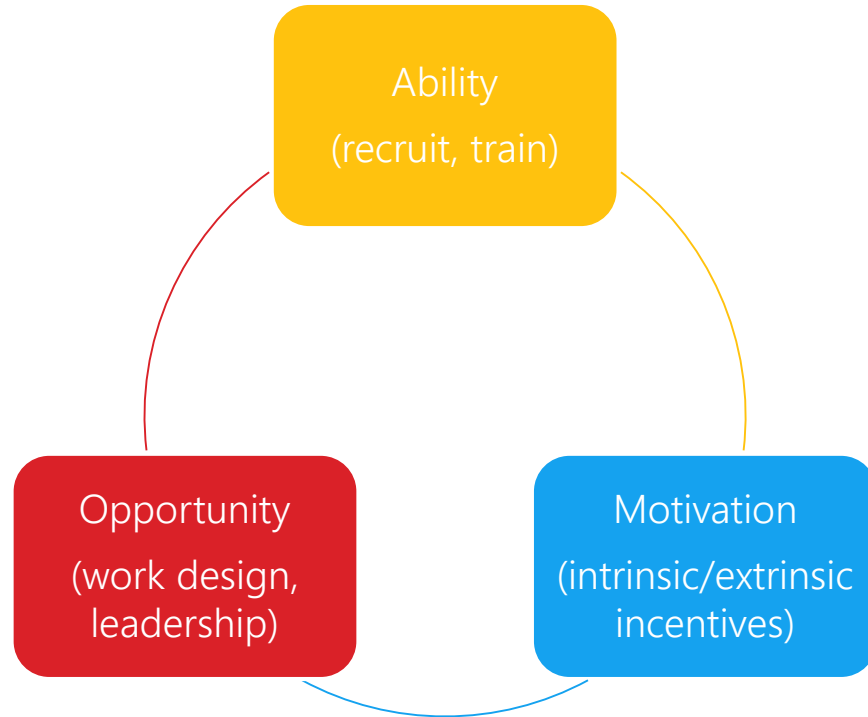


### 3. A PROFESSIONAL, STRATEGIC AND INNOVATIVE CIVIL SERVICE





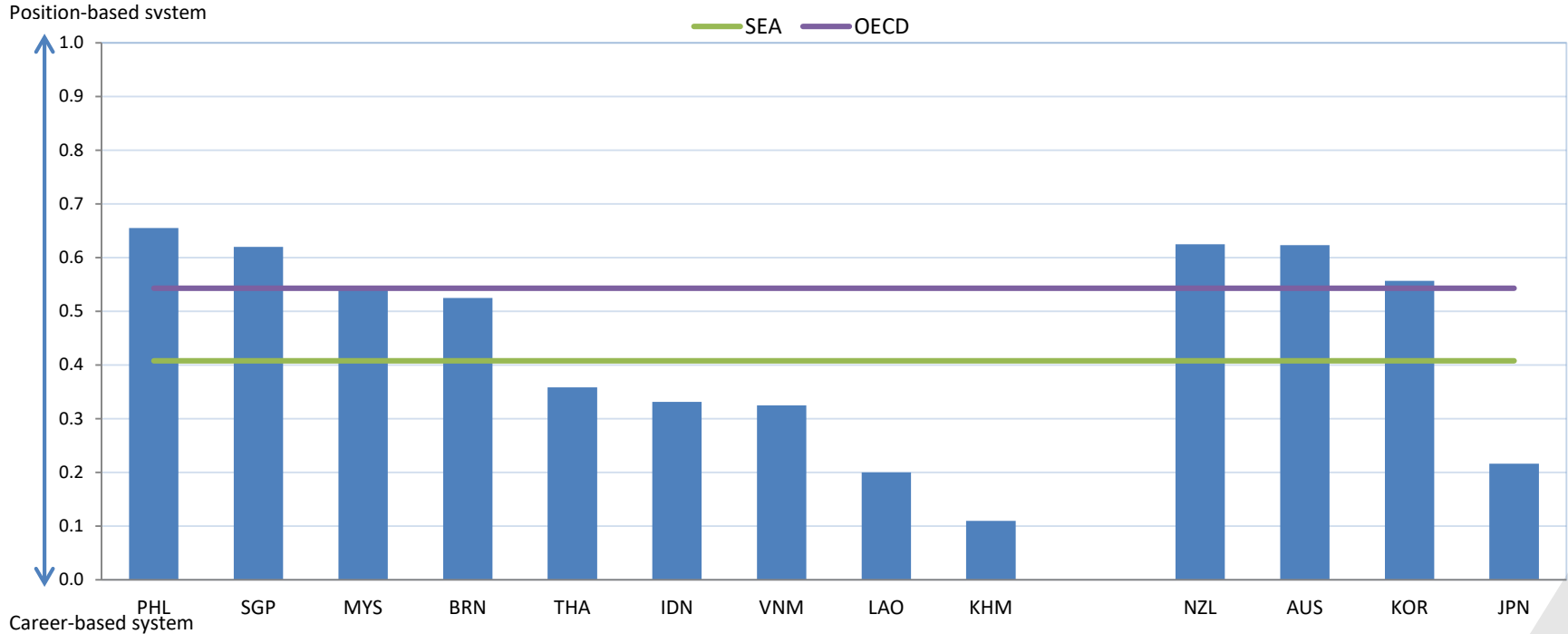
## 3 INGREDIENTS TO HUMAN PERFORMANCE:





# ABILITY: SEA RECRUITMENT SYSTEMS ARE BASED ON CAREER MODELS THAT CAN LIMIT PERMEABILITY

Type of **recruitment system** used in central government, 2018

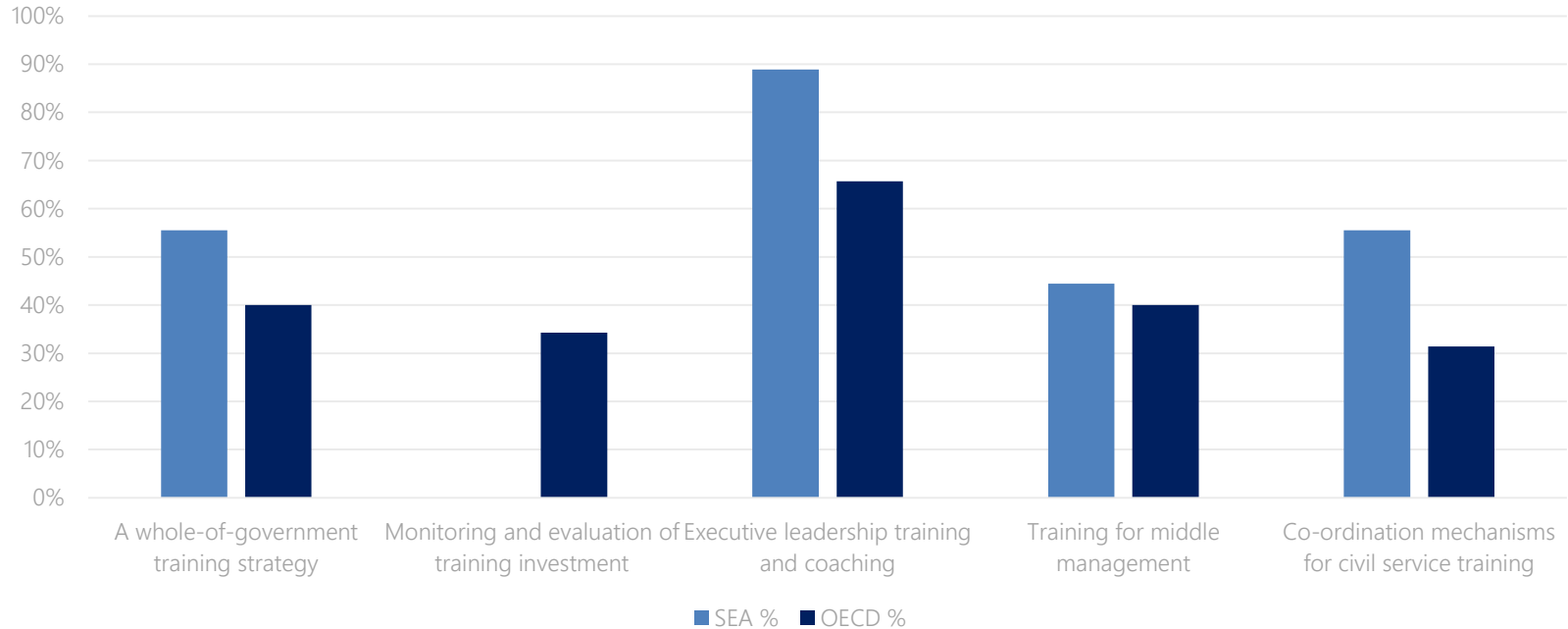


Sources: For SEA countries, OECD (2018) Strategic Human Resources Management Survey. For OECD countries, OECD (2016) Strategic Human Resources Management Survey.



# ABILITY: SEA IS WELL POSITIONED FOR A WHOLE OF GOVERNMENT APPROACH TO TRAINING

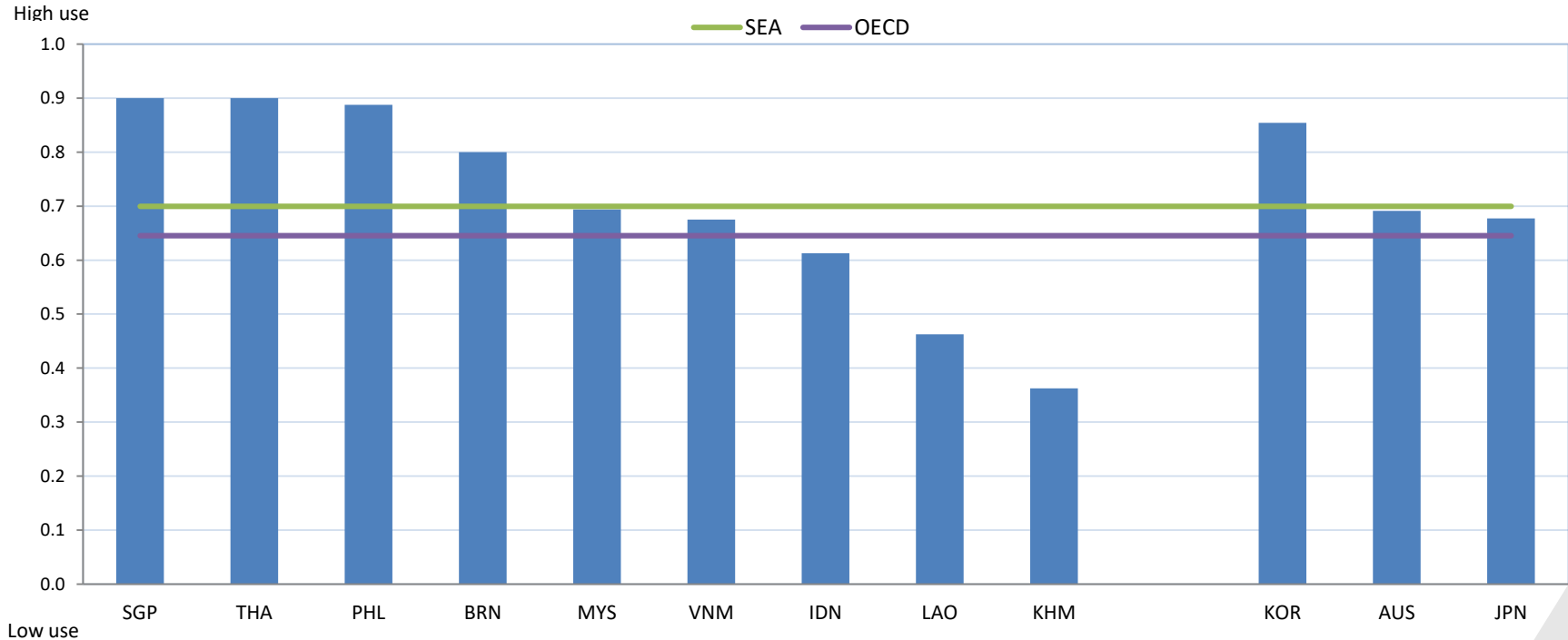
Training and competence development priorities (top 5)





# MOTIVATION: SEA COUNTRIES USE PERFORMANCE ASSESSMENTS...

Extent to which **performance assessments** in HR decisions are used in central government, 2018

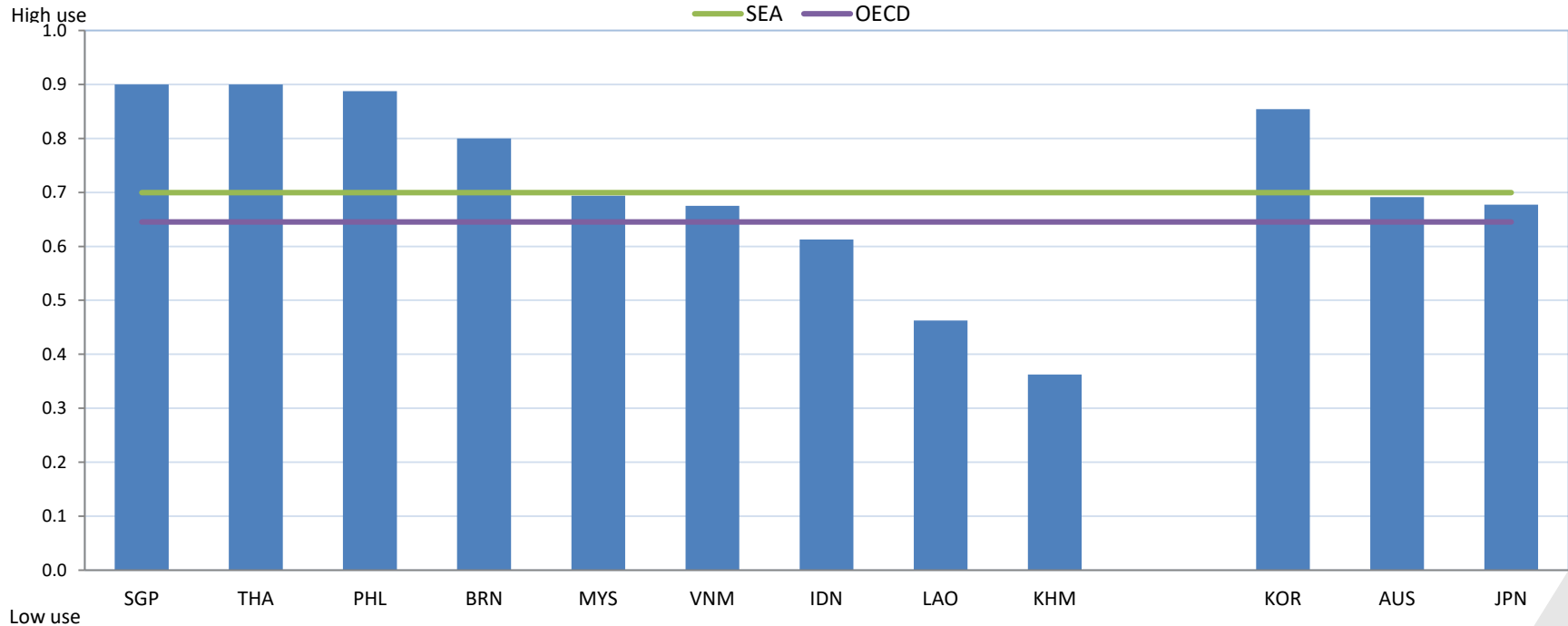


Sources: For SEA countries, OECD (2018) Strategic Human Resources Management Survey. For OECD countries, OECD (2016) Strategic Human Resources Management Survey.



# ...AND PERFORMANCE-RELATED PAY

Extent to which **performance-related pay** is used in central government, 2018

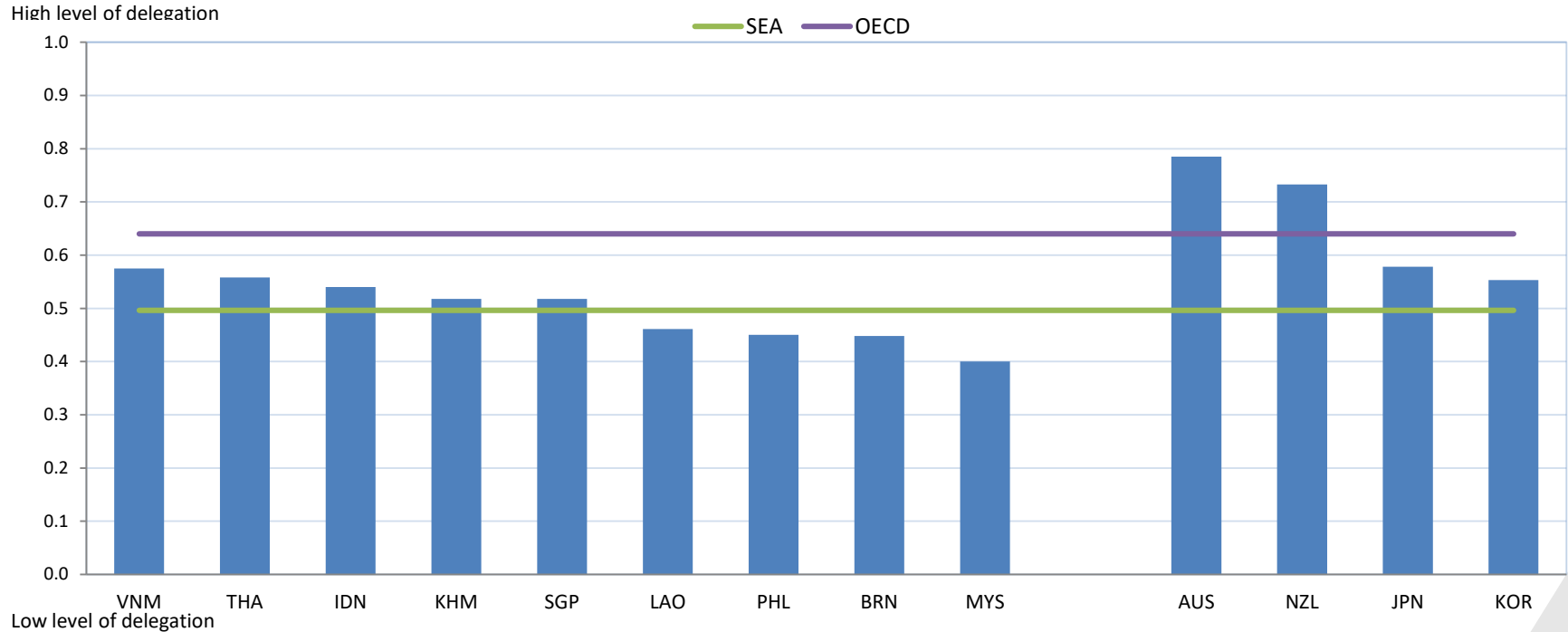


Sources: For SEA countries, OECD (2018) Strategic Human Resources Management Survey. For OECD countries, OECD (2016) Strategic Human Resources Management Survey.



# OPPORTUNITY: HRM IN SEA COUNTRIES IS MORE CENTRALISED THAN IN OECD COUNTRIES

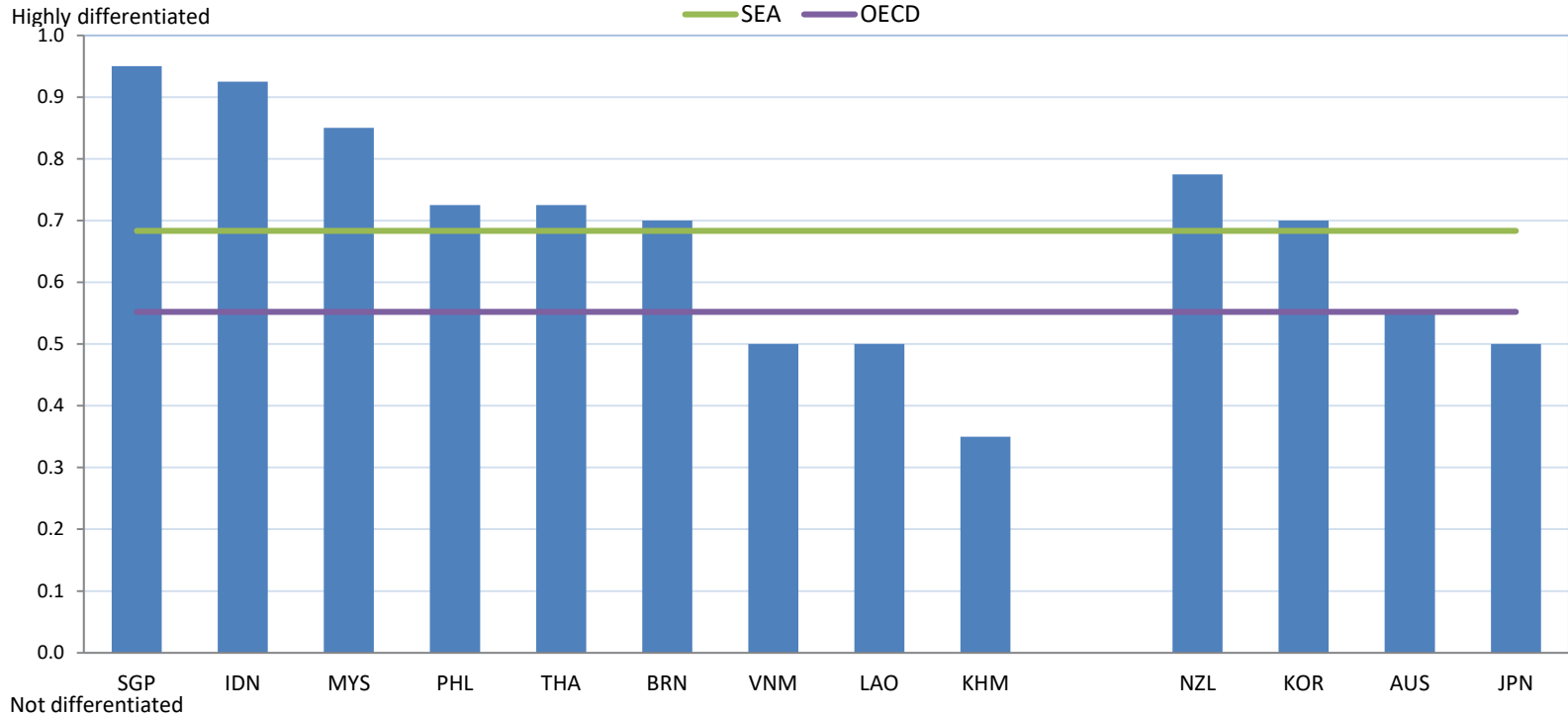
Extent of **delegation of human resources management** practices in line ministries in central government, 2018



Sources: For SEA countries, OECD (2018) Strategic Human Resources Management Survey. For OECD countries, OECD (2016) Strategic Human Resources Management Survey.



# A FOCUS ON LEADERSHIP IN SEA COUNTRIES





# WHAT HRM FOR COLLABORATION IN A HYPER-CONNECTED WORLD?

- Abilities:
  - Is collaboration a competency or perhaps a value? How can it be emphasized in competency frameworks and competency management throughout employee lifecycle?
- Motivation:
  - Is collaboration promoted in performance objectives and incentives? How is it encouraged and rewarded?
- Opportunities:
  - What would a hyper-connected workplace look like? What kind of working environment? What role for autonomy, decentralisation, control and accountability?
- Collaborative leadership: What's the view from the top?



**01**

## Values-Driven Culture and Leadership

1. **Defined Values**
2. **Capable Leadership**
3. **Inclusive & Safe**
4. **Proactive & Innovative**

**02**

## Skilled and Effective Public Servants

5. **Right Skills & Competencies**
6. **Attractive employer**
7. **Merit-based**
8. **Learning culture**
9. **Performance-oriented**

**03**

## Responsive and Adaptive Employment Systems

10. **System stewardship**
11. **Strategic approach**
12. **Mobile & adaptive**
13. **Appropriate Terms & Conditions**
14. **Employee voice**



THANK YOU  
MERCI

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