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**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE  
PUBLIC GOVERNANCE COMMITTEE**

## **Public Employment and Management Working Party**

### **AGENDA**

**BUILDING A STRONGER AND FAIRER PUBLIC SERVICE BY FOSTERING DIVERSITY:  
Innovative Practices and Future Challenges**

**Expert Meeting  
OECD Conference Centre  
Paris, 1 October 2009**

For further information, please contact Oscar HUERTA MELCHOR (Tel. +33 1 45 24 76 70 - Email: oscar.huertamelchor@oecd.org) or Elsa PILICHOWSKI (Tel. +33 1 45 24 76 12 - Email: elsa.pilichowski@oecd.org)

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EXPERTS MEETING ON  
**BUILDING A STRONGER AND FAIRER PUBLIC SERVICE BY FOSTERING DIVERSITY:  
Innovative Practices and Future Challenges**

## ***Agenda***

**THURSDAY, OCTOBER 1, 2009**

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09:00 – 09:05 **Welcome to participants and introduction to the meeting**

- **Barry Anderson**, Head of Budgeting and Public Expenditures Division, OECD

09:05 – 09:15 **Tour de Table - Introduction of participants**

- OECD country delegates

09:15 – 9:30 **Presentation of the OECD introductory note on diversity in the public service**

- **Oscar Huerta-Melchor**, Administrator, Budgeting and Public Expenditures Division, OECD

9:30 – 11:00

### ***Diversity : a growing priority in public management***

Over two decades, a number of OECD countries have tried to improve the representation in the public service of the different groups that integrate society. At first, these policies just had an equal opportunity flavour. In more recent years, however, policy responses developed in some OECD countries have used diversity as a strategic tool to improve staff efficiency and increase the capacity of government for service delivery in more innovative manners. Session 1 will discuss the case for diversity policies as well as their assets and drawbacks.

**Key questions to be raised may be:** What conditions in society create urgency for increased diversity in the public service? How much is diversity a priority in public management? Who are the leaders of diversity policies? Where are the eventual quick wins? What are the trade-offs of diversity policies? What makes an efficient and effective diversity policy or programme? What human and financial resources have been allocated to diversity policies? Are they enough? What may be the possible side-effects and how to prevent them? How have countries managed to change the “flavour” of diversity policies from an “equity at entry” approach to one that considers “diversity as an asset”?

- **Miwa Eto**, Administrator, Personnel and Pension Bureau, Japan  
**“Diversity policy in the Japanese public service”**
- **Elizabeth Montoya**, Chief of Staff/Director of External Affairs, Office of Personnel Management, USA  
**“Diversity policies in the federal government of the US”**

Questions and discussion

11:00 – 11:15 *Coffee break*

11:15 – 13:00

### ***Designing diversity policies: the challenge of sustainability***

The experience of OECD countries in enhancing diversity in the public service suggests that diversity policies have to be sustained over a long time to be effective and pursued in such a way that they permeate public organisations and become part of the core values of the public service. However, countries seem to experience difficulties in integrating diversity objectives into the general management system and strategic workforce planning. Therefore, Session 2 will focus on the challenges and possible alternatives to preserve the coherence and cohesiveness of the management system to make diversity policies sustainable.

**Key questions to be raised may be:** How does workplace diversity fit into the wide management system? What should be the main components of initiatives to foster diversity in the public service? How to maintain a whole-of-government approach in pursuing diversity objectives? How are

workplace diversity targets being integrated within workforce planning strategies? How to prevent conscious or unconscious bias in the selection process that may undermine a meritocratic recruitment system? How to attract and retain people from minority and disable groups to work for the public service? How to make individual managers accountable for the results achieved?

- **Asa Krook**, Senior Advisor, Swedish Agency for Government Employers, Sweden  
**“The Swedish inclusive approach for diversity in central government”**
- **Véronique Poinssot**, Equal Opportunity Officer, General Directorate for Public Administration and the Civil Service, Ministry of Finance, France  
**“The French strategy to foster diversity in the public service”**

Questions and discussion

13:00 – 15:00 *Lunch break*

15:00 – 16:30

### ***Implementation strategy***

Institutional and organisational arrangements for the implementation of diversity policies vary across OECD countries. Some governments have focused on the creation of administrative units to assist in the implementation of diversity policies whereas some others have established organisational networks aimed to promote diversity values within the public service. Nonetheless, OECD countries regularly face difficulties in finding support for diversity policies, creating a culture of inclusiveness, and reconciling affirmative action with the principle of equal opportunities. In that sense, Session 3 will concentrate on discussing the strengths and weaknesses of the different institutional and organisational arrangements adopted by OECD countries to underpin the implementation of workplace diversity policies.

**Key questions to be raised may be:** How are workplace diversity principles being integrated with all aspects of human resource management? How to organise support for diversity policies? How to reconcile the principles of merit and equal opportunities with the social responsibilities of the state? How are OECD countries inculcating and embedding diversity principles in their culture and management system? How to manage diversity in a good manner? How better prepare managers to manage diversity?

- **Ben Smeets**, Director Organisational Development, Federal Civil Service Personnel and Organisation, Belgium  
**“The Belgian diversity plan”**
- **Celik Saniye**, Principal Administrator for Diversity Project, Ministry of Interior and Kingdom Relations, Netherlands  
**“The Dutch strategy for diversity in the public service”**
- **Godtfred Boen**, Royal Norwegian Ministry of Government Administration and Reform, Norway  
**“The Norwegian approach to positive discrimination in the public service”**

Questions and discussion

16:30 – 16:45 *Coffee break*

16:45 – 18:10

**Results assessment and future challenges**

The experience of OECD countries suggests that to maintain support for reforms is necessary to remain open, and systematically report and assess results. This would enhance the accountability of managers and organisations in achieving diversity objectives. Hence, Session 4 will be dedicated to discuss the results already achieved and the future challenges in pursuing diversity in the public service and the different alternatives to face them.

**Key questions to be raised may be:** What have been the results of diversity policies? What objectives have been reached? Have new and more ambitious targets have been established? Which available mechanisms are more suitable for data collection and results assessment on diversity policies? What legal and technical limitations exist for data collection on diversity issues? How to disseminate the results of diversity policies within the public service and the wider society? What challenges can be foreseen for the future?

- **Tziona Koenig-Yair**, National Commissioner on Equal Employment Opportunities, Israel  
**“The challenges for equal employment opportunities in Israel”**
- **Tony Strutt**, Assistant Director, Strategy Unit, Cabinet Office, United Kingdom  
**“The UK experience in enhancing diversity – an assessment”**
- **Veikko Liuksia**, Director of Personnel Policy, Ministry of Finance, Finland  
**“The Finnish diversity policy: the challenges ahead”**

Questions and discussion

18:10 – 18:15

**Next steps**

- **Oscar Huerta-Melchor**, Administrator, Budgeting and Public Expenditures Division, OECD

18:15 – 18:20

**Closing**

- **Barry Anderson**, Head of Budgeting and Public Expenditures Division, OECD

18:20

**Reception**

Experts Meeting on  
**Building a Stronger and Fairer Public Service by Fostering Diversity:  
Innovative Practices and Future Challenges**

**Paris, 1 October 2009**

***REGISTRATION FORM***

*Please return the completed form to: [helene.leconte-lucas@oecd.org](mailto:helene.leconte-lucas@oecd.org)*

**Fax: +33 1 44 30 63 34**

Ms.      Mrs.      Mr.

NAME (in block letters please)

First Name

JOB TITLE

ORGANISATION

MAILING ADDRESS

COUNTRY

TELEPHONE

FACSIMILE

E-MAIL ADDRESS