



# MANAGING A DIVERSE PUBLIC ADMINISTRATION

EUPAN Working group  
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# Outline of Presentation

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## Context and Background

- why a focus on diversity management?


## The EUPAN survey

- Methodology and approach
- Key early results
- Implications

## Next steps

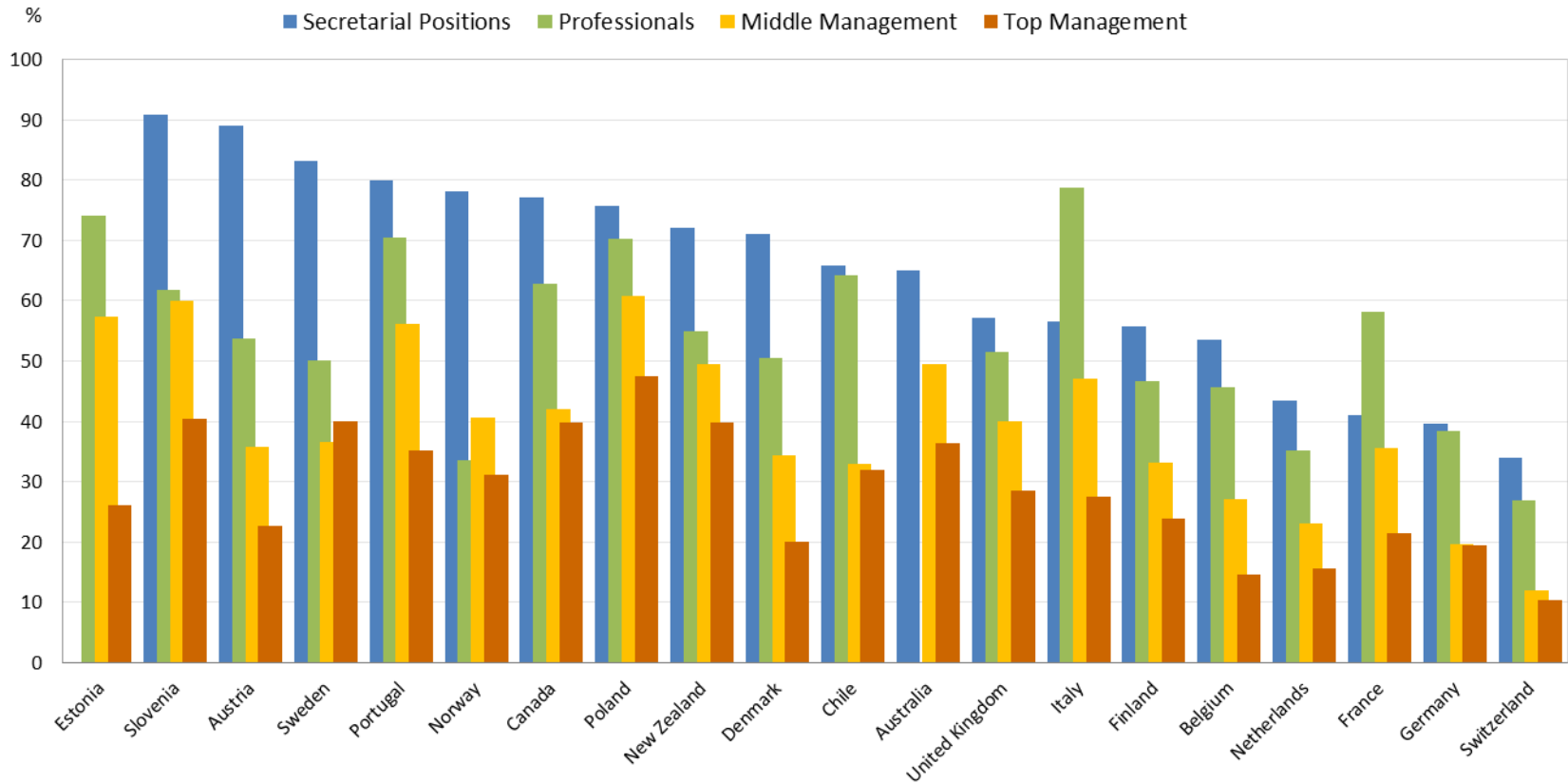


# An Evolving View of Employment in Central Public Administrations

| <b>Traditional Public Employment</b>                          |  | <b>A New Normal?</b>   |
|---|--|--|
| Big public administration                                     | <i>Leaner</i>  | Reduction of public employment                                     |
| Exercise of public powers by nationals                        |  | Towards more diversity, exercise of public powers also by migrants |
| Young workforce   | <i>More Diverse</i>  | Ageing/multi-gen workforce   |
| (older) Men in top-position                                   |  | Increase of women in top-functions, also young leads old           |
| Recruitment at entry level, focus on qualification, seniority | <i>Higher Qualified</i>  | Flexible recruitment, LLL, Competency Management, Skill focus      |
| Central workforce planning                                    |  | Sectoral variation (education, security, research, IT)             |
| Dominance public law status                                   | <i>More Agile</i>  | More flexible legal status   |
| Low internal mobility   |  | All sorts of mobility, restructuring, outsourcing, shared services |
| Specific Working conditions for CS                            |  | Alignment of Working Conditions                                    |



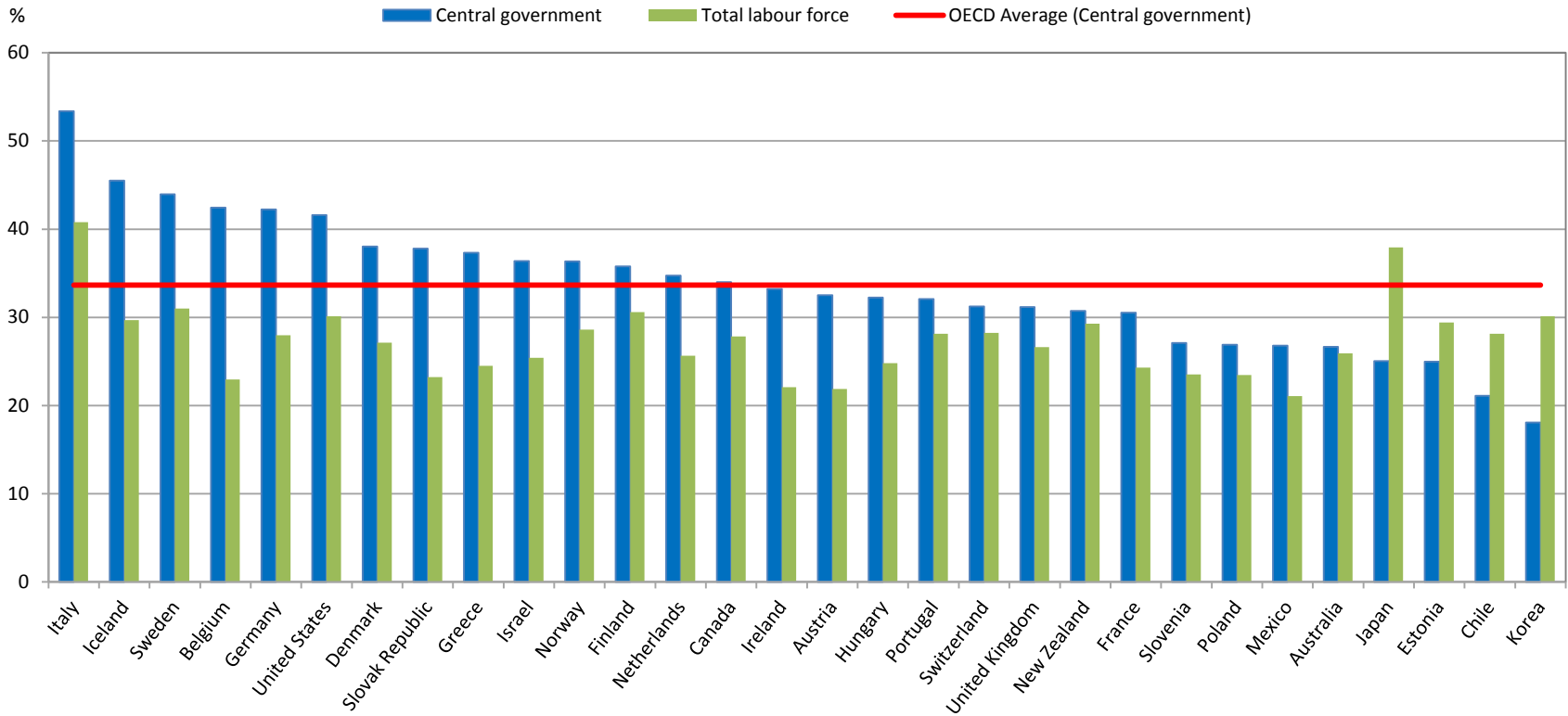
# Share of central government employment filled by women (2010)



Source: OECD 2011 Survey on Gender in Public Employment.



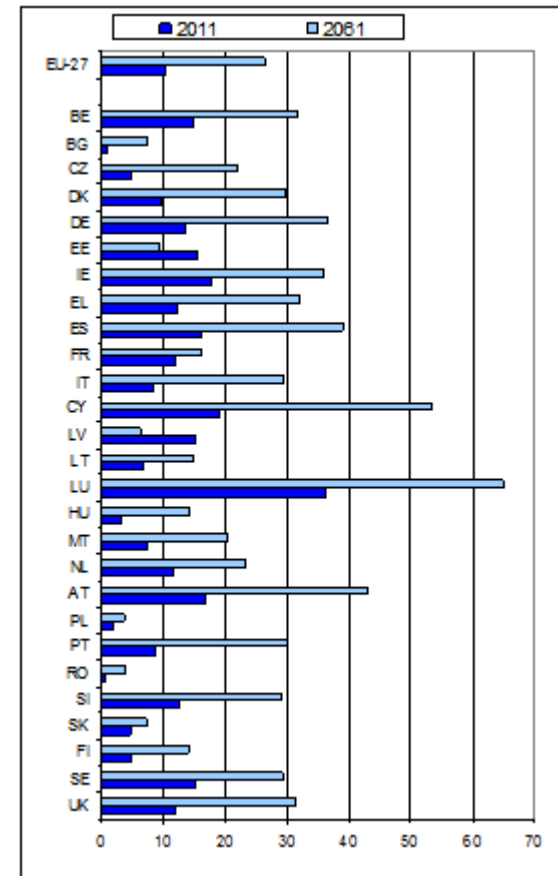
# Workforce over 50 years old





# An increasingly diverse Europe?

- 2008: 12.7 % of the EU residents aged 15-74 were foreign-born or had at least one foreign-born parent.
- 2060: this group may more than double and exceed 25 % of the population across all ages.
- The proportion of people of foreign background may vary substantially across Member States.
- In addition, among young adults the proportion of first and second generation immigrants is projected be far greater than today.



## OECD Public Governance Ministerial Meeting

Helsinki, Finland, 28 October 2015



**PUBLIC  
GOVERNANCE  
FOR INCLUSIVE  
GROWTH**

### GOVMIN

|                        |
|------------------------|
| Agenda                 |
| Background information |
| Youth dialogue event   |
| - Poster competition   |
| Country initiatives    |

### [GOVMIN](#)

#### **PUBLIC GOVERNANCE MAKES INCLUSIVE GROWTH HAPPEN!**

 [Tweet #GovMin15](#)

In many countries inequality is growing as the benefits of economic growth go to the richest members of society. Inclusive Growth is all about changing the rules so that more people can contribute to and benefit from economic growth.

Governance - the way that governments do their jobs - can make the difference as to whether growth benefits everyone, or just a few.

On 28 October, ministers and cabinet-level officials from OECD countries and beyond will meet in Helsinki, Finland, to help determine how we can shape the policy cycle to deliver growth for everyone.

#### **THE 4 STEPS TO INCLUSIVE GROWTH**



## Highlights

1 2 3 4 5



### OECD Conference: Innovating the Public Sector: from Ideas to Impact

12-13 November 2014 Find the summary, presentations, videos and photographs from the Conference here.

## Latest Blog Posts



**Mexico's Challenge**

by **Alejandra Lagunes**



**Public innovation?**

by **Jocelyne Bourgon**



**An innovative public sector?**

by **Hannah Kitchen**

## Innovations

search by country, sector, results...



## Library

research on innovation



## Submit

an innovation



## Collaborate

with others



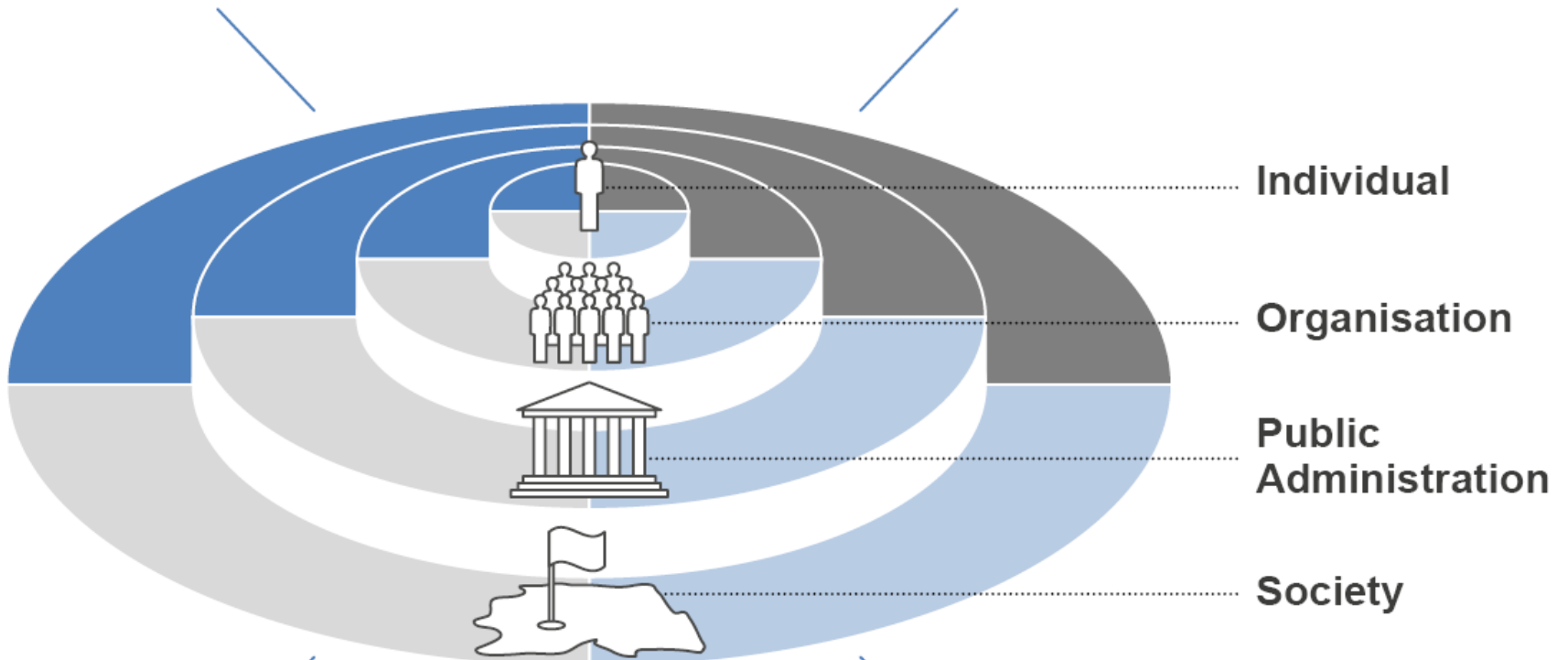




**Ways of Working**



**Rules and Processes**



**Individual**

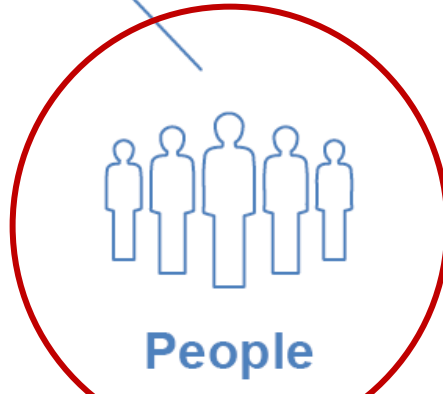
**Organisation**

**Public  
Administration**

**Society**



**Knowledge**



**People**



# Diversity for Public Sector Innovation



- Diversity unlocks innovation by creating an environment where “outside the box” ideas are heard
- When at least one member of a team has traits in common with the end user, the entire team better understands that user.



# About the Survey

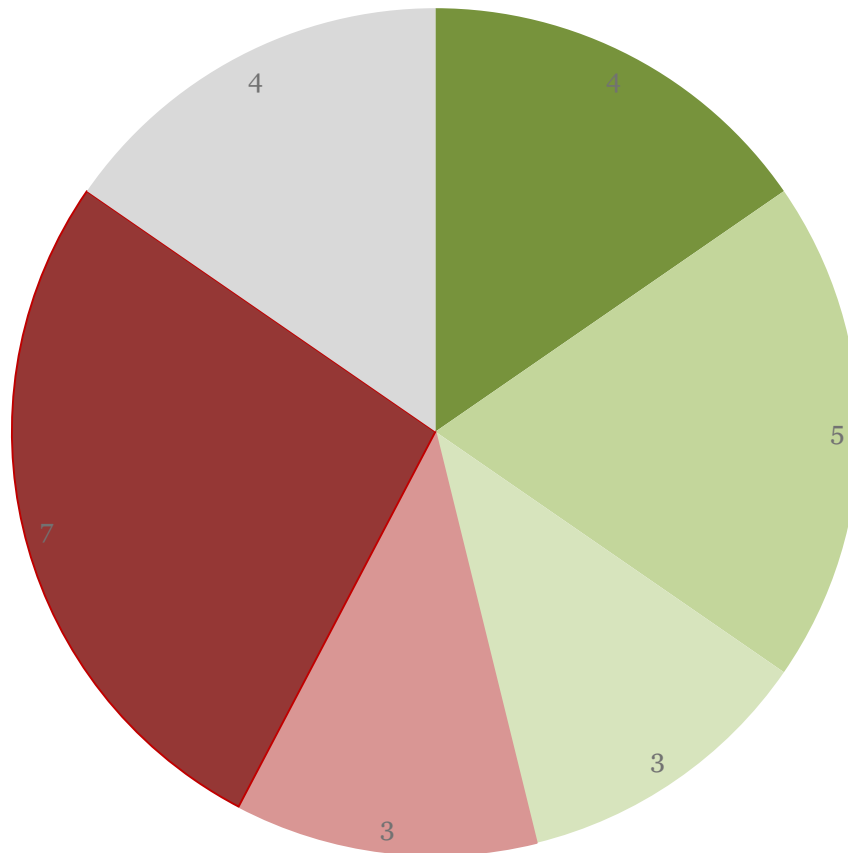
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- 26 Responding Countries
- Conducted over the summer, 2015
  - Data cleaning process through September
- 18 questions exploring a range of diversity related issues including:
  - Strategy
  - Data
  - Leadership
  - Training and diversity awareness
  - Recruitment and Selection
  - Flexible working patterns and arrangements
  - Career management and competency development
  - New competencies in a more diverse context



# Many public administration have a diversity strategy...

1. Does your public administration have a diversity strategy?

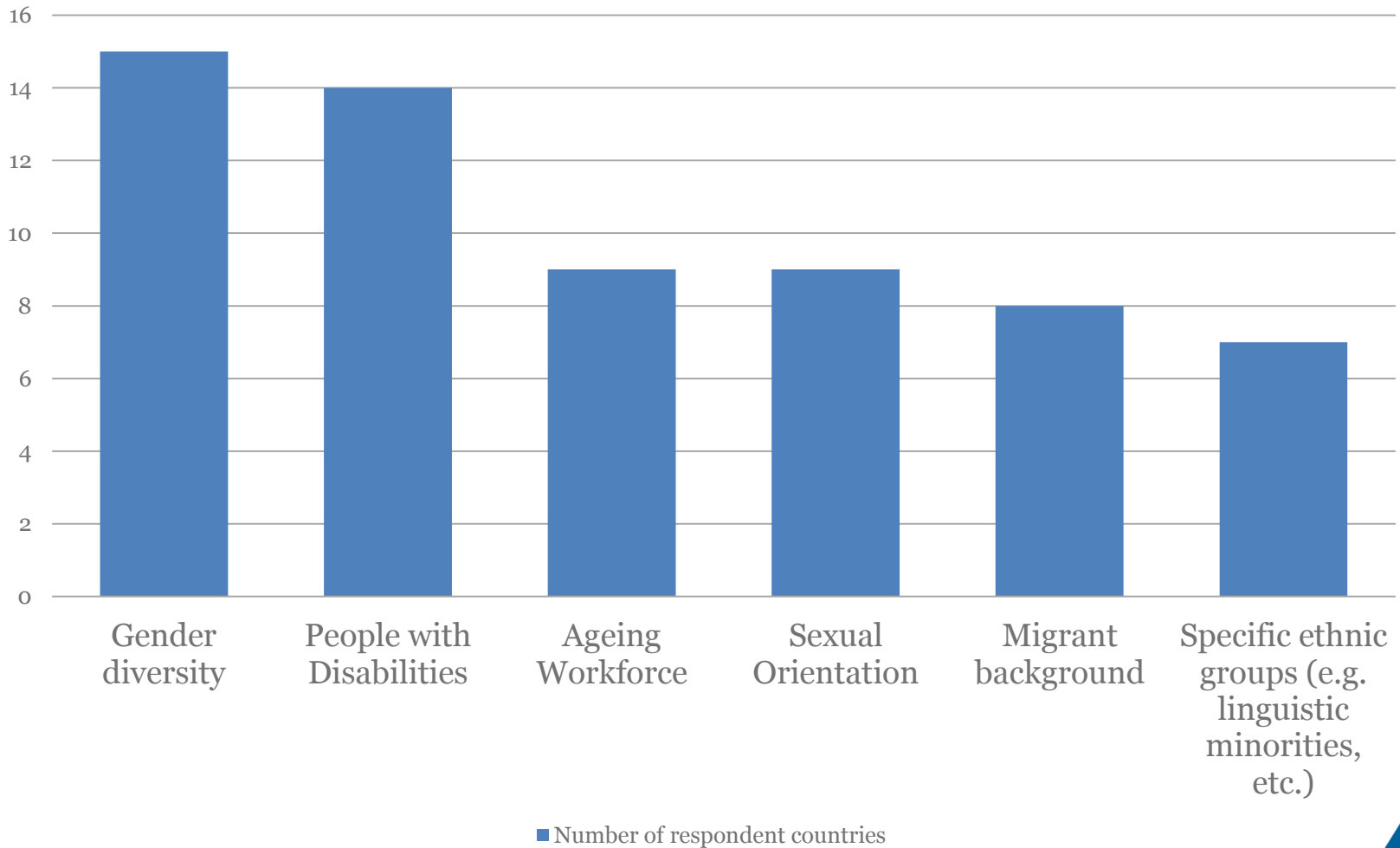


- Yes, it is a stand-alone document
- Yes, it is part of a larger suite of strategies for the public administration
- Yes, it is part of a broader diversity strategy that extends beyond the public administration (e.g. wider labour force strategy)
- No, there is not an integrated diversity strategy, but there are stand(alone strategies for specific groups
- No, there is no diversity strategy
- Other, please specify



...most commonly focused on gender and/or people with disabilities...

1a. Which of the following elements/groups are targeted by the diversity strategy?

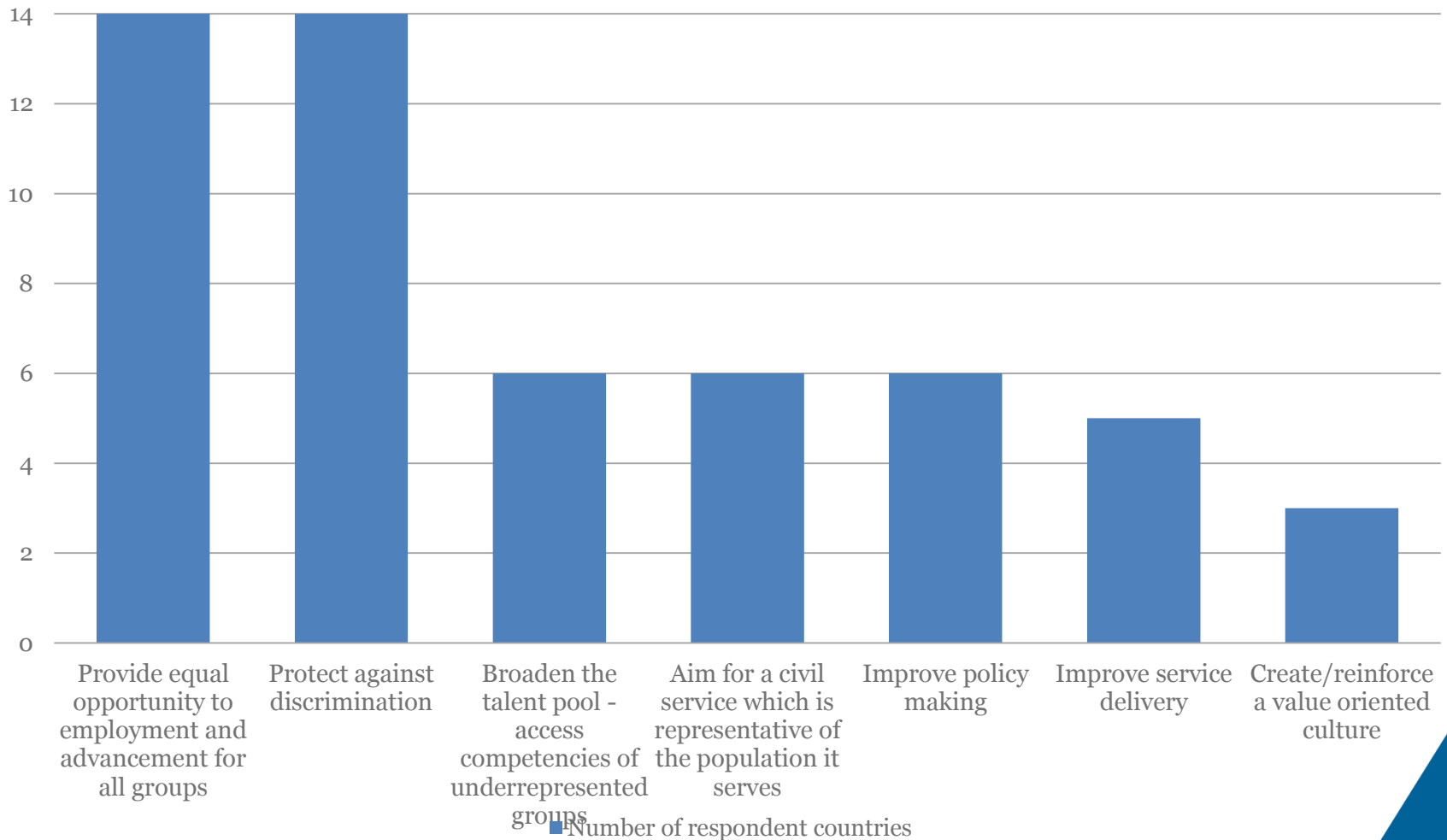




# ... to ensure equal opportunity and protect against discrimination

1b. What is the stated intent/purpose of the diversity strategy?

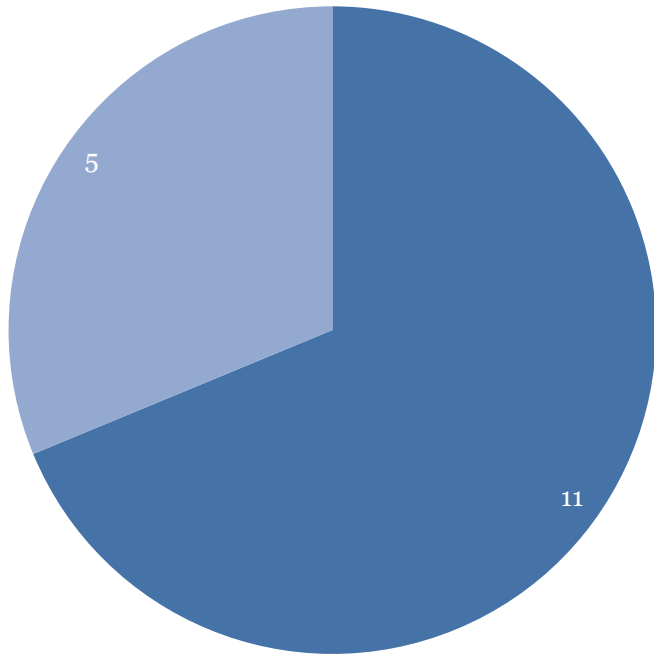
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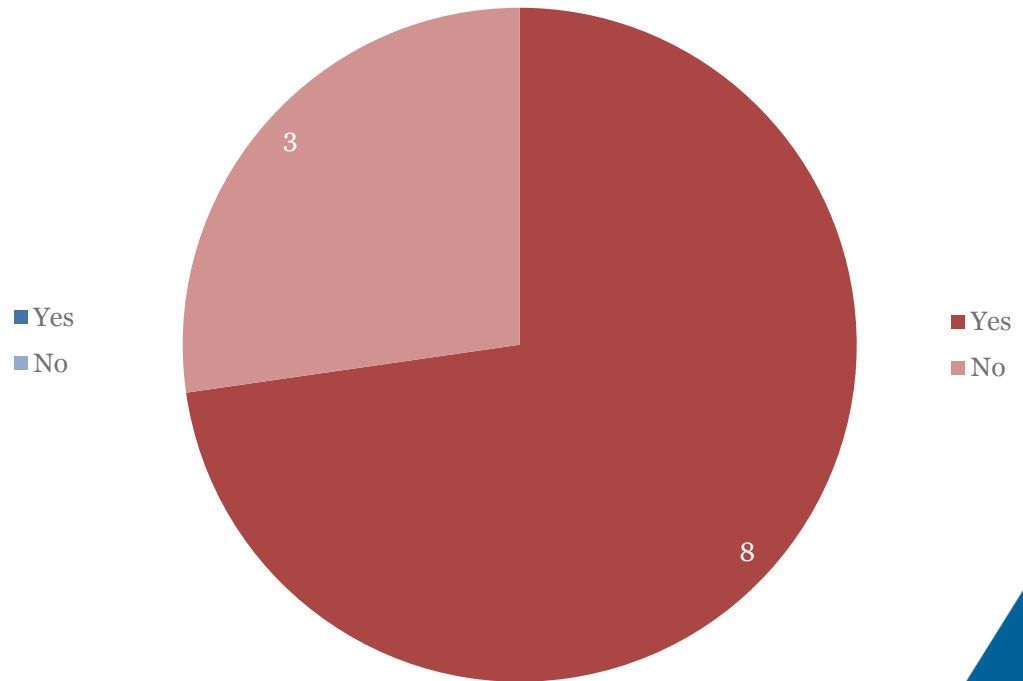


# Only 8 countries have specific targets...

1c. Is there an action plan to implement the strategy?



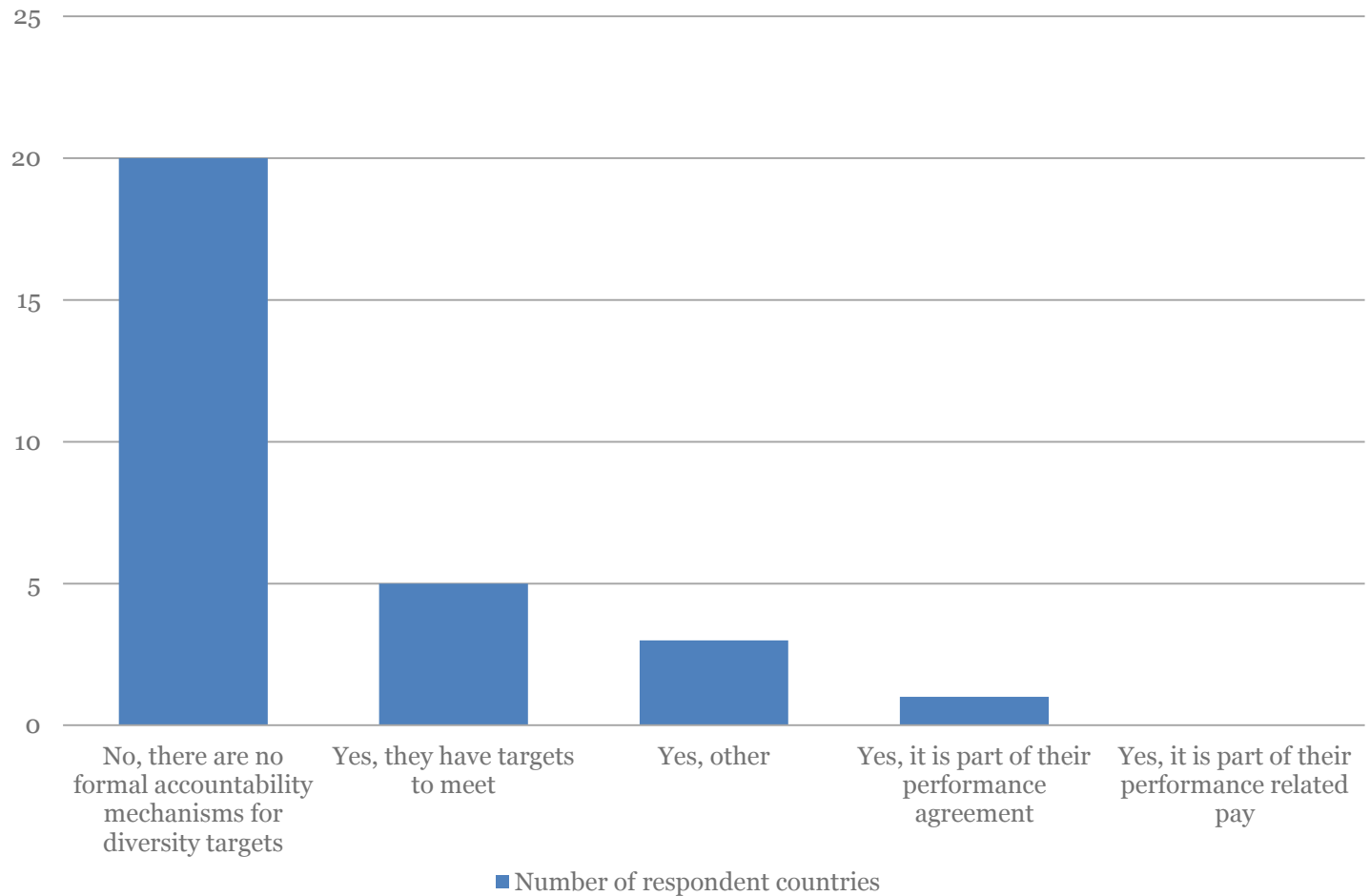
1d. Does the action plan for the diversity strategy contain specific diversity targets?





# ... and Senior Civil Servants are rarely accountable for diversity targets.

## 7. Are Senior Civil Servants Accountable for diversity targets?

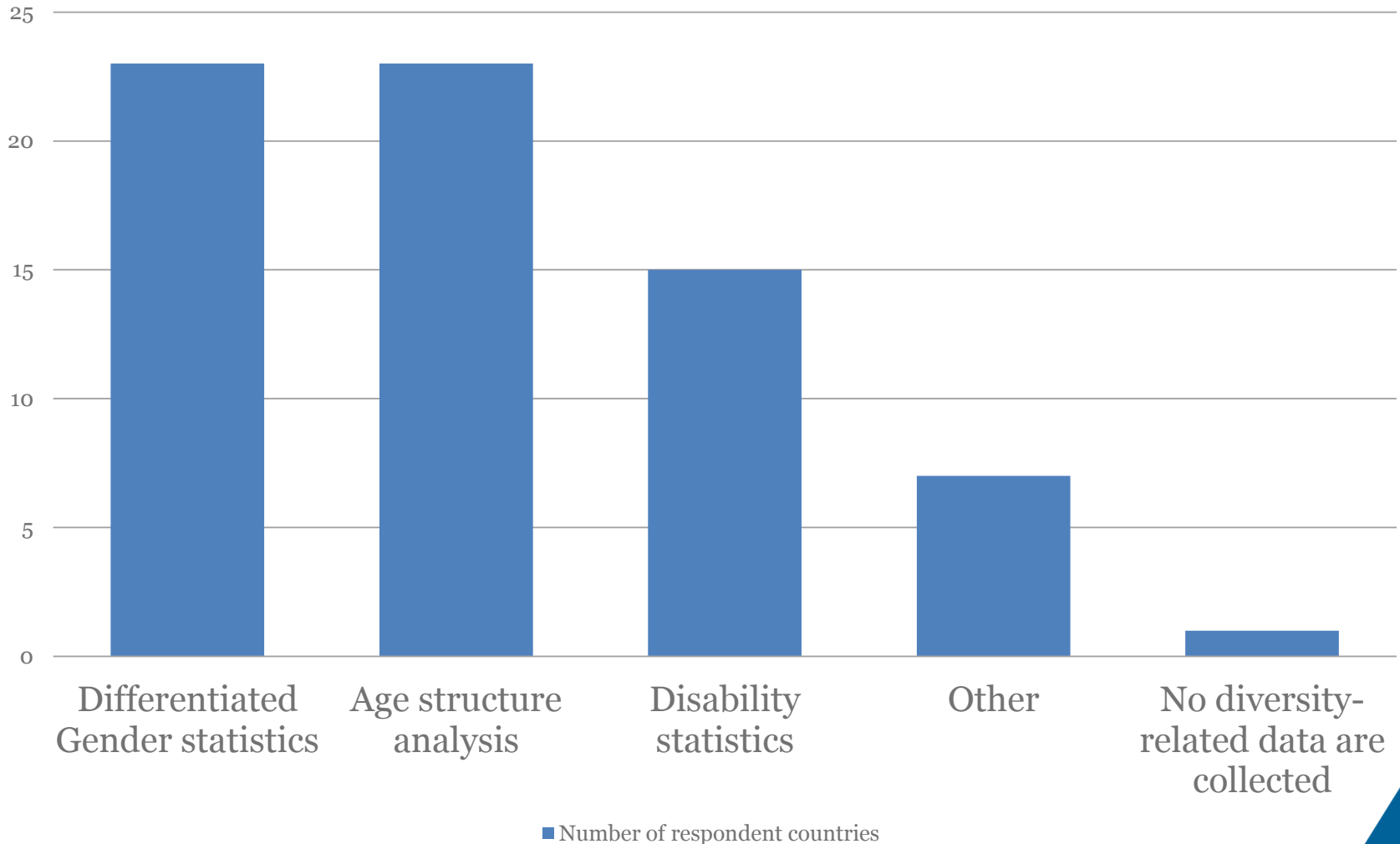






# Most countries collect some diversity-related data...

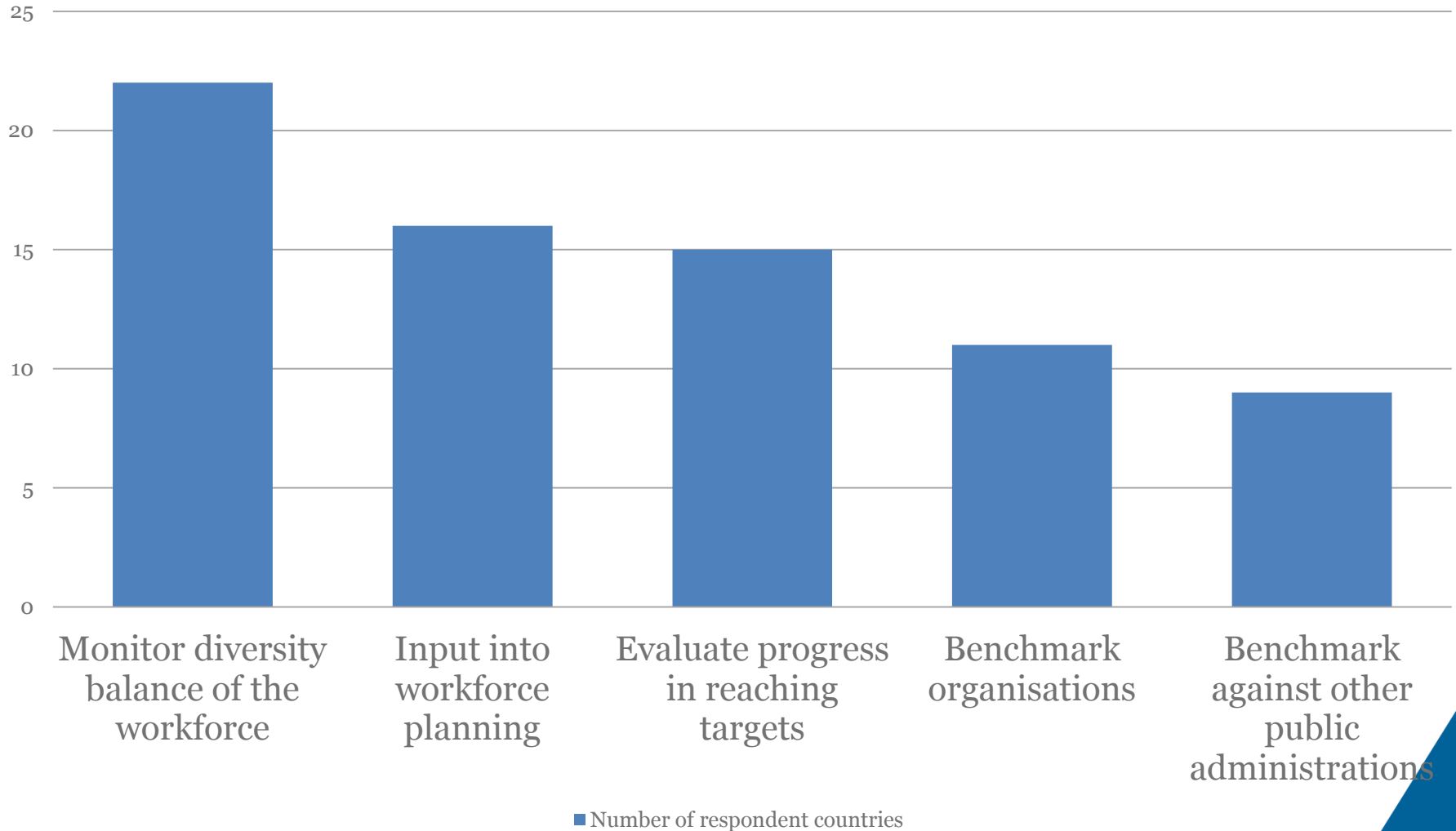
## 3. What diversity-related data are collected?





# ...to monitor diversity balance

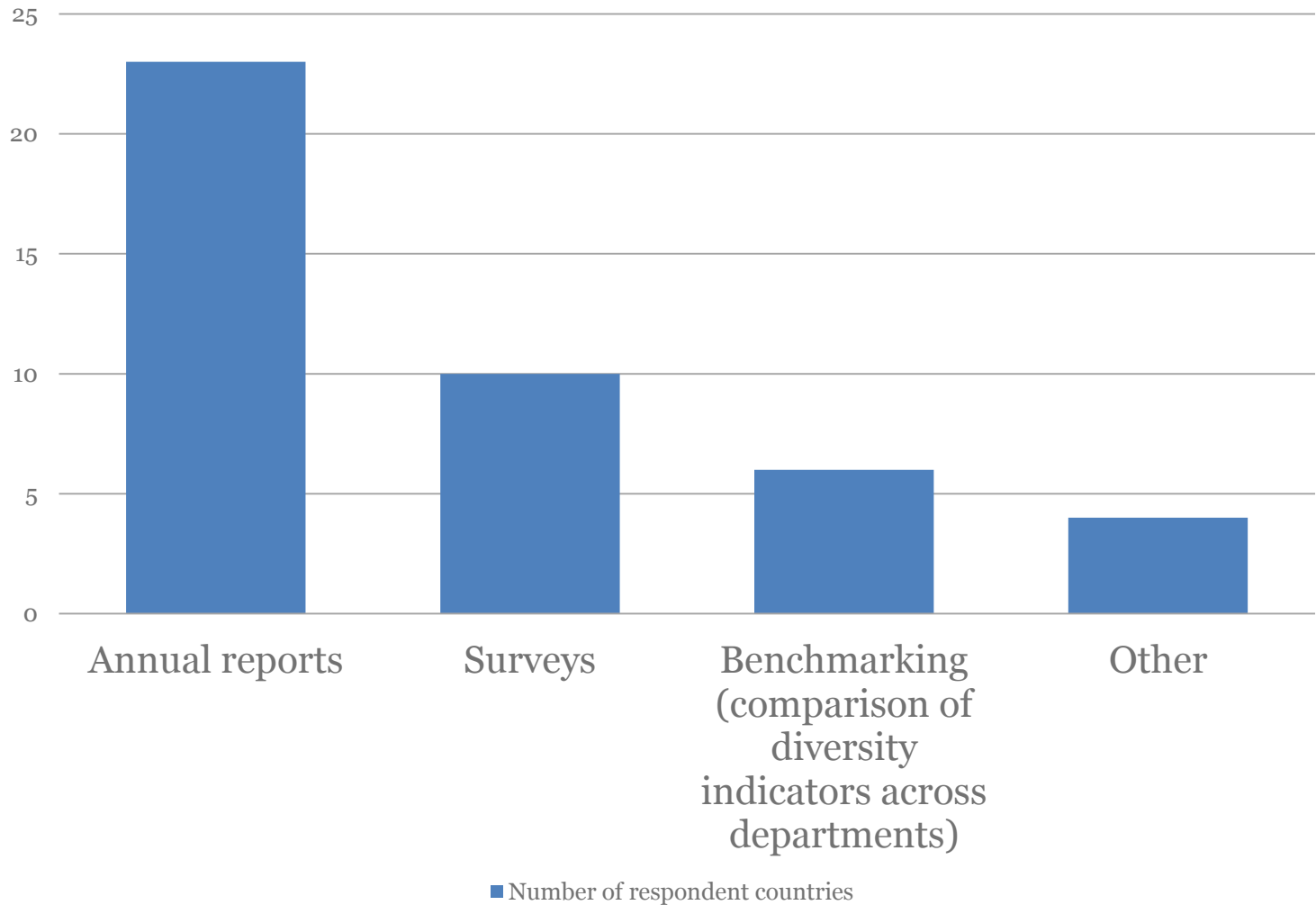
## 3a. What are these data used for?





# Most countries produce annual reports

## 5. How are diversity policies assessed?

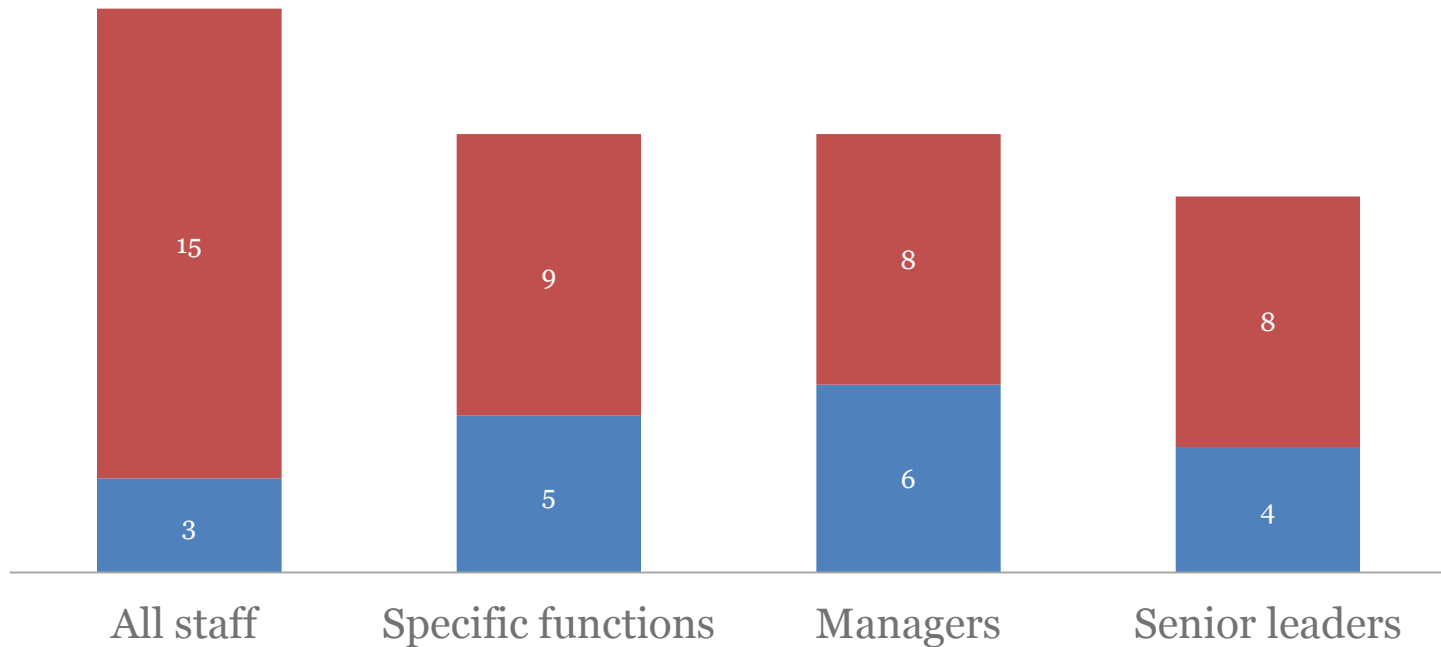




# Few countries provide mandatory diversity training

8. To whom are specific trainings in diversity awareness/competence provided to?

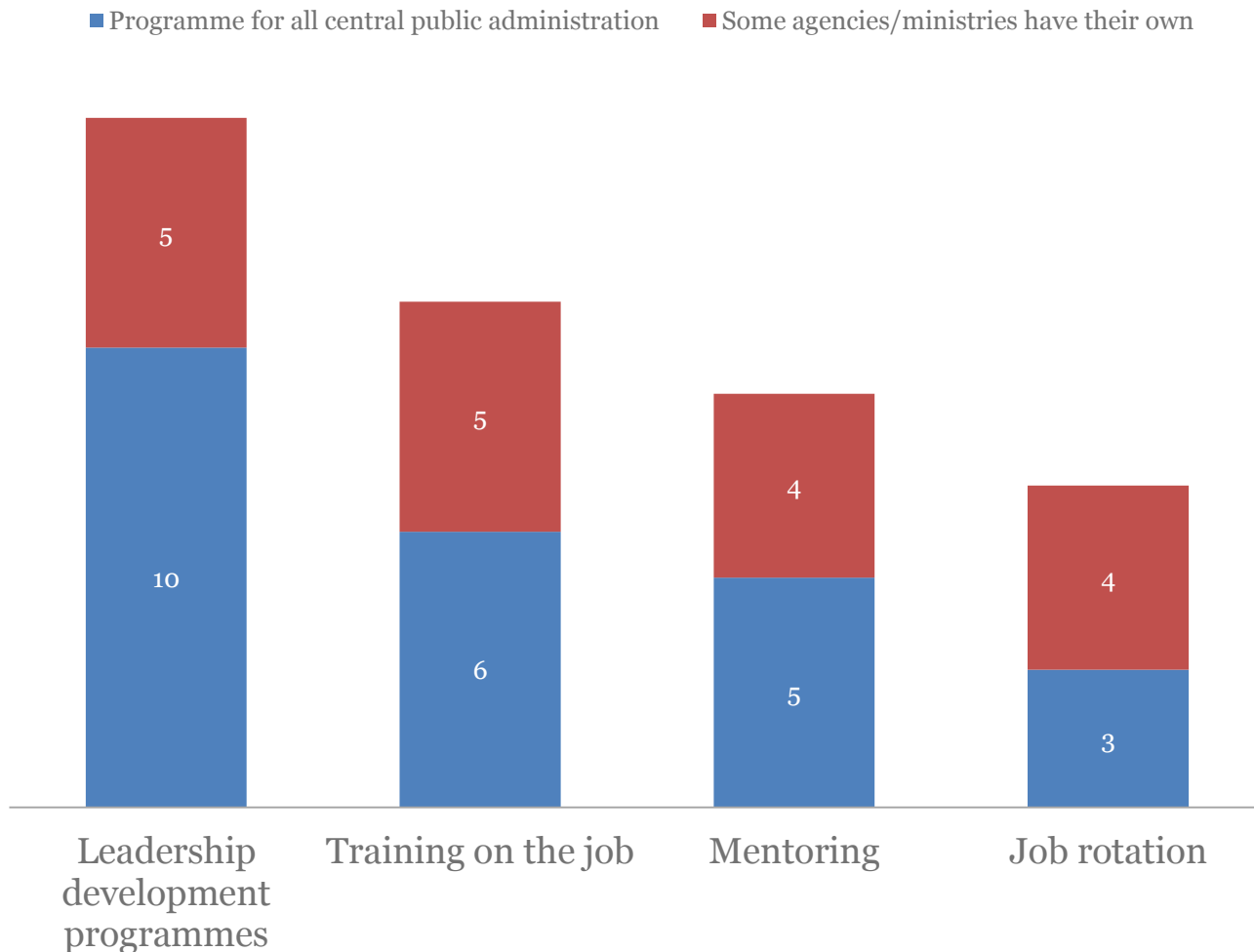
■ Mandatory ■ Voluntary





# Some countries use specific leadership programmes for diversity groups

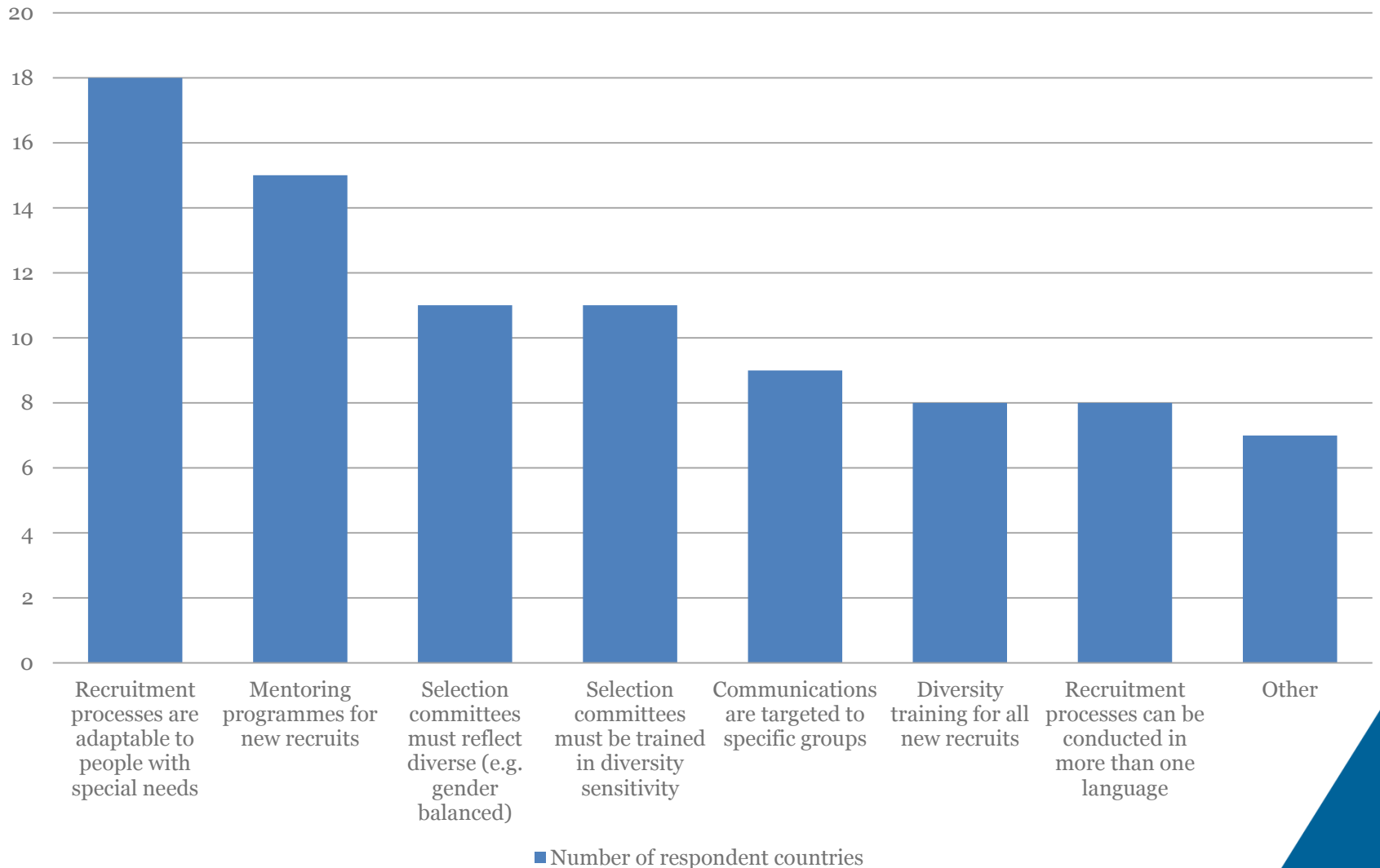
9. Are there targeted programmes to enhance competencies for specific groups?





# Diversity issues impact recruitment in a variety of ways

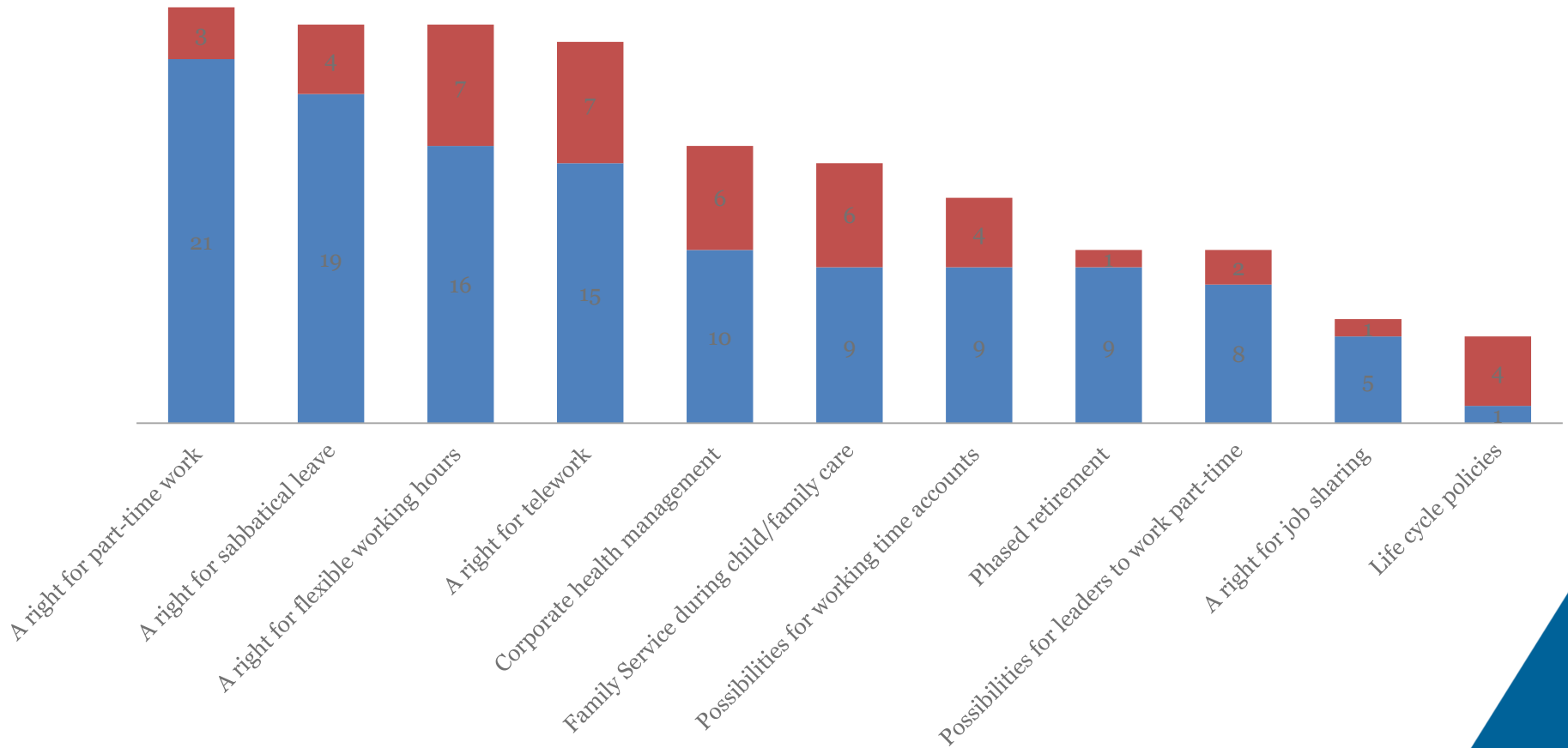
14. Are diversity issues considered in recruitment procedures in the following ways?





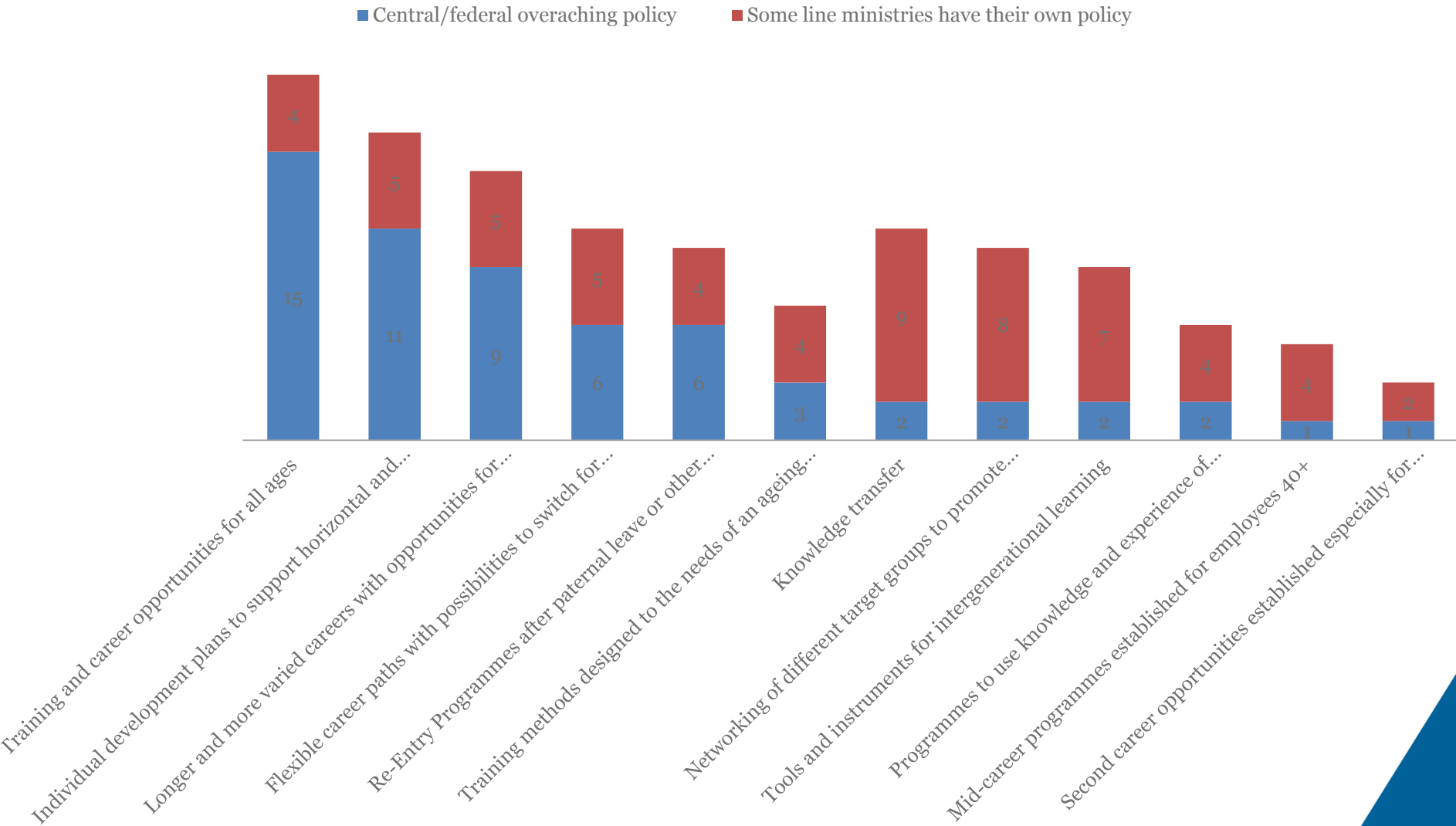
# Policies to respond to the needs of a more diverse workforce

■ Central/federal overarching policy   ■ Some line ministries have their own policy





# Career Management And Competency Development policies







# Policies & arrangements for diverse workforce (by policies)

High use,  
decentralised

High use,  
centralised



Low use,  
decentralised

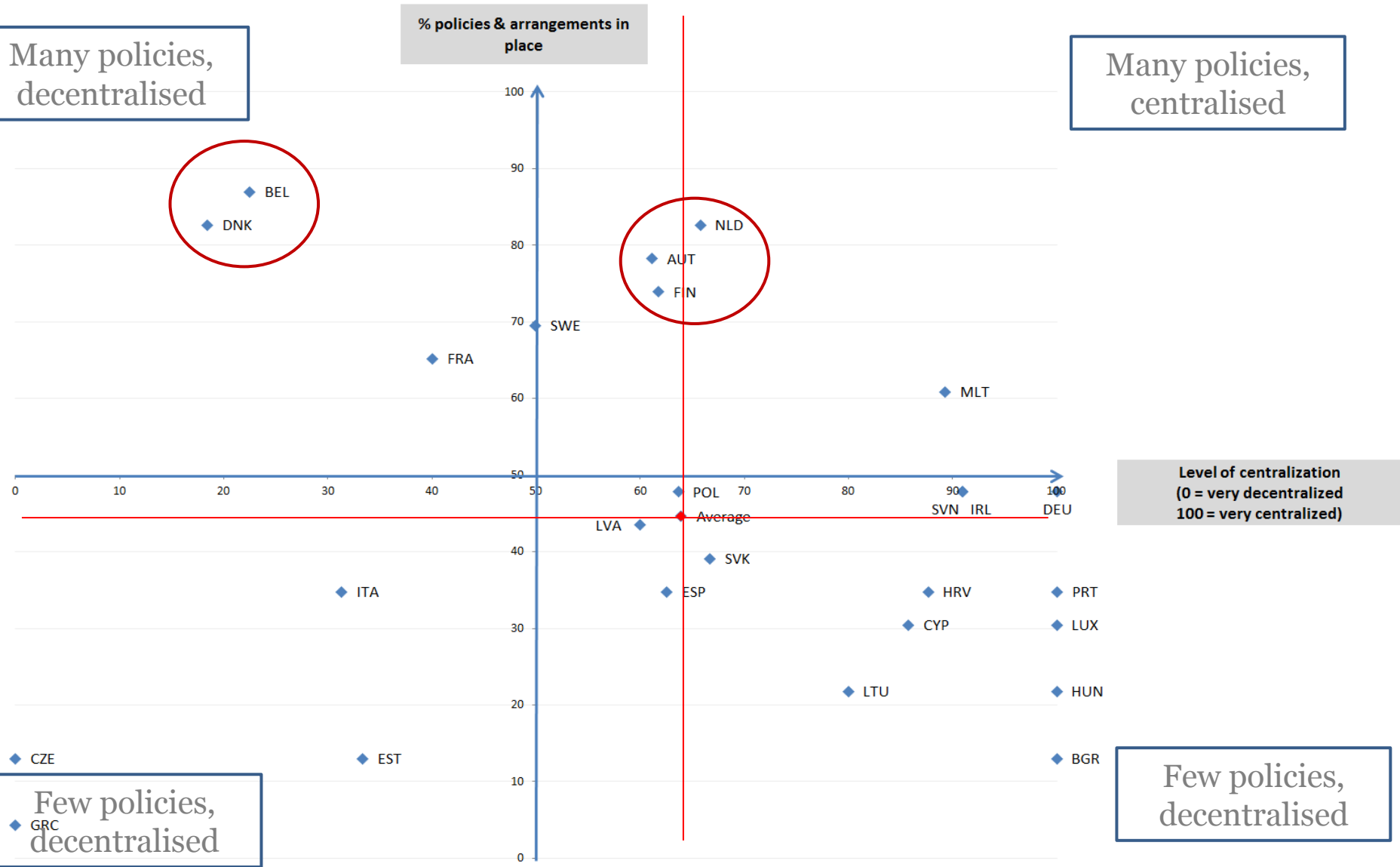
Low use,  
decentralised



# Policies & arrangements for diverse workforce (by countries)

Many policies,  
decentralised

Many policies,  
centralised



Few policies,  
decentralised

Few policies,  
decentralised



# Key words related to competencies for diversity in public administration

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## Next steps

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- Workshops: discuss evidence, policy frameworks and experience in EU central public administrations
- October/November: Refine data analysis, incorporate good practices into paper
- December: presentation of final paper to DG meeting
- May 10/11: OECD PEM discussion



# THANK YOU

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