



# PROFESSIONALISING PUBLIC SERVANTS IN MEXICO

Primer Encuentro Internacional Anticorrupción. Hacia una  
nueva Ley de Profesionalización para el siglo XXI

6 March 2017



# TOWARDS A CIVIL SERVICE OF **PROFESSIONAL STRATEGIC INNOVATORS...**

## Professional

Is the workforce professional and managed through fair, rule-based, transparent practices?  
Are education and experience rewarded?

- Merit-based
- Open and fair recruitment
- Performance management
- Transparent pay system

## Strategic

Are the right people with the right skills are working in the right place at the right time, to delivery results as efficiently as possible?

- HR strategy and planning
- Workforce data
- Agility and flexibility
- Competency management

## Innovators

Does your workforce contribute drive performance through innovation and continuous improvement?

- Networks
- Learning culture
- Risk acceptance
- Knowledge sharing/transfer
- Workplace quality/wellbeing

**Laws, Institutions, Leadership**



# WORKING PARTY ON **PUBLIC EMPLOYMENT AND MANAGEMENT** (PEM)

*A **practitioner-based forum** for senior public employment and HRM officials*

## **Events**

- Annual meeting
- Expert groups on hot issues
  - Compensation
  - Workforce planning
  - Employee engagement
  - Senior civil service

## **Comparative research**

- Cross-country surveys and statistics
- Comparative research studies on HRM topics:
  - Strategic agility
  - Composition of the workforce
  - HRM for innovation

## **Country-specific analysis and advice**

- HRM Reviews (Dominican Republic, Brazil, Belgium, Mexico)
- Public Governance Reviews (Peru, Colombia, Northern Ireland, Spain, Slovak Republic, Poland, France)
- Topic focussed workshops



# AGENDA

---

- 1) The challenges of professionalising public servants in Mexico: key findings (2011)
  - **Equity, transparency and merit** in recruitment and promotion
  - Granting possibilities of **career development and promotion**
  - Focus on **performance management** to enhance the dynamism and fairness of the SPC
- 2) Main trends in 2016
- 3) Opportunities for follow-up



## COMPETENCIES AND MERIT IN RECRUITMENT AND PROMOTION (Mexico review 2011)

---

- Recruitment or promotion decisions under the SPC should be based on **explicit and specific merit rules**
- Building a **competence management framework** – starting with **senior civil servants** – would make personnel management more flexible and merit based.
- To acquire talent the **diversity of experiences** must be valued and publicly recognised as an important input into the public service.



## GRANTING POSSIBILITIES OF **CAREER DEVELOPMENT** (Mexico review 2011)

---

- **Career paths** and **job categories** have important implications for **workforce flexibility** and for the **cost-efficient management** of the workforce.
- **Staff mobility** within ministries and agencies helps meetings employers' needs and enhancing career opportunities for staff.
- Redefine job categories in order to build a **more coherent and orderly organic structure**, and make it possible to develop career paths for public servants.



# FOCUS ON **PERFORMANCE MANAGEMENT**

## (Mexico review 2011)

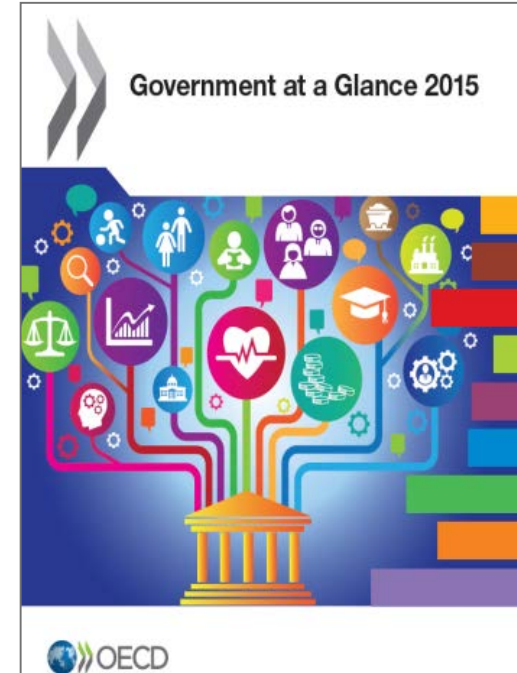
---

- Link the management of people with **institutional goals** and **strategies**.
- Build a **framework for a performance management** system that describes the desired results of public organisations with clear outputs and outcomes;
- Focus more on development rather than on the evaluation of performance per se, to **improve performance and maximise competencies**.



# STRATEGIC HUMAN RESOURCES MANAGEMENT (SHRM), 2016

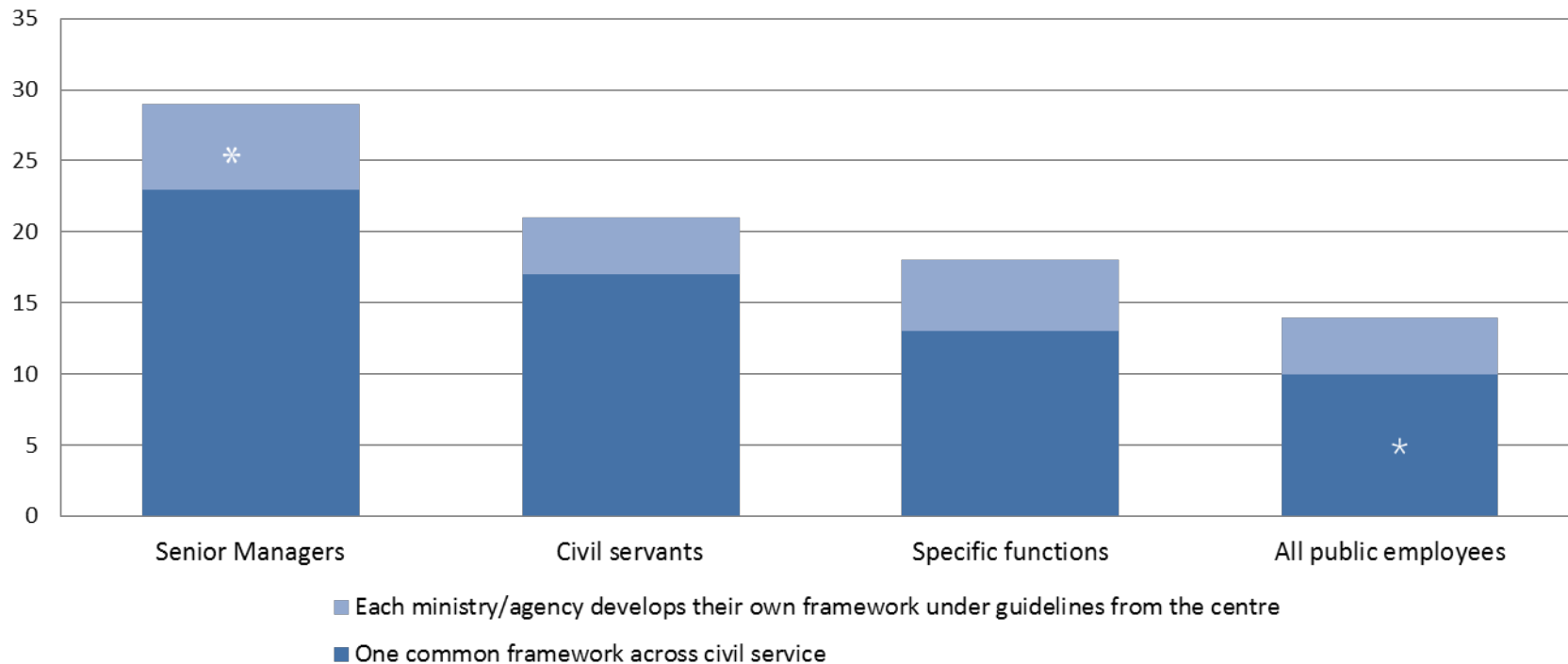
- OECD survey
- 35 OECD countries
- 13 SHRM topics
  - Strategic planning
  - Recruitment
  - Promotion
  - Performance
  - Innovation
  - Senior Civil Service







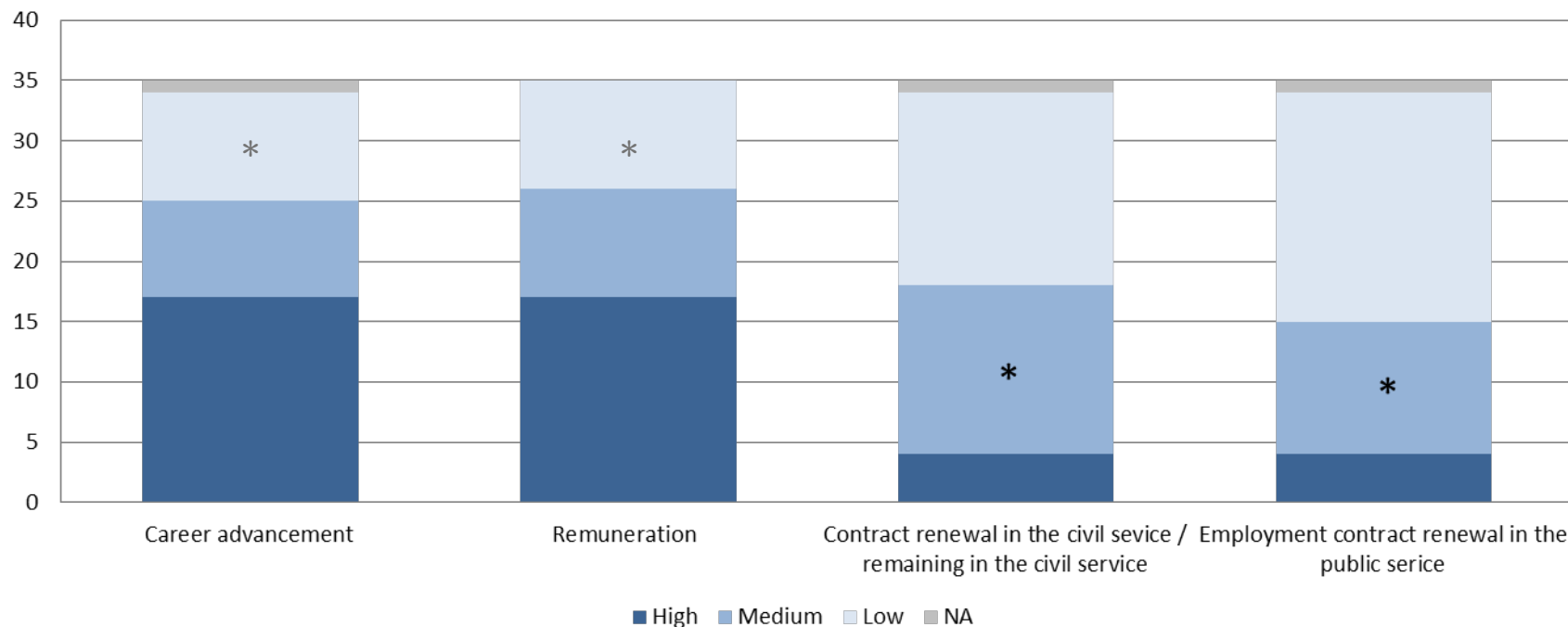
# COMPETENCY FRAMEWORK (2016)



\* = Mexico



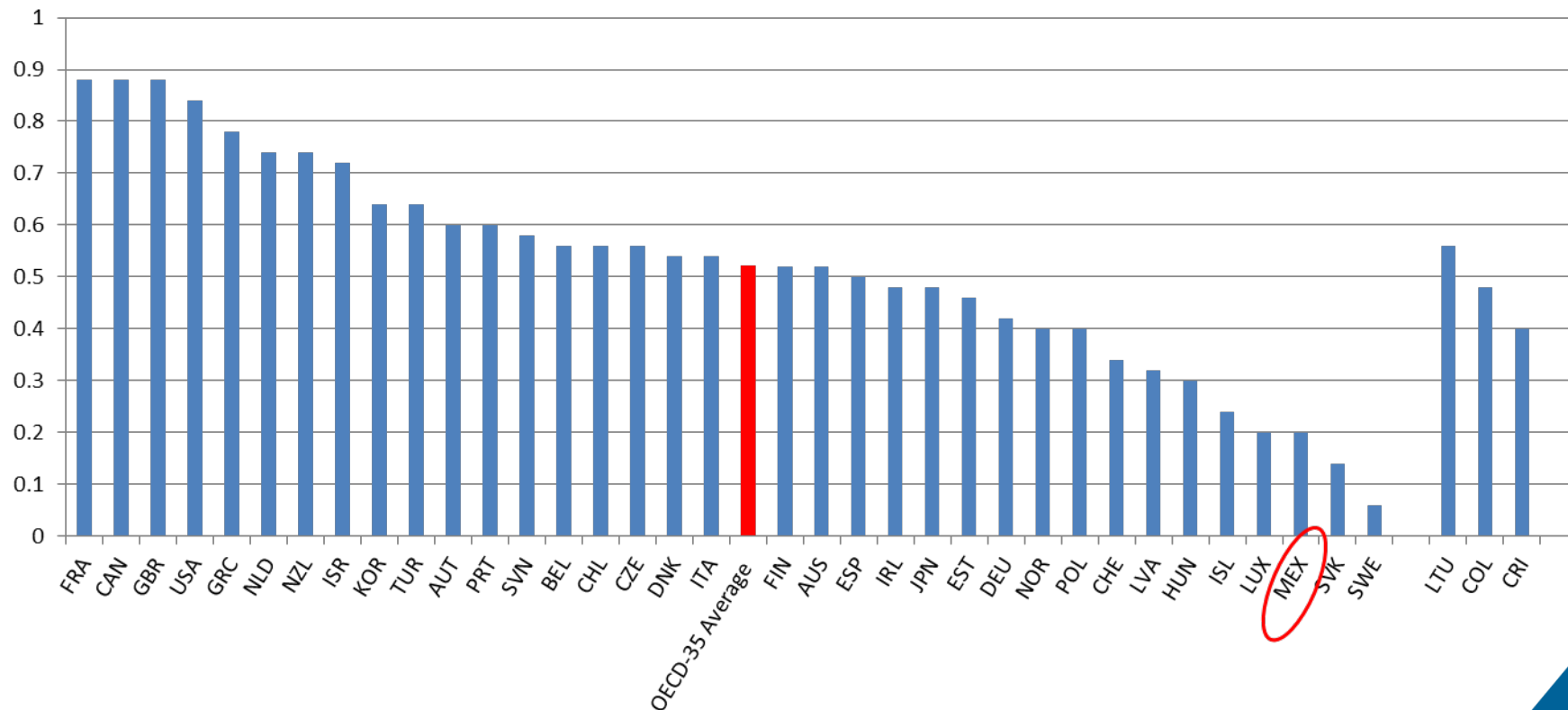
# IMPACT OF PERFORMANCE ON CAREER ADVANCEMENT AND REMUNERATION



\* = Mexico



# USE OF SEPARATE HRM PRACTICES FOR SENIOR CIVIL SERVANTS (SCS)





# OPPORTUNITIES FOR FOLLOW-UP

---

Building on the findings of the 2011 report, the OECD is ready to help Mexico to develop:

- **Skills and competencies** in the civil service for public sector innovation and digital transformation.
- **Leadership** and Senior Civil Service development to lead and deliver ambitious reforms.
- A **performance culture**, to motivate excellence, engagement, commitment and ethical behaviour.



# Muchas Gracias!

Daniel.Gerson@oecd.org  
Cristina.Mendes@oecd.org

[www.oecd.org/gov/pem](http://www.oecd.org/gov/pem)