



A joint initiative of the OECD and the EU,
principally financed by the EU

Regional virtual meetings with SIGMA Western Balkan partners on EU MS

CoVid-19 responses related to functioning of public administrations

Public Service and HRM

28 April 2020



Directions of HR transformation

- Teleworking
- Flexibility
- Financial arrangements
- Questions

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Teleworking

- Actions
 - Teleworking as a default way of work
- Challenges
 - Access to internet
 - Availability of IT tools for communication, shared documents, access to databases, e-signatures, etc.
 - How to supervise employees?
 - How to motivate employees?
 - Teleworking and overtime?
 - How to telework and take care of kids?
 - Psychological support





Flexible working mode

- Actions:
 - Overtime
 - Mandatory leave
 - Flexible working hours
 - Part time work
 - Rotation – teleworking and working in the office
- Challenges:
 - Uneven workload
 - Limits of overtime (length of calculation periods)
 - Encouraged or mandatory leave?
 - Flexible working hours – how to organise to effectively work in teams?

Flexible HR solutions

- Actions:
 - Scaling down or delaying some regular HR processes (appraisals, trainings)
 - Simplified and fast recruitments
 - Enhanced short term mobility
- Challenges:
 - Incentives for mobility
 - How to ensure merit and fairness in simplified recruitment procedures?
 - How to introduce to work new employees when everybody teleworks?





Financial arrangements

- Actions:
 - Increased payments for overtime
 - Pay rises and bonuses for selected, crucial staff
 - Salary arrangements for those who work less
- Challenges:
 - Prolonged period of shutdown requires thinking about more sustainable solutions
 - Equal pay for equal work principle in the situation of uneven workload
 - Pressure to reduce the salary budget to increase fiscal space for re-prioritisation of public expenditure





Questions for discussion

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

