Regional virtual meetings with SIGMA Western Balkan partners on EU MS CoVid-19 responses related to functioning of public administrations

Public Service and HRM

28 April 2020
Directions of HR transformation

• Teleworking
• Flexibility
• 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?
  ▪ Psychological support
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 coping with the teleworking? –.
• How has the crisis affected the working time arrangements?
• What are the most burning issues in the HRM area where you need external support?
• Have you started to prepare yourself for the post-confinement period to gradually open up your offices?