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

Public Service and HRM

Roula SYLLA

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Directions of HR transformation

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