

Strategic workforce planning and management to meet current and future public service delivery challenges

**Technical Workshop on Assessment and
Recommendations**

Santo Domingo, 24 April 2014

Assessment: Public workforce size & structure

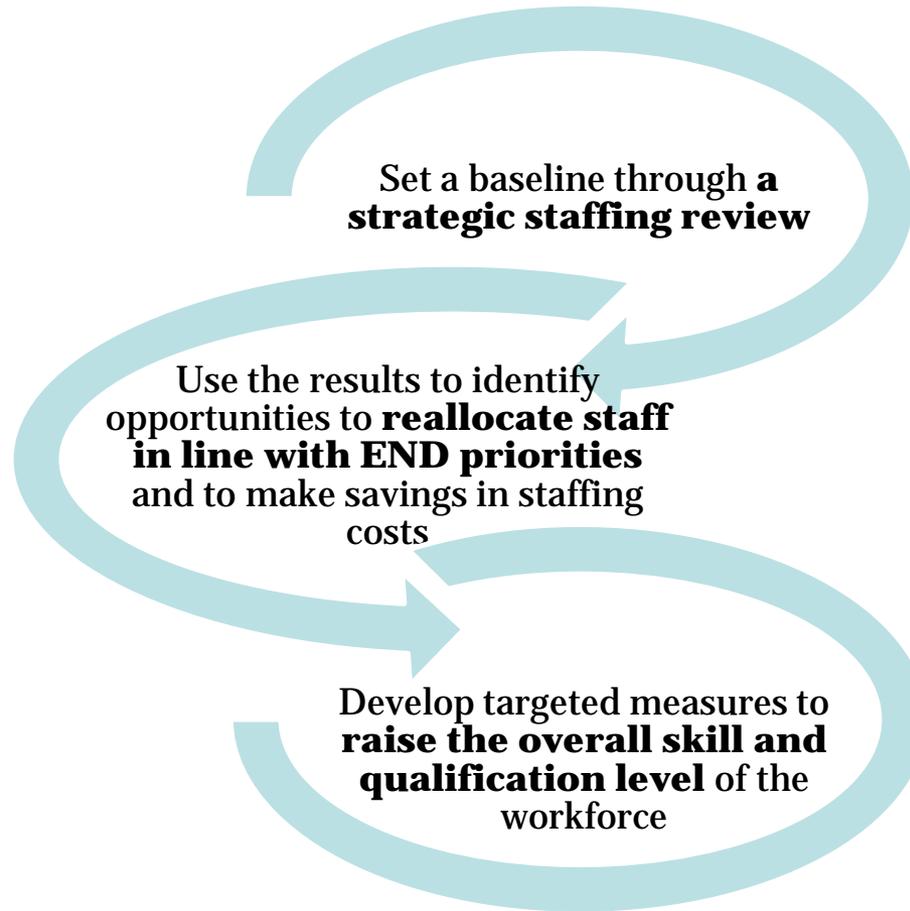
- Size of public workforce is below OECD average of 15% of labour force
- But relatively large in comparative terms given the Dominican Republic's income level
- Workforce appears to be relatively underqualified
- Demographics indicate an ageing public workforce

Assessment: Essential to manage size, cost & allocation of public workforce to meet challenges of public service innovation & change

- Appears to be ongoing growth in public employment despite efforts to control this
- Institutional fragmentation hampers efficient allocation of the workforce and strategic HRM
- Scope for improved control of employee numbers & costs
- SASP will facilitate improved tracking & analysis of workforce
- Significant scope to increase productivity & efficiency by restructuring public administration

Recommendation: A whole-of-government perspective is the starting point for managing the workforce strategically

Significant scope to increase efficiency and productivity and avoid unplanned long-term growth in numbers and costs



This will provide the foundation for strategic workforce planning

Assessment: Strategic workforce planning a priority

- Adapt the public workforce in line with priorities of END
- Identify & close competency gaps to support public service innovation
- Anticipate & plan for workforce demographics
- Manage workforce within budgetary constraints
- Enable restructuring of public administration

Recommendations to improve strategic workforce planning & management

Short-term (1-2 years)

Awareness raising & capacity building

Skills & tools for workforce planning

Improved controls over staff numbers & payroll costs

Link to development of the career system

Separation & redeployment provisions

Scenarios & projections

Medium-term (3-5 years)

Focus on competencies, mobility & demographics to support innovation

Link to strategic planning, performance management & budgeting systems

Make heads of institutions accountable

Targeted sectoral workforce strategies

Long-term (5 years +)

Continue to develop whole-of-government and institutional-level workforce planning systems

Additional measures to create flexibility in workforce management

Capability reviews linked to support innovation and implementation

Assessment: More use can be made of strategic HRM practices and instruments

Importance of competency management for flexibility and problem-solving capacity



Implementation of the career system can be strengthened

Identify and remove structural and cultural barriers to flexible workforce management

The salary reform will help create a more flexible workforce, provided it is well integrated with other HRM reforms

Recommendations to further strengthen implementation of the career system

Short-term (1-2 years)

- Resource MAP to supervise
- Insulate from politics
- Ministers & senior managers accountable
- Avoid opt-outs
- More targeted approach to incorporation
- Spread good practice

Medium-term (3-5 years)

- Continue to institutionalize
- Application of Law 41-08 part of performance assessment for senior managers
- Consideration to broadening scope
- Priority to transversal careers to encourage mobility

Recommendations to identify & remove structural & cultural barriers to flexible workforce management

- More open recruitment competitions to facilitate mobility
- Opportunities for promotion between institutions
- Common job classification & grading system
- Standard job profiles
- Redeployment provisions to facilitate restructuring
- Job rotation, mobility as a requirement for promotion

Recommendations for sequencing salary reform & integration with other HRM reforms

Short-term (1-2 years)

- Job classification system to support cohesion & mobility
- Standard job profiles
- Build support for the reform
- Maintain central control of the pay system

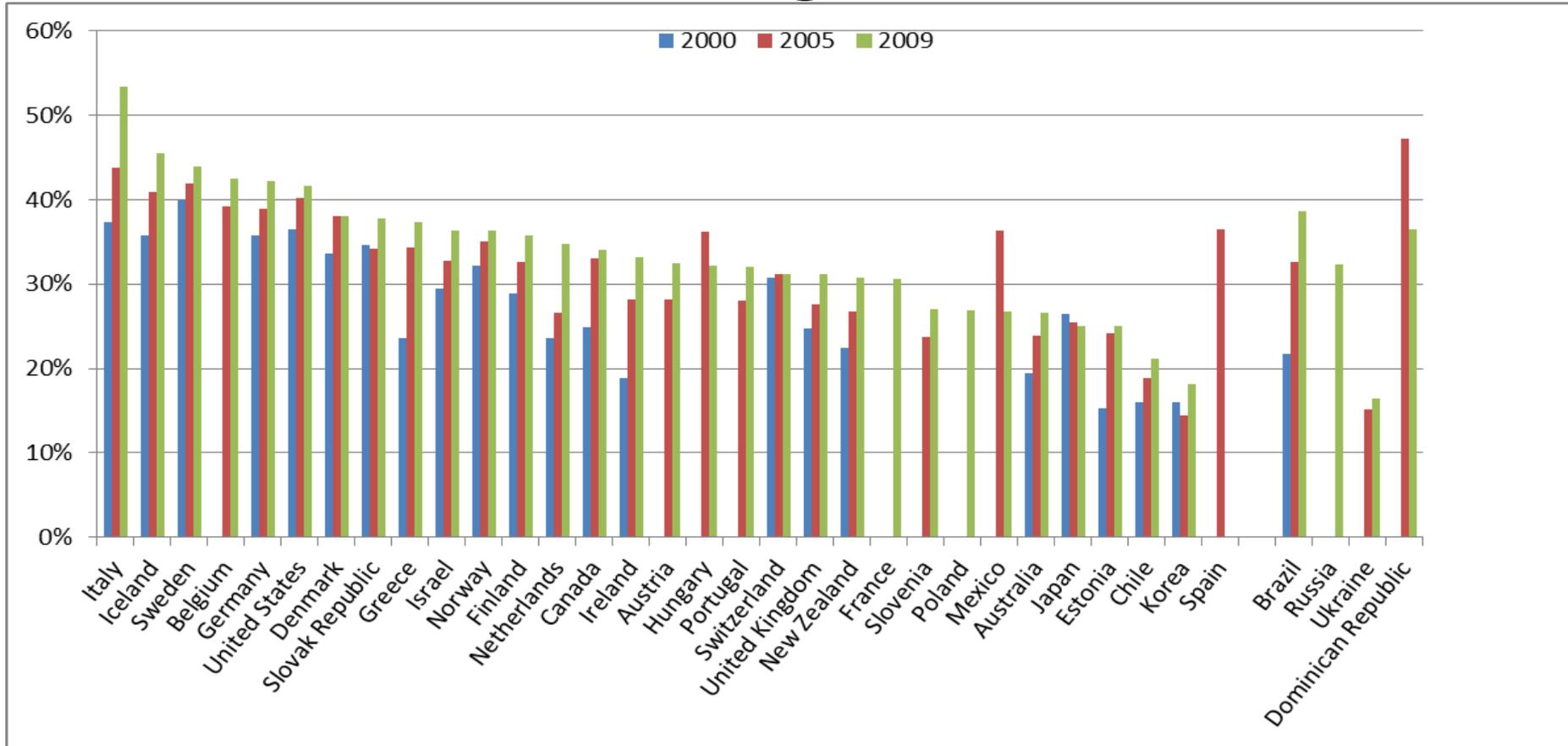
Medium-term (3-5 years)

- Measures to reduce pay dispersion
- Build MAP's capacity for pay analysis
- Methods of salary progression
- Review allowances & benefits
- Broader set of criteria for pay setting
- Centralized, whole-of-government approach

Long-term (5 years +)

- Develop benchmarking methodologies
- International comparisons
- Total remuneration approach
- Pay bargaining
- Compensation as a management tool
- Pension reform

% of staff age 50 or over



Strategic HRM

