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# **Regional virtual meeting with ENP East partners on EU MS COVID-19 responses related to functioning of Public Administrations**

## **Public Service and HRM**

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# Directions of HR transformation

- Teleworking
- Flexibility (in working mode and solutions)
- Financial arrangements
- Questions

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# Teleworking

- **Actions**

- Teleworking as a default way of work

- **Challenges**

- Access to internet
- Availability of IT tools for communication, shared documents, access to databases, e-signatures, etc.
- How to supervise employees?
- How to motivate employees?
- Teleworking and overtime?
- How to telework and take care of kids?





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# Flexible working mode

- **Actions:**
  - Overtime
  - Mandatory leave
  - Flexible working hours
  - Part time work
  - Rotation – teleworking and working in the office
- **Challenges:**
  - Uneven workload
  - Limits of overtime (length of calculation periods)
  - Encouraged or mandatory leave
  - Flexible working hours – how to organise to effectively work in teams?





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# Flexible HR solutions

- **Actions:**

- Scaling down or delaying some regular HR processes (appraisals, trainings)
- Simplified and fast recruitments
- Enhanced short term mobility

- **Challenges:**

- Incentives for mobility
- How to ensure merit and fairness in simplified recruitment procedures?
- How to introduce to work new employees when everybody teleworks?





# Financial arrangements

- **Actions:**

- Increased payments for overtime
- Pay rises and bonuses for selected, crucial staff
- Salary arrangements for those who work less

- **Challenges:**

- Prolonged period of shutdown requires thinking about more sustainable solutions
- Equal pay for equal work principle in the situation of uneven workload
- Pressure to reduce the salary budget to increase fiscal space for re-prioritisation of public expenditure



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# Questions for discussion

- How are you dealing with **HRM management** in the CS **during the epidemic?**
- One or two **HR solutions** applied in your civil service in the COVID-19 period (teleworking, flexible working arrangements and HR processes, etc.).
- **Innovative solutions** or the ones that worked especially well?

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