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Seminar on “Challenges in Reforming the Civil Service in Armenia”

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Attractiveness of Civil Service – a matter of good public governance

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Attractors and Deterrents

Most cited attracting elements (OECD countries)

- Job security
- Relatively decent salary level
- Fair working conditions
- Promoting the general interest
- Participation in policy-making and in public decision-making
- Social prestige

Most cited deterrents (in the literature):

- Low salaries
- Politicisation
- Arbitrary management
- Poor performance of public institutions
- Induced public disrepute of the State (bad image of the PA)

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Main Finding of the Public Service Motivation (PSM) Theory

**Direct correlation
between**



Some Fundamental Questions

- **Is the construction of a democratic State possible without a professional bureaucracy as professionalised as possible?**
- **Should the State try and make belonging to that professional bureaucratic apparatus attractive?**
- **Is this a political responsibility?**



4 Issues

1. Why does the public administration need a fair share of the best talent in the country?
2. What are the structural factors that affect attractiveness and impartial performance of those working in the public services?
3. What should be done to strengthen the capacities of the state to manage its HR?
4. What role should the CSA play in facilitating the acquisition of capacity and full development of the HR?



1/ Why does the state need a fair share of the best talent in the country?

- Allocating resources is a responsibility of the state (not only of the market) and this needs good administration
- Providing leadership in defining the governance framework (lawmaking and security)
- Execution of laws (bad execution is bad government)
- Providing leadership in setting policies oriented to bolster economic, social and cultural development
- Defend the national interest in an era of globalisation



2/ What are the structural factors which make the public service attractive and impartial?

- Merit-based, fair and impartial **recruitment and promotion** procedures
- Fair and transparent **remuneration** scheme which provides reasonable living standards
- Clear rights and obligations ensure **accountability**
- A **management system** which favours objectivity, equality, fairness, impedes arbitrariness and promotes **delegation** and staff taking responsibilities



Competing with the Private Sector?

- Past policies: squeezing public wages has widened the gap with the private sector
- Wage compression is tighter in the public sector : more internal equity of the system
- Comparing wages is a thorny business : Which branch of the private sector to compare with?
- Markets are cyclical (remuneration flexibility is needed): the public sector is not
- No possibility to compete on wages, but **“Decent Remuneration Package”**

(What is this??)



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3/ What can be done to strengthen the state's capacities to manage its HR?

- **Management structures**
- **Forecasting HR needs**
- **Retention policies**
- **Better communication strategies**

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4/ What role should the CSA play in facilitating the capacity and full development of the HR?

- **Ensure appropriate institutional and organisational frameworks**
- **Promote simple and practical HRM arrangements**
- **Promote training and facilitate mobility**
- **Promote clear organisational mandates and accountability lines**
- **Promote administrative monitoring mechanisms**
- **Promote staff inclusiveness and participation**
- **Promote due procedure, justice, integrity and transparency as the general values of the administration**

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Conclusions

1. Reduce politicisation, favouritism and patronage
2. Develop a sound HRM framework
3. Serve the general interests (“public-service orientation”)
4. Pay fairly and decently

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