



**SIGMA**

Creating Change Together



A joint initiative of the OECD and the EU,  
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# **Checklist for self-assessment of the resilience and agility of human resource management in public administration organisations**

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**Version 1**

## Table of contents

Introduction .....	3
1. WORKFORCE MANAGEMENT.....	5
Staff planning.....	5
Succession and substitution planning.....	8
Organisational changes and rightsizing .....	10
2. WORKFORCE FLOW .....	12
External selection and recruitment .....	12
Redeployment (compulsory mobility, temporary assignments) .....	15
Staff mobility .....	18
The use of external resources .....	21
3. DEVELOPMENT.....	23
Training and development.....	23
Delegating, empowering, horizontal co-operation.....	28
4. MODE OF WORK .....	31
Remote working.....	31
Flexible working arrangements.....	37
Compensation tools .....	41
Motivational tools.....	45
5. ORGANISATION MANAGEMENT .....	48
HRM units as strategic partners .....	48
6. CHANGE MANAGEMENT AND COMMUNICATION.....	52
Organisational tools .....	52

## INTRODUCTION

The coronavirus (COVID-19) epidemic is testing the resilience of human resource management (HRM) systems in the civil service. Traditionally, the main objectives of HRM systems are to attract and employ the best candidates, to motivate civil servants and to retain the best of them. The epidemic has made it clear that there is another, very important objective, which is the resilience and agility of the system. This allows it to react to changing circumstances and to crisis situations.

The development of a merit-based and resilient civil service system is laden with dilemmas. A balance must be found between ensuring suitable, merit-based processes, and proposing adaptable, responsive solutions. A balance must also be found between the rights of civil servants and the needs of the administration.

While applying more decentralised and flexible solutions would normally increase the resilience of HRM systems, it could also increase the risk of abuse of the system, its politicisation and nepotism. Thus, the decision to implement individual measures to increase the flexibility of the HRM in public organisations should be preceded by discussions considering the national and organisational context and any possible risks in this regard.

There are usually two approaches to making HRM systems fit for crisis or exceptional situations:

- While keeping the general system as it is, introducing provisions to allow exceptional measures to be applied in extraordinary, crisis situations; or
- Transforming the general HRM system so that it is flexible enough to react to many extraordinary situations, without the need to have recourse to special procedures.

The most important question is whether the system can react to crisis situations, regardless of what is the legal basis for it. However, systems with incorporated flexibility have the advantage of being able not only to react to crisis situations, but also to make the everyday management of the civil service easier and to adapt more quickly to changing contexts and new challenges.

### **Rationale for the self-assessment tool**

SIGMA has accompanied its partner administrations since the beginning of the COVID-19 health crisis in many different ways, collecting comparative information, organising e-workshops, providing advice and preparing guidelines, etc. The exchange of views with practitioners from SIGMA partner administrations and EU countries showed that the COVID-19 lockdown prompted many innovative approaches in the organisation of the public sector. However, it also revealed a number of challenges, for example:

- limited availability of equipment and access to databases when teleworking;
- problems with supervision of employees during teleworking;
- impact of teleworking on motivation and well-being;
- lack of IT skills;
- technical and legal obstacles for organising e-recruitments;
- limitations of flexible working hours;
- unequal distribution of work during the crisis;

- limited use of mobility schemes in partner administrations.

COVID-19 has changed the normal way of working of the civil service. The exceptional context and the numerous exchanges held with partner administrations encouraged SIGMA to prepare this self-assessment checklist to help public organisations assess the resilience and agility of their HRM systems.

### **Who is the tool for?**

The self-assessment checklist is principally intended for managers of public administration entities and HR managers. It should be applied to measure the resilience/agility of individual public organisations.

### **Using the tool**

The self-assessment tool comprises a set of questions to stimulate discussions on the resilience of HRM systems during a crisis, as well as the general agility and flexibility of HRM systems to adapt to changing business needs. It could be applied at organisational level, but it could also be used as a source of inspiration for civil service management bodies and decision makers. It is not a strict assessment with the attribution of points for different criteria (such as the methodological framework for assessment against SIGMA's Principles of Public Administration). The function of the tool is rather to provide public bodies with a list of questions or points to check whether certain solutions are in place that could increase the resilience and general flexibility of their HRM systems. The objective of the self-assessment should not be to tick as many boxes as possible, but to stimulate discussions on making the system more resilient, while minimising risks. Some solutions suggested by the checklist should be applied only in these public organisations, where the risk of their abuse is low.

## 1. WORKFORCE MANAGEMENT

### Staff planning

Staff planning is a core HRM process that helps to identify, develop and sustain the necessary workforce. It ensures that organisations have the right number of people with the right skills, in the right place at the right time, to deliver short and long-term organisational objectives. The aim of staff planning is to maintain an optimal balance, with the appropriate number of human resources with the required skills within the available personnel budget. Staff planning is essential to anticipate future developments and maintain a well-structured workforce of an appropriate size, which can meet the changing needs of the public service in a cost-efficient manner. While staff planning to anticipate future employment challenges is required, the system should remain flexible and allow for staffing plans to change in response to crises and environments that evolve rapidly, within set budgetary limits. The job classification and evaluation system should also allow for some flexibility – it should be possible to quickly create new positions, if necessary, to address new challenges.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Are increased expenditures allowed for the remuneration of staff to allow the employment of new staff within the available budget?	Normally, in the public financial management (PFM) system, there are safeguards to make sure that the government complies with the budget approved by the parliament and to ensure that administrative expenses are not increased at the cost of programme-related expenses. However, to be able to react quickly to crisis situations, there should be some flexibility in the system that would allow resources to be found for new recruitments without going through the parliament. This could, for example, encompass increasing the budget for remuneration at the cost of other administrative expenses, usually with the agreement of the Ministry of Finance (MoF), or using the budgetary reserve. These options should be accompanied by safeguards to ensure that the cost of the increases for the future is considered. The amount of the possible increase could be limited.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

In exceptional situations, is it possible to run recruitments that were not foreseen in the staffing plan?	In general, and especially in times of crisis, the recruitment plan must have some flexibility. This gives public administrations the opportunity to adapt as best they can to changing situations. This possibility should apply at least to temporary positions.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is it possible to postpone retirement (with mutual agreement) of selected staff to maximise available staff in critical positions?	A critical position is a position that makes a maximal contribution to the realisation of the goals of the services and in the daily performance of the core business. The mobilisation of recently retired staff or postponement of retirement to maximise available staff in critical positions means that they can help to manage the workload and already have the knowledge needed to carry out the tasks, especially in crisis situations.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Practice</b>			
Are staffing plans aligned with financial plans?	An alignment of the financial cycle and the personnel cycle is necessary to ensure good staff planning. Ensuring this alignment allows for readjustments related to the creation of new jobs and the changing nature of existing jobs. This is particularly relevant when it is necessary for an organisation to adapt to a rapidly changing environment (particularly under exceptional circumstances). This alignment should mean that the HR planning and reporting process is linked to the budget planning and reporting process. The budget is planned taking into account HR needs. HR needs are estimated, taking into account budget limitations. Preparation of both the budget and HR plans should be aligned time wise.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Are general job profiles available?	It would be counterproductive to have overly-detailed job profiles for each staff member when each modification of work requires modification of the job profile. A more flexible solution is to use general job profiles that can be more detailed at the level of job descriptions.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is the classification of positions across the civil service harmonised to facilitate HR processes including mobility?	A uniform classification system allows all organisations to harmonise the reference system, which is the basis of HR processes, particularly internal and inter-organisation mobility.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Do HR units have the capacities to anticipate future needs when preparing staff planning?	Statistical data from within the organisation, strategic needs, and the labour market context should be used to prepare a good staffing plan. This question is not only about data availability, but also about capacities to use this data.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Technology</b>			
Are automated tools in place to manage staff planning (at least the annual staff plan) in the organisation?	In order to manage resources and plan them effectively, it is necessary to be able to clearly identify the situation both in real time and through forecasts. The link with the status of current and future personnel budgets is critical. This is especially true in a crisis when it is important to be able to quickly assess the situation and identify the leeway within the plan. An automated tool makes the situation more manageable from an organisational point of view. Ideally, the automated tool should link the staff process with the financial process.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Results			
Is the creation of new jobs in order to accompany technical progress possible in a fast enough manner to address business needs?	When circumstances are exceptional, the skills required may also be exceptional to adapt to the technological changes that accompany the circumstances. That is why the procedures should enable rapid creation of new positions. This process should not take longer than 1-2 months, from the date of realising that the new position is needed. For temporary positions, it should be much faster. By job creation, we mean approving a new position, and not organising the whole recruitment.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

### Succession and substitution planning

Succession planning is an HR process with the aim of internally supplementing and increasing the talent and competencies of staff so that they can meet the future needs of the organisation. Succession planning will identify the future staff needs/ gaps (output) and identify and guide the future potential candidates (input) who will be able to fill these needs/ gaps (matching). Succession planning is a matching or mapping exercise between output/gaps/needs and input/candidates/potential. Faced with exceptional circumstances, organisations must respond to disruptions and manage workforce-related risks to sustain activity. Investing in succession planning and management helps organisations to build workforce resilience.

Question	Explanation	Answers	Notes/comments
Practice			
Are mission-critical jobs / functions identified in the public administration?	A mission-critical job / function is a position or job category in the organisation considered essential to it achieving its mission and goals. It refers to functions without which services cannot reach strategic and operational objectives. In a changing context, this concept provides qualitative information to avoid competency gaps in the desired workforce. It can also be a very useful criterion for choosing which staff are essential and should come to the office during the epidemic or other crisis situations and which staff can or should stay at home and work remotely. An organisation can increase resilience by designing critical functions with various exceptional circumstances in mind.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	



Is succession planning developed by the organisation for critical functions/positions?	The process of succession planning allows public organisations to develop a long-term portfolio approach to identify risk and define succession needs. A resilient organisation manages risk and adapts to change, providing the potential for a more creative and engaged workforce. Succession planning is a powerful part of any HR strategy, but the pandemic has presented significant challenges to focusing on it. To support resilience, organisations can use succession planning (in association with their workforce planning and retention strategies) to ensure they manage knowledge, skills and talent for the long-term benefit of the organisation and the professional development and enhancement of its most talented staff. The existence of succession plans makes it easier to react to crisis situations in the short term as well. Succession planning is especially important for critical positions/functions.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is substitution planning implemented in the organisation?	At least for key positions, there should be some internal rules for who substitutes whom when there are absences. This could be done through job descriptions or other regulations. What is important is that this procedure works well in practice and is not just another formal requirement.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Technology</b>			
Is a succession planning tool in place?	A succession planning tool can help organisations to take effective succession decisions. The tool should consider different steps of the succession planning process and make it possible to identify critical functions, to compare probable successors, to create succession plans with different potential successors, to rate potential and readiness of probable successors, to create learning paths for competency gaps and to initiate succession related actions. This does not need to be a separate tool – it would be important to have these functionalities included in the HR system.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Results			
Is there a succession management indicator such as the number of candidates involved in the succession planning in place?	Organisations must react to workforce deficits, particularly for those of critical staff, by filling posts that become vacant because of the crisis using potential candidates previously identified. Ideally, they would also be trained before the crisis (anticipatively).	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

### Organisational changes and rightsizing

New challenges could be addressed by employing new staff, training the existing staff, or deploying existing staff. However, when the budget situation or organisational changes require it, the legislation in force should allow for decreasing the number of staff, based on objective, non-discriminatory and fair criteria. The legislation, while protecting the rights of civil servants / public employees, should also allow for smooth and fast re-organisation processes that would allow adjustment of the institutional set-up to address new challenges.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Is dismissal of staff members whose positions are no longer necessary, if transfers are not possible, allowed by the legislation or other arrangements?	Very often a dismissal is preceded by putting staff members in a pool and giving them the priority or allowing a simplified procedure for current vacancies. This question relates both to civil servants and other employees.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Practice</b>			
Can organisational changes (merging or suppressing units) within public institution be carried out without amending primary or secondary legislation?	When facing challenges related to quickly changing environments and crisis situations, changes in the structure of the public services should be possible, in order to be as reactive as possible without amending legislation using cumbersome procedures. It is difficult to define the time needed for such a change, but it should be counted in weeks rather than in months.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Can the organisation decide to stop, defer or reduce non-essential or urgent services and activities?	In a crisis, to be effective, an organisation should be able to focus on its core missions, which means considering stopping or limiting non-essential or urgent services and activities.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are outplacement measures implemented?	Outplacement refers to helping recently laid-off individuals with their career and employment opportunities	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Can the organisation offer early retirement to staff members?	Offering early retirement packages allows some staff to leave voluntarily, without losing the retirement benefits they have worked towards throughout their time at the organisation. It allows the reduction of the workforce in the units where fewer staff are needed and the reduction of costs in the medium term.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

## 2. WORKFORCE FLOW

### External selection and recruitment

Crisis situations (such as COVID-19, but also other situations such as natural disasters or the entry into force of new provisions requiring a rapid increase of the labour force in the public administration) require the possibility of rapidly mobilising a large number of employees for a specific period. This could be done by using external selection and recruitment of staff members: civil servants and also, for some positions, non-civil servants on a contractual basis.

The most important principles of selection of candidates include merit and equal treatment. However, the selection process should also ensure the efficiency of the system. In a crisis or under unforeseen circumstances, it should be possible to quickly and effectively recruit staff members to be able to address new tasks or challenges. If there are different career regimes within the public administration, the response must concern the majority regime.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Are accelerated/ simplified recruitments (under clear conditions) allowed by the legislation or other arrangements?	In exceptional circumstances, regulations should allow for rapid / simplified recruitment to meet urgent needs. As a public organisation, there should be safeguards in place ensuring that simplified procedures include competitive, merit-based aspects. The use of simplified procedures should be limited in time, to critical positions, for appointments of a limited duration and contain other safeguards to fair, merit-based competition. This solution should not be used to introduce a way to enter the civil service without proper, merit-based recruitment.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are derogations from the requirements of the functions allowed and clearly described in the legislation or other arrangements?	Public administrations are mostly subject to very strict conditions for the selection and appointment of their staff. However, to respond to very exceptional situations, the legislation should allow, provided that it is under strict control, derogations from some of these conditions so as to be able to react quickly to unexpected	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No	

	challenges (for example, qualifications required for scarce jobs). These provisions should be accompanied by sufficient safeguards to ensure that the principle of merit is maintained.	<input type="checkbox"/> Do not know	
When the regulations or other arrangements impose a predefined series of tests, can the public administration waive them in special situations?	The use of tests promotes the equality and transparency of selection procedures. However, they lengthen the selection process. Flexibility of procedure (for example removal of certain tests) can be useful in a crisis to recruit staff more quickly. However, some minimal guarantees of merit, fairness and transparency need to be ensured. The process for deciding to waive tests should be relatively fast, as the purpose is to increase the agility of HRM. Some procedures can not be waived, for example these related to clearance to have access to confidential information.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are on-line selection procedures allowed by the legislation or other arrangements?	During a pandemic, for example, it must be possible to organise on-line selections in such a way as to be able to meet the staffing needs of public administrations.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is recruitment of non-civil servants allowed by the legislation or other arrangements to accomplish specific, time-limited tasks?	In exceptional circumstances, administrations may be confronted with a surplus of work or a high rate of absence, which they must be able to cope with. A solution is needed to recruit employees during this period. This recruitment usually is usually for a limited period and does not enable staff to enter the civil service without undergoing proper testing. Auxiliary positions can be permanently staffed with external staff (non-civil servants).	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is fast recruitment of volunteers, interns, shortlisted candidates from previous recruitments or recently retired staff possible?	During a crisis, all options must be considered to ensure that there is enough staff to accomplish the tasks. One of these options is to recruit volunteers, interns or recently retired employees. Indeed, all these categories can help manage the workload. Recently retired persons already have the knowledge needed to carry out the tasks. To tick yes, the answer should be yes for at least 2 of the 4 above listed categories.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Technology			
Is recruitment used that is fully online (from announcement to appointment)?	<p>The outbreak of COVID-19 has had a demonstrable impact on the hiring and recruitment process. Use of applicant tracking systems with online application processes, online testing and virtual interviews are some of the changes seen recently in recruitment strategies that are very effective.</p> <p>The process should also include submission of all applications digitally and retrieval of all information required for the application (criminal records, certificates, diplomas) using remote tools, as well as official notifications.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Have the HR experts in the public administration been trained in online selection methods?	<p>The processes of selection and appointment should use modern digital techniques to quickly and effectively recruit staff members. Online selection methods are relevant in this case.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Results			
Are recruitment campaigns effective?	<p>More than 90% of all recruitment processes end with vacant positions being filled.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is the recruitment of staff using the regular procedure adequate in the circumstances?	<p>It would be difficult to formulate a maximum period that could be accepted as a benchmark. It depends on the provisions in each country, whether recruitments are centralised or not and the level of position for which the vacancy is announced. However, if the time between the vacancy announcement and job offer is longer than two months, it may be considered as long and limiting the ability to quickly acquire new staff.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Is the time needed to recruit for fixed-term/temporary appointments adequate in the circumstances?	The recruitment process – from vacancy announcement to job offer – should be accomplished within 2-3 weeks.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
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### Redeployment (compulsory mobility, temporary assignments)

Redeployment is a staffing reduction strategy that involves reassigning staff. The reassignment may or may not result in changes to work duties, work units or geographic locations. Redeployment typically occurs as a result of reorganisation. Redeployment is an effective approach to reducing the negative impacts on staff of a contraction of the workforce in one or more services. It shows that organisations want to retain their skilled staff and put them to work in new roles that are better aligned with the goals set during a crisis or under exceptional circumstances. Redeployment could also be demand-driven: the compulsory moving of a civil servant to another position, unit or public body to accomplish a specific task. In this case, the redeployment would usually be for a limited period of time. What makes redeployment different from mobility is that it is compulsory, whereas mobility has a voluntary character.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Are different modalities for temporary / definitive redeployments (compulsory staff mobility), without the need for running competitive procedures, allowed by the legislation and adequate in the circumstances?	<p>Compulsory mobility helps public administrations to face emergencies. Organisations should put their skilled employees to work in new roles that are more aligned with the goals set temporarily during a crisis or under exceptional circumstances.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>- secondments (temporary assignments) within an institution based on the needs of the institution, without the necessity of running competitive procedures</li> <li>- secondments (temporary assignments) between public bodies, based on the needs of the institution, without the need for running competitive procedures</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

	- permanent transfers, based on the needs of the institution, within or between public bodies.		
Is redeployment of staff without consent allowed by the legislation and adequate in the circumstances?	In exceptional circumstances (for example a service is removed, missions are taken over by another public administration, the workload decreases or increases in a public administration or a unit, for a state of war, a state of emergency, extreme situation or a service), redeployment makes it possible to ensure that missions are carried out by redeploying staff to administrations, units or services where they are most needed. Usually there are safeguards that – for example – limit redeployment without consent to the same public body, or allow to do so to another body but in geographical proximity, excluding pregnant women, or parents of small children, etc. There must be also other limitations/safeguards to redeployment (for example, with the aim to safeguard the employee's salary level, working conditions etc.).	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is redeployment between public bodies based on contractual arrangements, allowed by the legislation and adequate in the circumstances?	The appointment, by the competent authority, of employees to vacant post in another body, within the framework of an agreement between the two services, allows flexibility for the reassignment of staff. The explanations about limitations from the point above apply.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Practice</b>			
Are redeployments (obligatory transfers and temporary assignments) between public bodies facilitated or co-ordinated by the central body responsible for HRM in the civil service?	Central co-ordination enables organisations to take a structured and efficient approach quickly and deal in a consistent manner with the challenges imposed by exceptional circumstances.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	



Are clear criteria in place to identify staff members who need to be redeployed?	Redeployment typically occurs as a result of reorganisation. An essential condition for redeployment is to clearly identify which staff are to be redeployed: based on their current tasks, their skills, and the analysis that has been carried out in terms of workforce planning. Particular attention should be paid to skills transferable to other activities and tasks within other functions and / or services. It is important that the organisation can identify what skills need to be developed so that employees correspond with their new functions. In situations when redeployment is demand-driven, clear criteria should also apply.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is a mechanism in place that helps identify vacant positions for staff who will be redeployed as a result of re-organisation?	In an ideal situation, there should be a review of the vacant positions (such as tasks, necessary skills) that are defined in the staff planning or that are needed in the current situation of crisis (for example, in case of surplus of work in different services) and the staff to be redeployed, considering their personal characteristics, their skills and possibly their motivations. This would allow an efficient approximation of the staff to be redeployed and the identified needs. The alternative is that these persons can apply to current vacancies and have priority access to them.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are employees supported through the process of redeployment?	Employees need to be supported during redeployment. This will help them to engage fully with the process and to understand their values, skills and options. Changes must be experienced positively, and redeployment must be personalised and keep employees engaged. Steps can be taken to encourage redeployment. These may be financial measures (e.g. allowance during redeployment to another geographical area to cover travel costs); development measures (e.g. training necessary for the new tasks); social measures (e.g. considering the family situation), etc.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Technology			
Do I.T. solutions facilitate redeployments?	This tool should help to match “demand” and “supply” of the workforce during the redeployment process.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Results			
Are internal redeployment procedures fast enough to be able to efficiently manage the workforce?	The redeployment process, while safeguarding the rights of employees, should not be too lengthy, to make the process of reorganisation faster or to enable a swift reaction to needs for specific skills. The redeployment process should be accomplished within one or two months. In crisis situations, it should be possible to redeploy staff more quickly.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

### Staff mobility

Civil service systems usually have various mobility schemes that can serve different purposes, including career development or promotion. However, they may also be an effective tool to allow staff to be transferred rapidly to address short-term needs, and to address unequal workloads in the medium term. Well-functioning mobility schemes not only allow changes in the workload to be addressed more rapidly than if an external recruitment is held, but they are also less costly, as they do not always require running costly recruitment procedures and they reduce the time needed for the introduction of new employees to the specificity of the public administration. This section is about staff mobility with consent, on a voluntary basis. It relates to both horizontal and vertical mobility. Compulsory mobility is treated in the redeployment part of this checklist.

Question	Explanation	Answers	Notes/comments
Regulations, procedures and other arrangements			
Are different modalities of staff mobility on a voluntary basis described in the legislation or other arrangements?	Staff mobility on a voluntary basis has many advantages, particularly during a crisis. In comparison to external recruitment, it reduces the time needed to hire, reduces selection costs and shortens on-boarding times. In a crisis, internal mobility allows	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes	

	organisations to remain flexible and to fill positions where needs are most critical and urgent. Different kinds of such mobility can encompass: mobility within one public body and between public bodies; temporary and permanent mobility, horizontal and vertical mobility.	<input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are provisions harmonised to facilitate mobility, for example: recognition of rights acquired by employees?	To remove barriers for mobility, employers (more specifically civil servants) should be sure that their acquired rights will be ensured after transfer. These are, for example, accumulated annual leave, the length of the annual leave, keeping their rank, keeping their pension rights, keeping their salary level, etc..	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is classification of positions across the civil service harmonised to facilitate mobility?	By having a harmonised job classification system, the different institutions can more easily organise internal mobility. This is even more important in a crisis when it is necessary to react quickly.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Practice</b>			
Is mobility encouraged?	Mobility can be encouraged by the organisation in different ways. It could take the form of compulsory mobility in some positions, but could also take the form of softer measures – for example by privileging civil servants who are willing to be mobile in promotions.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are informal mobility networks used (e.g. talent exchange)?	Formal internal mobility procedures can be tedious. A well-organised, informal network can facilitate exchanges without having to carry out excessively long procedures. Organisations that practice this kind of informal mobility can react more quickly to exceptional circumstances and in this way meet urgent needs quickly. These could, for example, encompass the use of expert networks across the public administration.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Technology			
Is there an operational staff mobility platform?	A platform has the advantage of accelerating the process of matching offer and demand to fill workforce gaps in different units. This could be a platform in an institution, or encompassing the whole civil service.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Results			
Is internal mobility working in practice?	The percentage of staff members transferred and seconded (including temporary assignments) internally, in the last year, should be at least 5%. If this is the case, it signifies that mobility is used in practice. This question relates to horizontal mobility.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is mobility between public bodies (within the civil service) working in practice?	The percentage of staff members transferred and seconded (including temporary assignments) from or to the public body, in the last year, should be at least 2%. If this is the case, it signifies that mobility is used in practice.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are internal selection procedures within the civil service conducted fast enough to react to business needs?	Internal mobility, if it relates to vertical mobility, does not always require formal, competitive selection. However, vertical mobility usually requires formal selection procedures to be in place. The selection process - from announcement to appointment - can be accomplished within one month.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Does the internal mobility rate increase during the crisis?	In an exceptional context, mobility is more important. That is why this rate should remain stable or increase during a crisis, showing that the organisation is also able to react to mobility needs during exceptional circumstances. This concerns both temporary and permanent mobility.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
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### The use of external resources

When there is an urgent need for additional staff or expertise, one solution is to externalise some missions and tasks for a fixed term, but this could also be done on a permanent basis. It is essential to have clear rules for employing non-civil servants, to prevent people entering the civil service without fulfilling all of the conditions and without having a proper, competitive recruitment, but also to ensure that positions reserved for civil servants (for example related to the exercise of public power) are only taken up by civil servants.

Question	Explanation	Answers		Notes/comments
<b>Regulations, procedures and other arrangements</b>				
Is recruitment of external staff allowed by regulatory provisions or other arrangements?	In exceptional, pandemic-type circumstances, administrations may be confronted with widespread absences or a surplus of work, which they must be able to cope with. Employing external staff for some positions should be allowed to be able to better react to such situations. External staff are neither civil servants nor people under labour contract, but temporary agency workers, employees from another company in the case of outsourcing, consultants.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know		
<b>Practice</b>				
Is temporary work (interim) used in practice in the organisation?	Temporary work offers flexibility, reactivity to exceptional surplus of work, urgent needs, no management of the payroll, but it also has the advantage to employ temps with special skillsets that are needed for short-term assignments. By temporary workers we understand temporary agency workers, who are employed by external entities.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know		

Is outsourcing used for non-core tasks?	Some tasks performed by the administration can be transferred to the private sector (outsourcing of non-core/key tasks). Outsourcing means to give the job to an external worker person/company. The organisation is not involved in the job, not managing it or doing anything further to it. In the public sector, outsourcing is the externalisation of functions that historically have been provided by public employees, considering that some functions are best performed by the private sector. Outsourcing has a direct impact on a government entity's ability to function successfully and deliver necessary services to the public, under exceptional circumstances. The functions where outsourcing is the most common is the maintenance of buildings, logistics, security. However, outsourcing sometimes also concerns legal services or media and communication work.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is contracting temporary workers (not civil servants) used for non-core tasks?	Contracting temporary workers means the organisation hires workers for a specific amount of time for a specific project or mission, for example as a consultant. The organisation is therefore involved in managing them. The use of external staff for non-core tasks demonstrates an organisation's ability to determine what types of resources to prioritise internally for core tasks and to leave the other tasks to external staff. It is therefore a good indicator of the adaptability of an organisation.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

### 3. DEVELOPMENT

#### Training and development

New challenges may require rapid training of staff members to develop their skills or the introduction of new staff members. There are several factors that may make it easier to react to sudden challenges, most of them related to the availability of e-learning and a functional knowledge management system. However, the general design of the development system is also important to better align the capacities of staff with the needs of the organisation, making HRM more agile and able to react. The section below does not only focus on elements directly related to reactions to crisis situations such as e-learning, but also on better aligning training with the needs of the organisation in general, providing a more strategic perspective.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Is HRM development part of the organisation's business strategy?	HRM development and competence management should be included in the organisation's strategy. Organisations that develop a clear vision of the strategic goals can identify key competences that are needed now and in the future, and the means to develop those competences. If HRM development is a part of the general organisation's strategy, it strengthens the link between HRM and the organisation's business needs.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
In crisis situations, is it possible to change training plans and re-direct financing fast enough?	If a need arises, resulting from unforeseen circumstances such as an epidemic, there should be a possibility to quickly re-direct resources for training to address new priorities. This should be done without too much burden – ideally by internal decisions in the organisation.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Practice</b>			
Is a systematic approach to competence management in place?	Strategic competence management includes clear strategic objectives of the organisation, regular performance appraisal discussions between the managers and employees, a competence management plan for each employee and a monitoring system. The aim is to guarantee that the employees can deliver their tasks in the best possible way to support the	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

	organisation in realising its mission. Of course, it also includes the existence of a competency framework.		
Do development plans anticipate future competency needs (whether global or individual)?	Training should be understood to mean any activity aimed at either professional development or preparation for another function. Participation in these activities may be made compulsory by the minister responsible for the staff. Organisations that plan (in the short, medium and long term), the development of their employees on the basis of global plans, and even better when these are broken down into individual development plans, are better able to prepare their staff to accomplish their missions. This is more important during exceptional circumstances because it allows them to provide the ad hoc training necessary for crisis management as well as the basic training necessary to carry out critical tasks.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is learning from previous crises considered in the process of preparing need analysis?	By considering experiences of crisis situations, lessons can be learned from the past and training programmes can be adapted to develop staff members' resilience to face difficult situations that may arise in the future.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is there a process in place to translate the business needs of an organisation into training plans?	Training needs analysis should not only rely on an upward approach, but also include mechanisms that ensure that planned training addresses the organisation's needs.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are the minimum competencies to function in a digital environment integrated in the development programme?	Having digital skills is important to ensure the proper use of information and communication technologies. By ensuring the development of these skills, organisations can be more responsive when they must switch to alternative ways of working (e.g. generalised remote working) to deal with exceptional situations. There should be a list of such competences available.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	



Are training courses about digital skills available and implemented?	Digital skills training helps organisations gain accurate insights into processes. This, in turn, helps employees translate the available information into action. Offering digital skills training to the employees helps in streamlining the entire process. Digital transformation is necessary during a crisis as new modalities of work are put in force including generalised remote working.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are training courses related to crisis and change management available and implemented?	There are various competences that could be useful during crisis situations. One of them is crisis management, but there are also other competencies, like project management, performance management, etc. that could be helpful to tackle new, unexpected challenges.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is training for trainers available and implemented to support them in preparation for online training / digitising training?	During the crisis, classroom training may not be possible. As development is a critical HRM process, organisations should support all initiatives related to the development of online training.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Technology</b>			
Are e-learning platforms and digital knowledge platforms available and operational?	Having e-learning and digital knowledge platforms is an asset in times of crisis. Employees can also continue to develop the knowledge necessary to carry out their tasks, but they can also receive training or share the resources required in the context of crisis management.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is there an on-boarding e-learning course for newly-appointed employees?	Exceptional circumstances should not prevent the entry into service of new staff, certainly if they are necessary to ensure the accomplishment of missions. However, since a qualitative on-boarding guarantees good integration and has a significant impact on the retention of new employees, having a remote	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

	on-boarding program makes it possible to ensure the quality of the on-boarding process even during periods of crisis.		
Is on-boarding digitalised, to support virtual experiences?	Exceptional circumstances should not prevent the entry into service of new employees, certainly if they are necessary to ensure the accomplishment of missions. Since a traditional on-boarding supports good integration and has a significant impact on the retention of new employees, having a remote on-boarding programme makes it possible to ensure the quality of the on-boarding process even during periods of crisis. By digitalised on-boarding we mean: the platform that is implemented for administrative steps related to on-boarding (eg. downloading social documents, filling in useful forms, providing necessary data for employer).	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are there guidelines and tools for knowledge sharing?	<p>Knowledge management is the ability to create, share, use and manage the knowledge and information available in the organisation. It enhances organisational resilience. An adaptive organisation is characterised by its capability to share knowledge. Studies and best practices show that there is a significant relationship between knowledge management and organisational resilience.</p> <p>What needs to be considered are the essential knowledge management tools: 1. Content repository that allows users to manage and share knowledge (Custom communication management - CCM, Content management system - CMS, Enterprise content management - ECM); 2. knowledge search (CRM = Client relation management - CRM, ECM); 3. communication tools that communicate knowledge and capture knowledge (e-mail, chat, instant messaging, VOIP); 4. social software that facilitate the socialisation of knowledge; 5. knowledge visualisation that is used to visually communicate knowledge (PPT, Sway).</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Results			
Was the number of hours of training provided to staff members at least maintained during the last crisis (like COVID-19)?	It is interesting to measure this indicator and compare before COVID-19 and after COVID-19. One of the main dimensions of an effective adaptation strategy to exceptional circumstances is an organisation's development effort.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are most of training courses contents digitalised?	In order to be reactive in a crisis and to maintain development activities, as much as possible of training course content should be digitalised. To answer Yes to this question means that most of the training content (above 50%) is digitalised.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are tools applied to evaluate the results of e-learning?	In order to fully benefit from e-learning, there should be a procedure applied to evaluate its results/efficiency. This is not only about getting individual feedback from civil servants, but also managing this information and drawing conclusions to improve the system.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> Do not know	

### Delegating, empowering, horizontal co-operation

One of the features of resilient HRM systems is that higher-level managers delegate responsibilities and empower lower-level managers or expert-level employees. Delegating tasks and responsibility not only allows faster and shorter decision-making and execution processes, but also increases commitment and motivation on lower levels. The specific feature of many large organisations in government administrations is that they work in siloes. The ministries or departments within a ministry communicate formally at senior level and joint working groups on a working level are not frequently used. Working communication channels are limited. This makes it more difficult to react quickly to crisis situations, in a co-ordinated manner. Complex challenges require an holistic approach that is developed by many of those involved.

Question	Explanation	Answers	Notes/comments
<b>Practice</b>			
Are line managers empowered to take decisions?	<p>Resilient systems require that decisions are made fast, with good knowledge of the context. Therefore, many decisions should be taken by staff and not by political appointees like ministers. Examples of these decisions are:</p> <ul style="list-style-type: none"> <li>- Procurement of low-level purchases (less than EUR 5 000) are signed below the level of minister;</li> <li>- Payments of salaries to the staff of the ministry are signed below the level of minister;</li> <li>- Replies to public information requests are signed below the level of minister.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are specific HRM tasks delegated to line managers?	<p>Resilient systems require that decisions are made fast with good knowledge of the context. That is why, line managers should be empowered to make decisions on many issues related to HRM, including: annual leave of their staff, flexible working solutions for their staff, bonuses, sending staff to training, etc.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Are efforts being made to increase employees' autonomy in the execution of their tasks?	A key managerial challenge for resilient organisations is balancing the need for control to ensure business continuity with the need for autonomy. A resilient organisation should give more freedom to employees to decide how, including when and where, they do their work. This autonomy can take the form of: letting employees set their own schedules, deadlines, design their own processes, ask what they think their goals should be, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are self-managed teams (task forces) encouraged?	<p>A self-managed team is responsible and accountable for all or most aspects of delivering a result. They carry out supporting tasks (e.g. plan and schedule workflow, manage annual leave and absence, handle issues among colleagues, train and hire new workers), as well as operational tasks.</p> <p>The purpose and objective of using self-managed teams is to provide an increased sense of “ownership” to employees so that those employees will be willing to assume a greater level of responsibility.</p> <p>Self-management is key to resilience and to crisis management.</p> <p>While self-managed teams report and depend on the higher management in the organisation as regards “what”, they have much more freedom as regards “how”.</p> <p>Self-managed teams could contribute to Agile Working, which encourages the development of quick solutions to business challenges via focussed working groups drawn from across the organisation.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are channels available to increase horizontal, cross-unit co-operation?	This could be, for example, a digital network/platform, team meetings, expert communities and other forms of networking, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

<p>Are the New Ways Of Working (NWOW) continuously being considered in the organisation?</p>	<p>New ways of working are new modalities of work created to boost flexibility (and retention). Increasingly, work is no longer about where you go, but about what you do and the impact you make. NWOW is based on rethinking modalities of work and a culture of trust. It gives meaning to the work being done.</p> <p>Managers should reimagine the work processes and structures that they are in charge of to ensure these are responding to NWOW.</p>	<p> <input type="checkbox"/> Yes  <input type="checkbox"/> Yes – in crisis situations*  <input type="checkbox"/> Partly yes  <input type="checkbox"/> No  <input type="checkbox"/> Do not know         </p>	
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## 4. MODE OF WORK

### Remote working

Remote working appeared to be the default mode of working chosen in many public administrations to address the health risks related to COVID-19. However, SIGMA partner administrations also reported several challenges related to the use of remote working, including the need to amend legal provisions, the lack of infrastructure and managerial problems. Managing a dispersed workforce presents more challenges than just those related to teleworking. Apart from its usefulness during a pandemic, remote working makes the whole organisation more agile and brings many benefits, including the possibility to employ staff who live at great distances from the premises.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Are arrangements in place for remote working?	The legislation should allow for remote working (be it specific legislation on remote working, or general legislation on HRM). The practical terms of access to remote working should be defined (could also be in internal regulations).	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are rights and obligations for employees and employers during remote working regulated?	The legislation should define rights and obligations for employees (e.g. workload, training, supervision, career, right to switch off), as well as the obligations of the employer (e.g. access to information, work security measures, providing equipment / technical assistance, insurance).	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Do regulations in place or other arrangements allow flexibility for the public administration to extend remote working in case of exceptional circumstances?	Organisations that have this flexibility can react quickly to major crises without being faced with stringent regulations. This question relates to situations when there are limits on remote working in normal times that could be extended in crisis situations.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Practice			
Is remote working integrated into regular work processes?	In practice, to be effective, remote working must be integrated into work processes. To increase resilience during remote working, processes must consider a digital workflow of core activities/processes. This question highlights the need for managers to reimagine the workflows and work processes they are responsible for and re-engineer processes.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Do employees have access to necessary e-learning during remote working?	To be quickly operational in remote working, the staff must be able to access a maximum of training in e-learning mode. These training courses must cover both this mode of work and the content relating to staff's tasks. The more an employee has the opportunity to develop (and <i>a fortiori</i> remotely during periods of crisis like a pandemic) the more he/she will be able to contribute to the achievement of the objectives of the administration. Thus, the administration can adapt to exceptional circumstances in order to fulfil its basic missions.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are employees provided with tips and assistance during remote working?	It is a good practice to develop as an organisation practical tips for employees and for supervisors.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Do managers receive training on managing remote workers (in the areas of performance management, supervision, assessment of results based on results)?	The objective of such training is ensuring adequate performance of staff when remote working.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	



Do managers receive other support in managing their employees from a distance?	Guidebooks, dialogue with the HRM unit, intranet. This could relate to the topics such as: how to communicate with employees, how to maintain team spirit, how to organise and chair meetings, how to set goals, how to follow and assess performance.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are procedures in place to supervise employees during remote work?	A set of measures should be applied. There should be some guidelines regulating the procedures issued. This question is not only about competences, but also about having the right procedures in place.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are there toolkits, training, regular team meetings and other tools available to help maintain team cohesion during remote working?	A situation where people are working away from each other most of the time can be experienced as difficult. With new ways of working, it is likely that there will be fewer occasions to build cohesion. When people are working in different geographical locations and maybe at different times, it is important to ensure that everyone stays in contact with each other. It is not only up to the manager to do this, it is up to the team.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Technology</b>			
Are minimum requirements to function in a digital environment integrated in the working processes?	The processes should be designed in a way that they can be easily digitalised.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Is the necessary software available remotely on all equipment?	When working remotely, not only material is needed but also relevant software.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are databases remotely accessible?	Remote working implies a digitalisation of work processes to ensure their efficiency (HRMIS, financial management, relevant registries).	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is digital signature available and applied by employees who need it?	In some positions, digital signature may not be necessary, as approvals can be dealt with by internal IT systems. However, for example, civil servants who have authority to sign letters/decisions to external stakeholders may need digital signatures to be able to work remotely.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is data security ensured during remote working?	Data security covers both the IT infrastructure and the behaviour of employees. They should be aware of the legal obligations connected to data security when dealing with sensitive data during remote working.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are collaboration rules, data storage rules and exchange rules applied in practice?	Working remotely involves risks in terms of access and data security. The continuity of organisations' activities should not lead to significant security risks. For these reasons, organisations should also specify rules related to the communication of information/data and ensure that necessary measures are in place to ensure the security of data and files.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Is a document/knowledge management system operational and remotely accessible?	To carry out their tasks in good conditions, employees must be able to access all useful documents remotely. The system should make it possible to work paperless.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Do tools supporting joint working on documents and teleconferencing exist and are they used in practice?	When staff work remotely, they must be able to continue to communicate and collaborate with colleagues, supervisors, internal and external customers. As such, collaborative tools validated by the organisation should be deployed.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are employees provided with the necessary equipment if they work remotely?	Adequate equipment is important to perform remote working, the employer must ensure that this is available so that the employee who works remotely can equip himself properly (for example with laptop, telephone). Can employees take home their office equipment?	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are employees provided with support with setting up a home office?	In addition to computer equipment, employees who work from home are more effectively protected against risks if they arrange a specific and ergonomic workspace, including health and safety aspects. This includes, for example, ergonomic chair, large screen, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Do employees have access to a helpdesk in case of technical issues?	Working remotely, employees use all the information systems available to them. It is important that they can find the necessary support when they encounter problems so as not to be limited in their activities.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Results			
Did the rate of achievement of organisational objectives remain stable (or increase) in the period of increased remote working?	Regardless of the mode of work adopted, administrations must be able to achieve their organisational objectives in a period of increased remote working. When these are also achieved when staff are remote working, it demonstrates the adaptability of organisations.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Did the quality of provided services remain stable (or increase) during the remote working?	Guaranteed quality of services and constant productivity in times of crisis demonstrate that organisations that implement remote working as a means of action are sufficiently responsive. The prerequisite to answer this question is a system of measurement of quality of provided services.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Did the productivity remain stable or increase when higher number of employees worked remotely?	When a public administration is able to maintain or even increase its productivity by using alternative modes of work, one can consider that it has sufficient resources in terms of resilience and that it is flexible enough to switch to alternative ways of working in times of crisis. The answer to this question requires the existence of a performance management system in a public body.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Did the individual performance level of employees remain stable (or increase) in the period of increased remote working?	After a stage of adaptation, individual performance level must remain stable or better when employees are remote working. It is a good indicator of employees' flexibility and demonstrate that the organisation can support their staff and ensure all missions are achieved. The answer to the question remains conducting surveys/interviews with line managers or a well-functioning performance appraisal system. Apart from this, it is worth noting that sometimes the shift towards remote working means decrease in performance in the short term. What is important, is to maintain or improve performance in the medium or long term.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Did the percentage of staff that work remotely (at least for some of the time) increase compared to the previous year?	There is no minimal threshold, as it depends on the specifics and needs of an organisation. However, the fact that some employees work remotely to some extent proves that the procedures that allow for remote working are applied in practice. The objective should not, however, be to have everybody working remotely, as working in the office also has its advantages.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
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### Flexible working arrangements

Very often, the rules related to public employees are rigid – they start and finish work at a certain time. Rigid rules in this regard may impede fast and efficient reaction to a crisis. Flexible working arrangements may be useful not only to better serve the citizens, but also – in crisis situations – to ensure social distancing, to help public employees manage their personal lives and ensure their work/life balance. Flexible working arrangements may be applied at two levels – institutional and individual. Many definitions of flexible working in the below table were taken from or adapted from: International Labour Conference (2018), *Ensuring decent working time for the future*, ILC, 107 Session, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_618485.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_618485.pdf)

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Are modification and adjustment of opening hours allowed by the legislation or other arrangements?	The legislation should allow public offices to modify opening hours to respond to requirements and achieve their missions under exceptional circumstances.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are flexible working arrangements allowed by the legislation or other arrangements?	The legislation should allow different kinds of flexible arrangements to make it possible for public administrations to ensure social distancing, to protect employees, to limit presence in offices, to avoid public transportation, etc. However, these mechanisms can be also used to increase the general agility of the HRM system, not only in a crisis. Below are examples of flexible working arrangements. Answer yes should be chosen if most of the below solutions are possible.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

	<ul style="list-style-type: none"> <li>– Paused work (shifts) should allow public administrations to distribute employees to take into account crisis situations and in order to achieve the objectives set by the government.</li> <li>– Staggered working-hour arrangements allow different starting and finishing times for different groups of workers in the same establishment.</li> <li>– Flexitime, starting and finishing work at a different time to the normal working hours in a public body. Normally there is a period of core hours, during which all employees should be at work.</li> <li>– Time-saving account arrangements (also known as working-time accounts) allow workers to accumulate credit hours and, in some cases, even to use these stored or “banked” hours to take extended periods off.</li> <li>– Hours-averaging schemes allow for variations in daily and weekly hours of work within specified legal limits, such as maximum daily and weekly hours, while requiring that working hours either do not exceed a specified weekly average over the period within which the hours are averaged (the “reference period”), or remain within a fixed annual total.</li> <li>– Compressed work weeks involve the same number of working hours being scheduled over fewer days than is typical in a standard work week, resulting in longer working days.</li> <li>– On-call hours mean that workers must be on standby outside their regular hours of work and may be called to work in case of need by the employer.</li> <li>– Annualised working hours enable employees to work more intensively in certain periods, accumulating the</li> </ul>		
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	hours (days) that can be used to, for example, prolong their holidays.		
Are the provisions related to overtime flexible enough to enable for periodical increase of work intensity?	The flexibility relates to all flexible arrangements but please note that the increased flexibility needs to consider the rights of employees and international regulations, like the European Social Charter.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Can the employer determine when employees take their annual leave?	In some cases, to ensure that the work is done, the organisation may consider that some staff members postpone their planned days of leave.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Practice</b>			
Are differentiated opening hours of the public office applied in practice?	Opening hours could be differentiated on different days of the week. In normal times these are adapted to better suit the needs of clients. However, the practice of differentiating opening hours proves that the public office is agile and could be better placed to react to extraordinary circumstances.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are some of the flexible working arrangement applied in practice?	This refers to the solutions listed under the regulations/procedures section – question: “Are flexible working arrangements allowed by the legislation?” This question relates to the application in practice of selected solutions, not just their existence in legislation.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Are clear rules related to the right to disconnect applied?	With this type of policy, the organisation ensures the implementation of remote working that respects employees' rights, and which ensures well-being during periods of crisis when remote working must be generalised or imposed and therefore sometimes suffered. The policy should contain clear rules about availability. The rules in this regard should be clear to avoid confusion in the relations between superiors and their subordinates.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Technology</b>			
Is an IT time management system in use?	An IT time management system that registers and measures the working time allows the organisation and managers to manage flexible working arrangement more efficiently.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Results</b>			
Did the use of flexible opening hours during the crisis enable all customers to be served without increasing waiting time?	The use of flexible opening hours should be adapted to achieve objectives during exceptional circumstances. You can respond to this questions based on the experience from COVID-19 crisis.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Did the use of flexible working arrangements during the crisis enable the performance of the public institution to at least be maintained (or increased)?	The values of key performance indicators (KPIs) remained the same as before the crisis or improved. To answer this question, a performance management system should be in place. You can respond to this questions based on the experience from COVID-19 crisis.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	



## Compensation tools

Reactions to crisis situations usually require additional efforts from staff members. If this effort is to last for a longer period, staff members need to be properly motivated and compensated – beyond what is required by the provisions related to overtime. Governments should appreciate the hard work of their employees, including those working on the frontline and behind the scenes. Non-financial compensation is developed in the following section of this document (motivational tools). Some flexibility of compensation systems is necessary not only in crisis situations, but also in more normal contexts, to better adapt to employees' needs and labour market requirements.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Is payment above the usual level of pay, if necessary to recruit experts, allowed by the legislation or other arrangements?	Paying above the minimum salary in order to address employment problems resulting from recruitment difficulties can be very useful during a crisis (for example, when many posts need to be filled urgently). This could take the form of allowing ranges of basic pay for positions or using specific pay arrangements for some positions (like I.T.). This flexibility can be very useful not only in a crisis, but also in normal times, to better react to the changes in the labour market.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Do regulations or other arrangements allow for some flexibility in deciding about variable pay?	Not everything can be measured in the public administration. Thus, while ensuring the fairness of the system, managers should have some scope left to decide the level of bonuses, which should not be fully determined by criteria like performance appraisal results, or the level of achievement of KPIs.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are non-taxable benefits allowed by the legislation or other arrangements?	Examples: <ul style="list-style-type: none"> <li>- sport/health, well-being</li> <li>- culture</li> <li>- development</li> <li>- childcare</li> <li>- gifts.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Are temporary compensation adjustments allowed by the legislation or other arrangements?	<p>Examples:</p> <ul style="list-style-type: none"> <li>- Temporary special assignment pay (for example, increases up to x% within the pay grade to any employee given a special assignment for a limited term within their class of positions);</li> <li>- Temporary payment in a higher class (a regular employee occupying a position is required by the appointing authority to temporarily perform, on a full-time basis, duties in a vacant full-time position of another classification having a higher pay grade)</li> <li>- Bonuses to recompense additional tasks.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is it possible, in certain circumstances, to increase the compensation for overtime beyond the normal rates?	Under exceptional circumstances, overtime can be compensated with additional pay instead of additional time off work.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Practice</b>			
Are temporary redeployment allowances to redeployed employees paid?	This kind of allowance provides an incentive to employees to be redeployed.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Are remote working allowances paid (e.g. for paying phone or internet bill, heating, etc.)?	In addition to a reimbursement directly linked to the purchase of material, the organisation can provide an allowance (e.g. flat rate allowance) to cover the costs of working at home. In the same way as reimbursements, the granting of an allowance contributes to the pursuit of staff members' activities during periods of crisis and consequently to the achievement of the essential missions of the organisation. There may also be taxation relief available to remote workers for expenses incurred.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are employees reimbursed for remote working costs (ergonomic and I.T. devices, portable, screen), if they are not provided by the employer?	By offering reimbursements for remote working costs, the organisation enables its employees to properly equip themselves to perform their jobs in good conditions. In this way, the employer contributes to an adequate working environment, with the result that employees are sufficiently equipped to provide basic services despite the exceptional circumstances.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is compensation for extra work, in the form of bonuses, etc. provided?	The organisation should appreciate additional efforts from staff members.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is team performance rewarded?	For example, by establishing team bonuses, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Are innovative, personalised compensation schemes used in the organisation?	Traditional compensations do not always allow the additional efforts of employees to be fully appreciated during a period of crisis. Organisations that develop alternative methods of compensation in their compensation programme have more flexibility and a wider range of solutions to empower and reward employees. This could include, for example, cafeteria schemes, where employees can choose between a number of benefits.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is the remuneration system reviewed regularly to verify its competitiveness?	At least every several years, the remuneration system should be reviewed against external benchmarks to verify how competitive it is.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Results</b>			
Are bonuses paid on a selective basis?	The practice of paying bonuses to all employees means that the bonus system loses its motivational character. That is why it is important to reward only a limited number of employees for their outstanding performance. Please check the percentage of civil servants who received bonuses during the latest full calendar year (if a civil servant received a bonus more than once during the year, he/she is counted as 1). If the value is below 50%, the answer to the question should be Yes.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

### Motivational tools

While organisations may not always be able to provide financial compensation during a crisis, employees need also recognition of their work through non-financial means. The use of motivational tools contributes to increasing employee engagement and contributes to increased productivity, especially in crisis situations when additional efforts are needed.

Question	Explanation	Answers	Notes/comments
<b>Practice</b>			
Is the workload fairly managed?	An important part of managerial responsibilities is making sure everyone in a team has the right amount of work. It is tempting to give the good performers more projects than others (especially if they get them done faster) or to ease up on someone who is struggling, but it is also necessary to be fair, to ensure the motivation of each employee. Organisations should conduct regular work analysis and adjust the workforce to new challenges. An important element of this analysis is the practice of well-functioning performance appraisals. However, if the workload analysis is not regularly performed, the answer to the question should be “No”.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are leaders recognised?	Reinforcing the role of leaders, for example by assigning them specific assignments to help foster a sense of agility and lasting resilience.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are there new opportunities to engage top performers (e.g., stretch roles, team leadership, hack-a-thons)?	With different techniques, it is usually easier to engage good performers: <ul style="list-style-type: none"> <li>- stretch roles: a project or task given to employees that is beyond their current knowledge or skills level, in order to “stretch” them developmentally. The stretch assignment challenges employees by placing them into uncomfortable situations in order to learn and grow;</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

	<ul style="list-style-type: none"> <li>- team leadership: good performers need relatively more ambitious performance goals than average teams;</li> <li>- hack-a-thons: a hack-a-thon is an event during which teams (made up of developers, but also sometimes designers and project managers) must develop a project over a limited, generally short period (a day, a night, a weekend).</li> </ul>		
Are non-financial awards (like recognition, time off, earning and development opportunities) applied?	Employee recognition is the timely, informal or formal acknowledgement of a person's or a team's behaviour, effort or result that supports the organisation's goals and values, and which has clearly been beyond normal expectations. Managers should provide adequate public recognition. This could be done, for example, by public recognition, diplomas, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Do managers and supervisors regularly give feedback to their employees?	In normal times, and particularly in crisis situations, managers should listen to their staff needs and concerns and provide support. They should also provide recognition and recognise and highlight exceptional efforts. They should ensure visible leadership and give a sense of direction and encouragement. They should set clear objectives and follow the results instead of focussing on the time worked. Managers should provide more regular feedback than required by annual or semi-annual performance appraisal procedures.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is well-being training provided?	When organisations face complex situations or exceptional circumstances, well-being of staff is strongly related to resilience. Employees are more motivated at work and participate in achieving the objectives of the organisation even during adverse situations, great uncertainty, stressful events, and difficult circumstances. Thus, training on coping with stress, isolation, etc. may be very helpful.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Can staff seek advice, support and guidance on personal issues?	For example, work-related stress, dignity at work issues, relationship difficulties on a confidential basis.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Results</b>			
Are examples of teams that have delivered high performance during the crisis celebrated?	Sharing stories (through video or town halls) of colleagues who are embodying purpose through the period of crisis is important. This celebration allows the creation of role models of those who are good performers. These could take the form of announcements in a newsletter, special events, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

## 5. ORGANISATION MANAGEMENT

### HRM units as strategic partners

Crisis situations present a challenge to all units in public bodies. One of the biggest challenges is usually faced by HRM units that need to make sure that there are enough qualified and motivated staff. For this reason, it is important that HRM units are professional and are involved in the management decisions of public bodies. Good practices from the business sector show that agile HRM systems should be able to adapt to business requirements. Even within an organisation, the business needs of different units or groups of employees may be different and thus the management methods should be differentiated. This also applies to HR solutions.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Is the role of the HRM unit as a strategic partner described in the regulations or internal procedures?	<p>Frequently, the role of HRM units is described in the legislation and limited to aspects of administrative and regulatory staff management. Resilient organisations are those which formally describe a strategic role for their HRM units: developing HR strategies, policies, having a long-term vision, etc. beyond the limited aspects of administrative and regulatory management.</p> <p>A strategic alignment of HRM is needed, particularly in exceptional situations. It means accepting HRM as a strategic partner in the formulation and implementation of the organisations' strategies through all HR activities (e.g. recruitment, selection, training, rewarding personnel).</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
<b>Practice</b>			
Is the HRM Director a full member of the most senior management team in the public body ?	Do they participate in meetings of other directors on an equal basis?	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	



Are HR strategies that anticipate future developments and needs developed by the HRM unit?	The HRM unit should design long-term impact programmes that inspire employees to overcome uncertainty and lead them to commit to their organisation. Resilient organisations thrive despite experiencing conditions that are surprising, uncertain, often adverse, and usually unstable. An organisation's capacity for resilience is developed through strategically managing human resources over the long term to create competencies among core employees that make it possible for organisations to respond in a resilient manner in a crisis. These strategies could be a part of the organisation's overall strategy.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is there a crisis management procedure for certain key processes developed by the HRM unit?	Organisations should develop processes to be able to manage exceptional circumstances (e.g. lockdown). These could encompass, for example, payroll management.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are efficient communication tools that can be applied in crisis situations used by HRM units?	HRM units should find communication tools that suit the organisation's culture, particularly in uncertain times. These could encompass, for example, the possibility of contacting all employees with SMSs, team groups, direct mailing, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are awareness-raising activities developed by the HRM unit to develop flexible/agile approaches/attitudes?	<p>To support employees with implementing flexible working, the HRM unit should provide employees with guidance to improve and promote the uptake of flexible working, successfully implement flexible working and measure and evaluate the impact of flexible working.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>- Learning from experience</li> <li>- Community of practices.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Does the HRM Unit engage collaboratively with managers and leaders to identify and develop appropriate crisis management support for the new ways of working?	An HRM unit that has a role as a strategic partner can support changes caused by exceptional circumstances. It should prioritise support for line managers so that they develop skills to manage their teams in the new working methods implemented in crisis situations.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Does the HRM unit provide support to leaders with their changing roles?	As a driving force behind an organisation's culture and people, HRM units have a valuable role to play in developing effective leaders and helping them succeed. As management can directly affect performance, it is important that the HRM unit actively facilitates the growth and quality of leaders in their changing roles in exceptional circumstances (for example, flexible working, generalised remote working), with the provision of advice and guidance.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Can managers seek advice from their HRM unit in case of difficulties?	The HRM unit should be a point of contact for managers and supervisors for information about their specific role during a crisis.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is higher management supported by the HRM unit in monitoring whether leaders are effective in the new way of working?	The goal of HRM units is not only to define a behavioural leadership model but to assess if, in practice, the leaders are effective in transformative contexts. HRM units should contribute to this monitoring using any available data and organising surveys.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is continuous development of HRM staff ensured?	In the HRM area development is fast. To be able to support their organisations, HRM professionals should be in the front-line to learn about new trends and ideas. This could be in a form of dedicated trainings, but also for example – subscribing to professional press.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Does the HRM unit have access to and/or participate in a forum or network for civil/public service HRM practitioners, whereby participants can explore and agree solutions to pressing HRM challenges/problems which are common to all civil and public service organisations?	Participation in such a forum, particularly if it meets regularly, could facilitate the sharing of challenges and problems with the aim of developing a coherent and consistent, service-wide response, which would reduce duplication of efforts and minimise fragmented policy development.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Does the HRM unit have access to and/or participate in a forum or network of (principally but not exclusively) private sector HRM practitioners to share good practice, innovative solutions, lessons learned, etc.?	Participation in such a forum could facilitate the widening of the knowledge base and the identification of initiatives based on the experience of other organisations that could usefully be deployed in the civil service.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are there HRM specialists in the HRM Unit in addition to lawyers (for example, talent officer, compensation and benefit officer, HR planning specialist)?	Legal education should not be the most common requirement in HRM tasks. HRM units are expected to support organisations in different areas, with specialists with other educational backgrounds (e.g. occupational psychology).	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

## 6. CHANGE MANAGEMENT AND COMMUNICATION

### Organisational tools

The changes that public administrations face are more manageable if they have been anticipated and well prepared rather than if they are instigated on an *ad hoc* basis. While circumstances can induce change, proactivity can limit the negative consequences of those circumstances. Unexpected circumstances mean employees must work in a new environment, under new working conditions. Moreover, crisis situations require changes to many processes, roles and even the institutional set up. To be able to effectively implement these changes, organisations must have the right approach and the processes in place to facilitate change management.

Question	Explanation	Answers	Notes/comments
<b>Regulations, procedures and other arrangements</b>			
Is there a business continuity plan that can be activated in the event of exceptional circumstances and that relates to change management?	A continuity plan outlines how an organisation will continue operating during unplanned disruption. It describes strategies and actions to be adopted in the event of a crisis: the approach to put in place to both manage the crisis and ensure critical missions.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are procedures in place describing actions to be taken within the organisation for the management of change (resulting from an internal decision or from external factors)?	The key to the success of any change programme is awareness of the challenge, a real desire to meet it and the knowledge of how to implement change. The implementation of this process must underline the commitment of the organisation to promote, through appropriate guidance and support, the individual responsibility of all individuals, while ensuring the proper functioning of the organisation at the collective level. There should be procedures in place that allow the guidance of the organisation through the challenging process of managing change.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Practice			
Is regular risk analysis applied?	Changes during a crisis are sudden and unexpected. While resilience can be seen as an ability to recover from or adjust to change, organisations should focus on the identification of risks in order to manage or to cope quickly with possible resistance related to those risks.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Are there mechanisms in place to ensure learning from the past?	As changes happen (for example a crisis or an epidemic), data and experiences are accumulated on how the organisation reacted. The data and experiences recorded during a crisis can be used to prepare for future situations. There should be procedures in place that ensure that the organisation learns from past experiences.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is a formal process of identification and recognition of innovative and creative initiatives that have been taken in place, with a view to sharing with colleagues?	In many public organisations, civil servants are rewarded for complying with existing practices and not for proposing new, innovative practices. A formal process to identify and recognise innovative solutions may use different tools, including for their identification (establishing channels to propose new solutions), as well as possibilities to reward the initiatives, including financial and non-financial recognition.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Does the organisation have change management experts that could support the processes of change?	While it is the higher management that is usually responsible for managing change, organisations can also employ a change manager to support the change process with their expertise and experience.	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	

Are staff, irrespective of grade, encouraged to voice their views as to how the organisation should respond to uncertainty?	<p>Does the organisation ensure clear and consistent dialogue and communication with its staff?</p> <p>Example: suggestion box, software tool, folder on a share drive, intranet, surveys, regular meetings with manager.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is upward feedback integrated in change management?	<p>Upward feedback in the change management seeks to involve those affected in the process of change. Getting this feedback could be possible with the use of various tools, such as surveys, polls or focus groups.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
Is there a defined cadence for communications?	<p>To keep employees engaged without being overwhelmed.</p> <p>A communication cadence is the rhythm and frequency of communication between people. While this rhythm may not be the same for each team member, having a transparent and predictable communication rhythm can make employees' lives easier and keep morale high. This has great value during a crisis or exceptional circumstances. There could be regular messages, newsletters, and general staff events, to avoid too much <i>ad hoc</i> communication.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> Yes – in crisis situations* <input type="checkbox"/> Partly yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	