

- *What are the key issues in recruitment, performance, and capacities (analytical, operation, and political) of the civil service?*
- *What are the innovations made by other countries in this aspect?*
- *What are the key elements in their reforms that were essential to their success?*
- *What are the best practices or innovations being done in various countries in managing public sector workforce at various levels during the crises?*

More Experts and NOT just Generalists

- More extensive use of the digital, commercial, financial and analytical skills that already exist in government.
- Important to change the pay, performance and bonus packages for civil servants to reward experts
- Stronger links with academe
 - Secondments
 - Other relationships

Risk Management Experts

- Risk assessment
 - arguably did not reach far enough into the daily decisions made in the health service and elsewhere
 - Has not regularly inputted into decisions on budgets and other policies

Other Expertise

- Information Technology Expertise
 - Inter-operability of information systems
- Data Analytics
- Communications
 - Within government
 - Different publics
- Logistics and Supply Chain Expertise

Generalists trained with understanding of:

- Risk management
- Information Technology
- Data Analytics
- Communications
- Logistics and Supply Chain

Focus on Health and Safety of Civil Servants

- **Korea**

- compulsory guidelines on remote working for many staff,
- staggered lunch hours and physical distancing
- work rotation and remote working

Pay Attention to Mental Health

- **Latvia**

- employee survey aims to assess the wellbeing of public servants, including causes of anxiety and their expectations of the government and their management

- **Netherlands**

- online toolbox for public servants with information and short videos about working from home and maintaining work-life balance.

Flexibility in Deploying Civil Servants

- *Coupled with incentives*
- *Helped respond to COVID19 hotspots*
 - Singapore
 - Pakistan
 - Sri Lanka
 - Iran
 - People's Republic of China

Maximize leave flexibility

- **Maximize leave flexibility:**
 - Not all public servants can work from home.
 - Need for creation or adjustment of leave arrangements to enable civil servants to recover from illness or care for a family member.
- **France**
 - special leave provisions for staff who need to take care of children
- **Consider “Paid sick leave”** for COVID19 testing and isolation

Remote Working/ Work from Home as Default

- **Switch the 'default' on remote working:**
 - Instead of special permission to work from home, the default is that all civil servants that can work from home must work from home.
- **Italy**
 - “teleworking” is now the default
 - formal authorization to work from home is no longer required.

Invest in and leverage digital capabilities

- **Leverage digital capabilities:**

- Internal network capacity, cloud systems and familiarity with videoconferencing tools

- **Estonia** is benefitting from pre-COVID19 investments in digital tools

- Extensive use of **TeleHealth** in many countries

- **Post-COVID19-** this should be institutionalized

Routine use of online communications

- **Communicate and check-in:**

- video-conferencing and instant messaging services to share fast moving information with fellow civil servants
- generate opportunities to stay in touch with team-mates and colleagues from across the civil service.

- **Canada**

- dedicated webpages and resource for civil servants to provide them with information and resources on working remotely

Keep learning new skills

- **Keep learning:** Most civil servants are using new technology and ways of working to carry out their jobs.
 - **Online learning tools and coaching**
- **Australia**
 - providing re-skilling opportunities for civil servants to help them carry out COVID19 response-related work.
- **Belgium**
 - expanded its online training offer, adapted in-person training for online access, and fast-tracked certain training programs.