



SIGMA

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

Public Service and HRM

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19 May 2020

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Preparing roadmaps for **reopening** public bodies

Drafting plans to manage the return to on-site work and the reopening of ministries and agencies to users **after COVID -19 confinement**

SIGMA Webinar, 19 May 2020

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Easing confinement: reopening public services



Ministries and public bodies
reopening premises
and services in an unusual
and uncertain situation:
what are the risks?



Risk: no social distancing



Risk: chaotic queueing

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Other reopening risks

Staff absenteeism



Problems with contractors and suppliers



Worried or angry users



IT breakdowns



Users or staff with symptoms



New COVID-19 outbreaks





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For successful return to work and reopening, ministries and public bodies should **prepare roadmaps**

These roadmaps should guide managers and supervisors with managing a long “transitional period” of **gradual return of staff** to on-site work and **progressive reopening of services**





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Why do we need those roadmaps?

1.

Adapt workplaces



2.

Re-think service delivery



3.

Flexible HR management





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1.

Adapt workplaces



Take measures to protect staff and users





2.

Re-think service delivery

Extend deadlines & expiry dates

Extend **deadlines** for applying, appealing or payment, as much as possible.

Extend **expiry dates** of ID cards, official documents, licenses and authorisations, whenever possible, after evaluating risks.

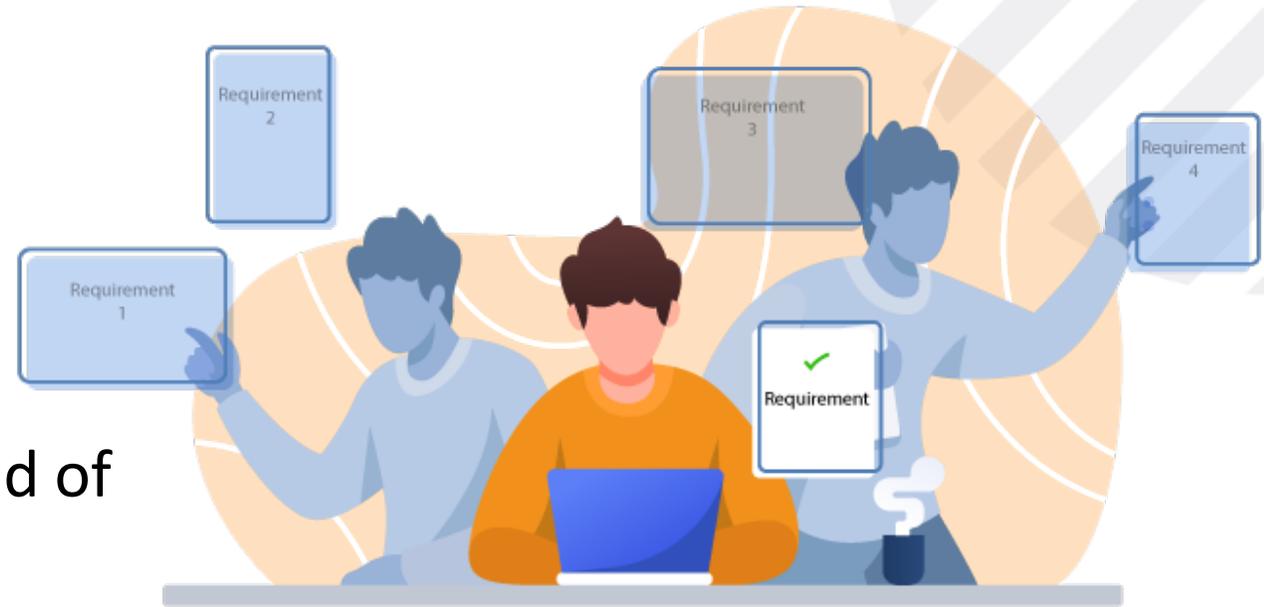


Certificates and other administrative requirements: reduce the burden and be flexible

Due to the situation, users could face difficulties fulfilling all usual requirements

Think of **innovative solutions**:

- “once-only” principle
- change the subject obliged to provide certain information (i.e. employer instead of individual)
- accept sworn declarations instead of official documents
- issue conditional or temporary approvals/authorisations/licences
- ...





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Create or reinforce e-services and phone services

- Allow for full or partial **electronic** or phone procedures.
- If the outcome of the procedure requires a physical document, provide **home delivery**, post or “click and collect”.



Adapt opening hours?

Extend opening hours/days?

- **What for?** For additional service delivery?
Or for easier physical distancing?

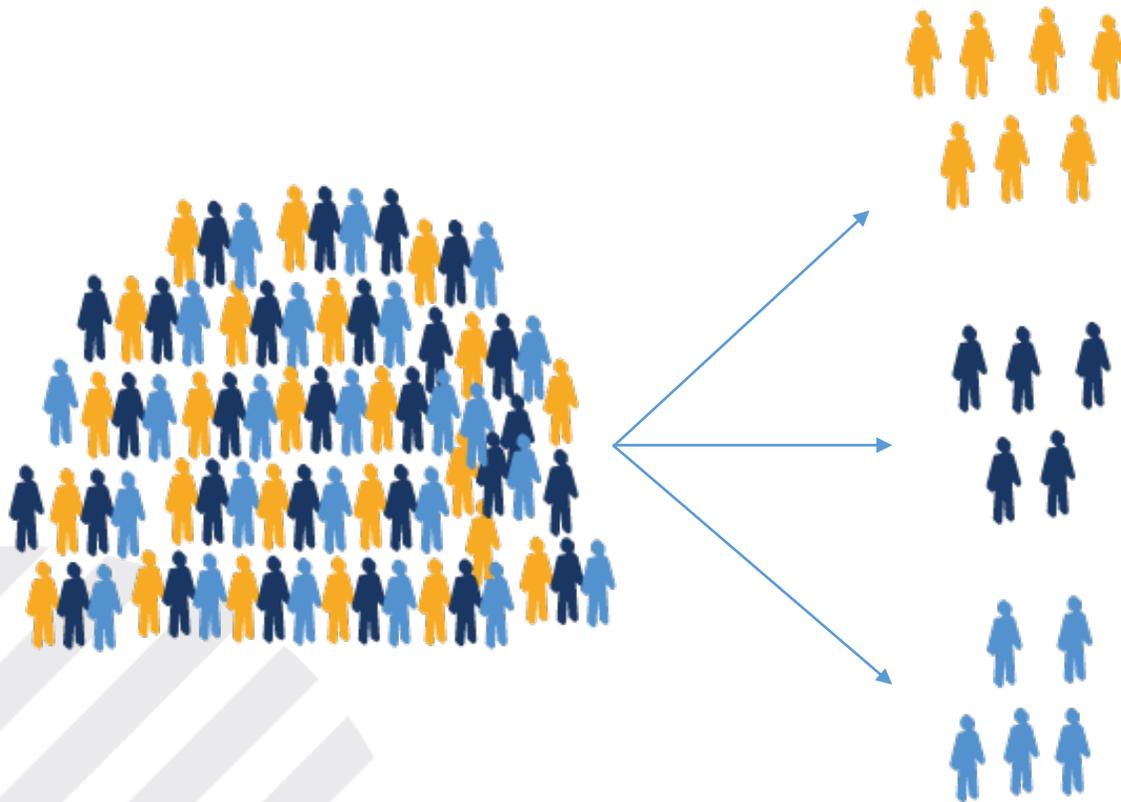
To be able to deliver the service, a minimum number of critical staff should be present during opening hours

Reduce opening hours?

- Reducing opening hours might be necessary if there is a shortage of staff

OPENING TIMES	
MON	9 _{am} - 5 _{pm}
TUE	9 _{am} - 5 _{pm}
WED	9 _{am} - 5 _{pm}
THU	9 _{am} - 5 _{pm}
FRI	9 _{am} - 5 _{pm}
SAT	8 _{am} - 6 _{pm}
SUN	- CLOSED -

Segment & Prioritise users



Think about each one of the **services** you provide:

1. Is the service equally **important** and **urgent** for all individuals?
2. Should we **give priority to certain users?**
3. Should we **adapt service provision** for vulnerable individuals, families with kids,... ?



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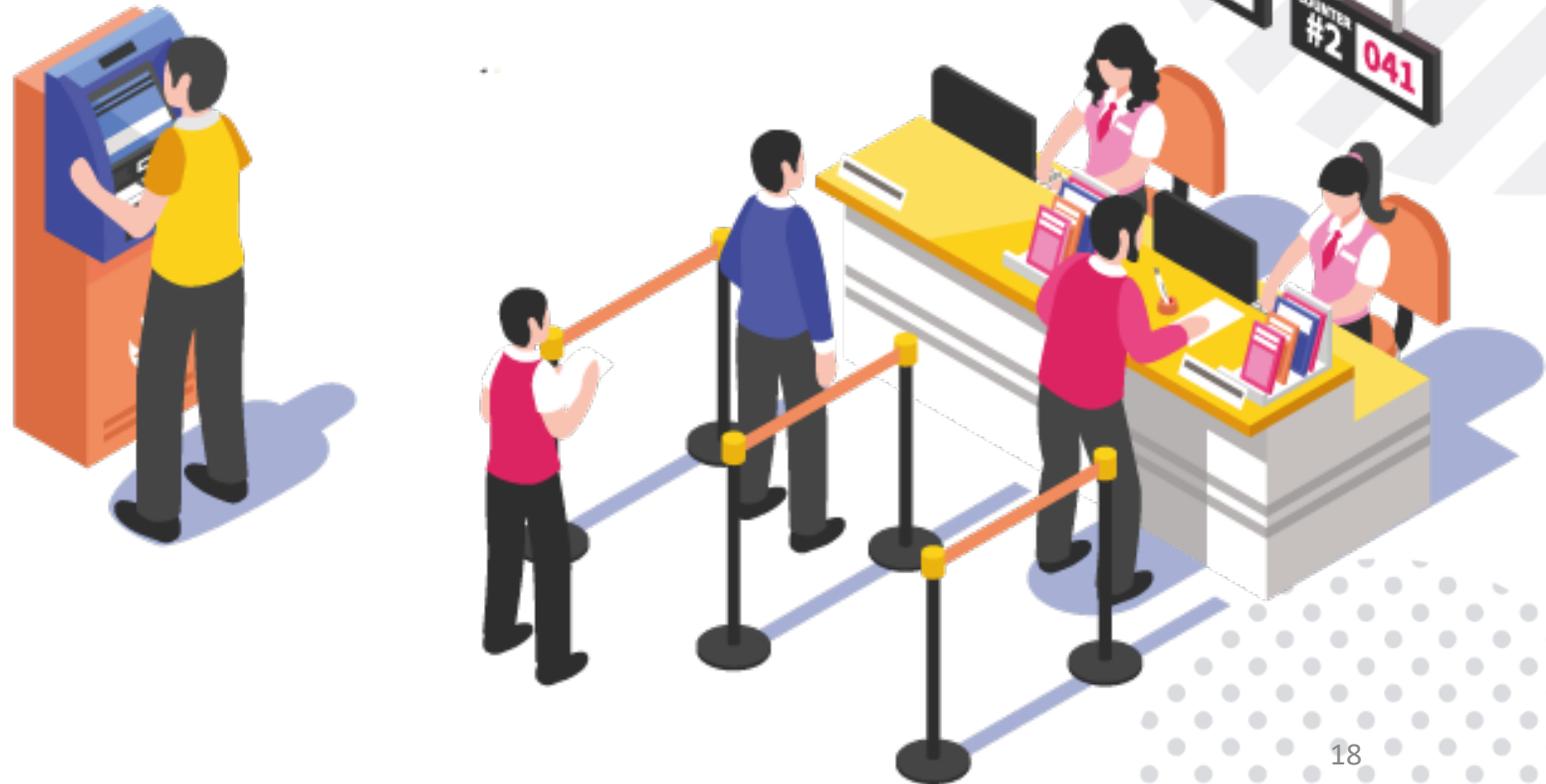
Create or reinforce an appointment scheduling system

- Online, using mobile applications and websites
- By phone
- [At the premises, if walk-in users]



Organise queuing

- At the entrance of the building
- Inside the office





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3.

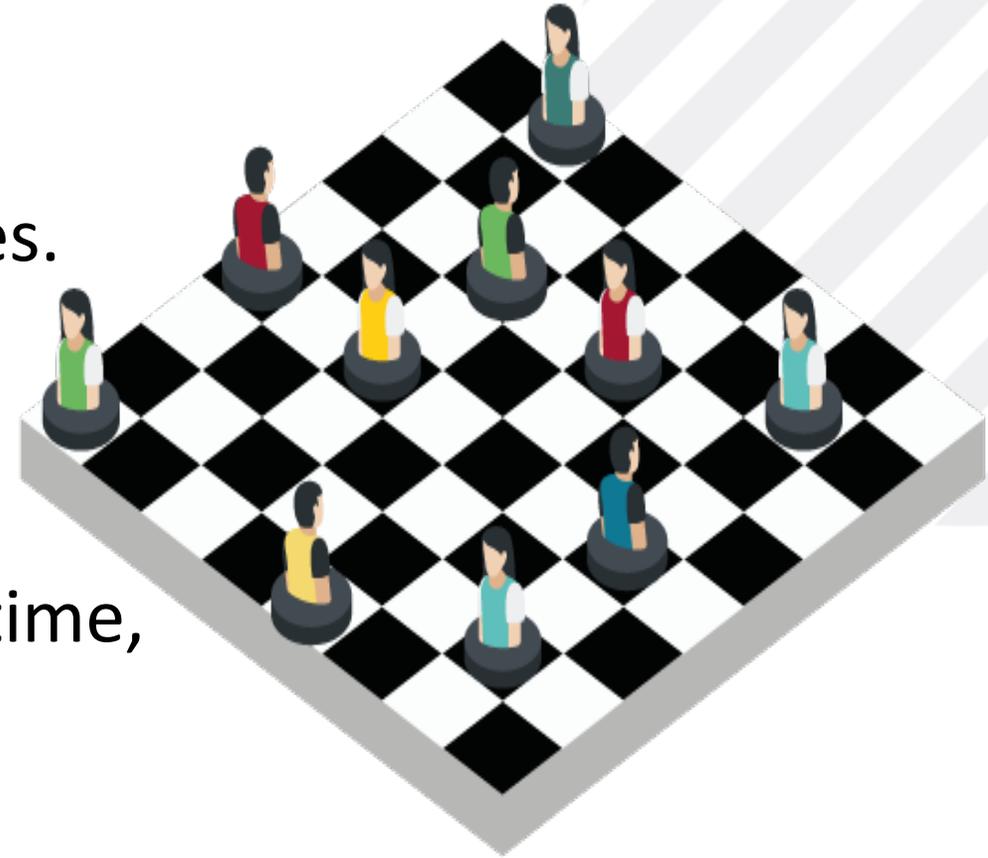
Flexible HR management



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Adapt HR arrangements, according to your organisation's needs

- Extended teleworking.
- Staff with special needs: ill, confined, quarantined, with family responsibilities.
- Absenteeism: increased and unexpected.
- Flexible working-time arrangements: staggered work times, shift work, overtime, leave,...
- Mobility to reinforce priority services.
- Additional staff? Temporary? External? Volunteers? Postpone retirement?



Training: Covid + new functions; Staff well-being!



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How to prepare your roadmaps?

Prepare **phased** back to work and reopening, tailored to your organisation and branch

Phase 1

Management and key staff
Strict preventive measures
Closed to users

Phase 2

Some non-vulnerable staff
Strict preventive measures
Partially open to users?

Phase 3

Most of staff are back
Less-strict preventive measures
Partially/fully open to users

Phase 4

(Nearly) All staff are back
Mild preventive measures
Fully open to users

Allow teleworking & Extend e-services



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Different regions/premises, different roadmaps

Most ministries and
public bodies will need a
general roadmap, as well
as a specific one for each
region/territory
and for each of their
branches/premises





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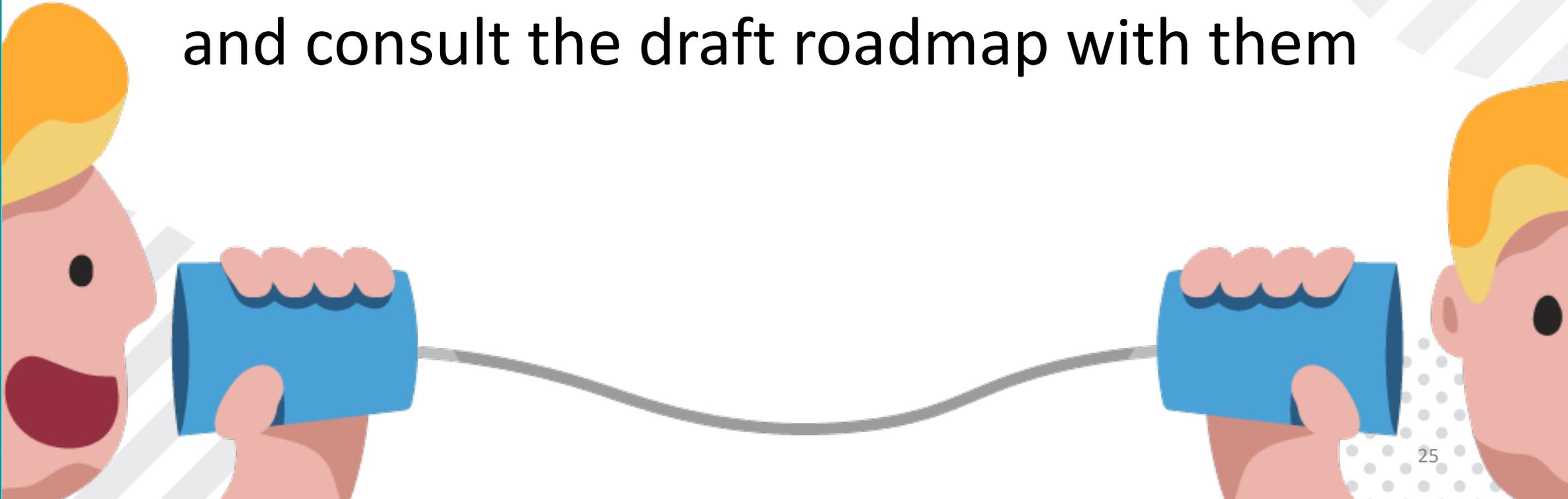
Prepare your roadmaps in full co-ordination with the relevant authorities

Prepare your roadmaps, **under the guidance of the relevant authorities**, such as the prime ministry, the civil service co-ordination body or the ministry of health and in co-ordination with the **local/municipal** authorities



Consult your draft roadmap

Listen to your staff, stakeholders and users
about their concerns
and consult the draft roadmap with them





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Communicate your plan

**Make sure that staff,
stakeholders
and users know what
to do during the
reopening period**



Key actions to prepare and implement reopening

1. Analyse and assess: your agency, workplace, staff, users/sector, stakeholders, IT systems, legal framework
2. Consult and coordinate: with the relevant authorities
3. Communicate/listen/agree: with your staff/with your stakeholders
4. Services and activities: prioritise, postpone, suspend
5. Services: manage demand, ensure offer (use innovative solutions)
6. Services: inform your users and provide answers (multichannel)
7. HR: provide flexible solutions
8. Implementation: empower managers and supervisors
9. Ensure visible leadership

Consider the **roadmap** a *living document*: learn and improve & be prepared to correct the course [PDCA: Plan, Do, Check, Act].

Develop a contingency and business continuity plan for any **new outbreak**.

SIGMA Guidelines

SIGMA/OECD, Guidelines for preparing a post-confinement operational roadmap for public bodies, May 2020

Guidelines for preparing post-confinement roadmaps for public bodies

Drafting plans for the return to on-site work and the reopening of ministries and agencies to users after Coronavirus (COVID-19) confinement

FIRST EDITION, 11 MAY 2020



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Useful materials

EU-OSHA, COVID-19: Back to the workplace - Adapting workplaces and protecting workers, April 2020

<https://osha.europa.eu/en/publications/covid-19-back-workplace-adapting-workplaces-and-protecting-workers/view>

[https://oshwiki.eu/wiki/COVID-19: Back to the workplace - Adapting workplaces and protecting workers](https://oshwiki.eu/wiki/COVID-19:_Back_to_the_workplace_-_Adapting_workplaces_and_protecting_workers)

International Labour Office, An employer guide on managing your workplace during COVID-19, March 2020

https://www.ilo.org/actemp/publications/WCMS_740212/lang--en/index.htm

International Labour Office, Prevention and mitigation of COVID-19 at work: action checklist, April 2020 (in different languages)

https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_741813/lang--en/index.htm

World Health Organization, Getting your workplace ready for COVID-19: How COVID-19 spreads, March 2020

<https://apps.who.int/iris/handle/10665/331584>

International Labour Office, Staggered hours schemes, 2004

https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_170720.pdf

International Labour Office, *Guide to developing balanced working time arrangements*, 2019

https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_706159.pdf

Framework for Reopening Schools (*UNESCO, UNICEF, World Bank, World Food Programme*)

<https://www.unicef.org/documents/framework-reopening-schools>



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OECD website on COVID-19 response

The OECD is compiling data, information, analysis and recommendations regarding the health, economic, financial and societal challenges posed by the impact of coronavirus (COVID-19). Please visit our dedicated page for a full suite of coronavirus-related information, including a chapter on Governance and the paper *Public servants and the coronavirus*.

<http://www.oecd.org/coronavirus/en/>

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