



NEXT GENERATION D&I STRATEGIES IN THE PUBLIC SERVICE

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- Why “next generation” strategies?
- How well are we doing in the public sector?
- Levers for success
- Q&A

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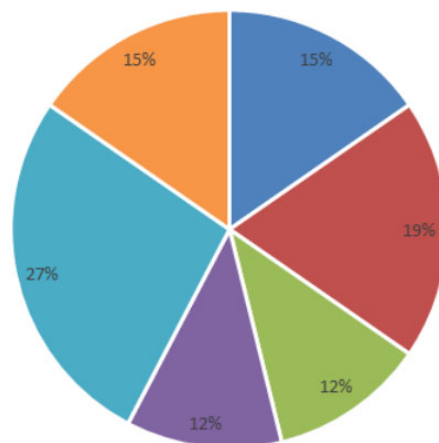
WHY “NEXT GENERATION” DIVERSITY AND INCLUSION STRATEGIES?

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2015: D&I strategies in Europe

Majority of EU public services implementing D&I measures in 2015.



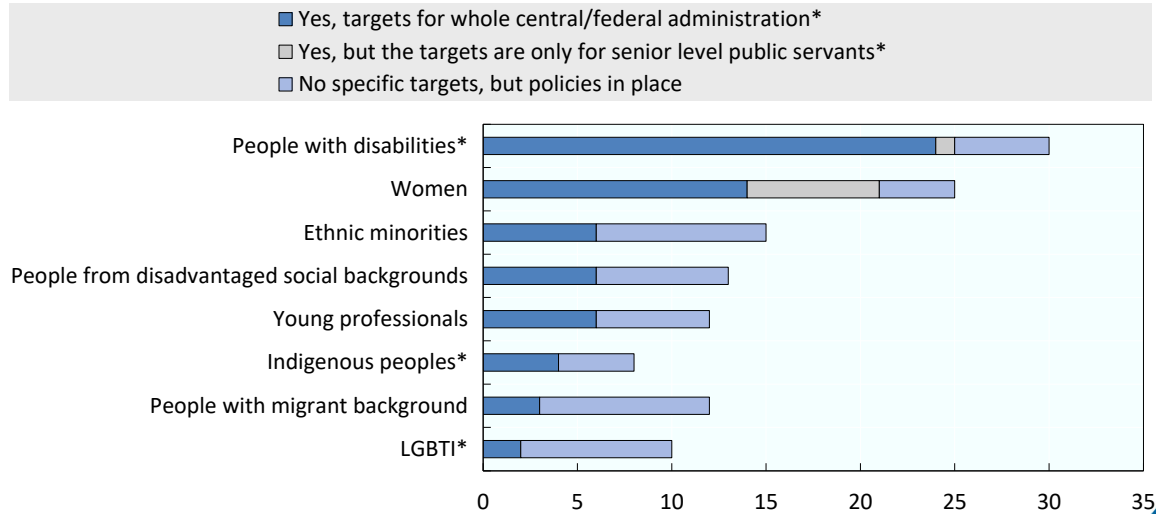
- Yes, it is a stand-alone document
- Yes, it is part of a larger suit of strategies for the public administration
- Yes, it is part of a broader diversity strategy that extends beyond the public administration (i.e. wider labour force strategy)
- No, there is not an integrated diversity strategy, but there are stand alone strategies for specific groups
- No, there are no diversity strategies
- Other, please specify

OECD (2015) Managing a diverse public administration and effectively responding to the needs of a more diverse workforce: EUPAN Survey

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2020: Number of OECD countries with actions in place to improve and/or maintain representation of following groups in the central/federal administration



Source: preliminary data – not for publication: OECD (2020), Public Service Leadership and Capability survey

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Countries agree: D&I standard for a fit for purpose public service

OECD Recommendation on Public Service Leadership and Capability



- Publically committing to an inclusive and respectful working environment;
- Developing measures of D&I and wellbeing with regular monitoring;
- Taking active steps to ensure people management processes support D&I.

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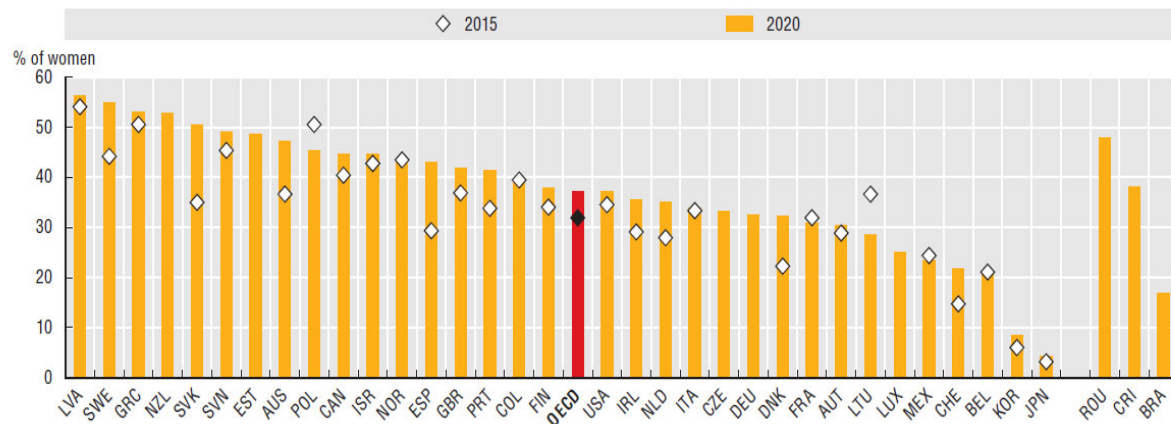
BUT...HOW WELL HAVE THEY
WORKED (AND ARE) WORKING?

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Gender profile in senior civil service

Gender equality in senior management positions in central governments, 2015 and 2020

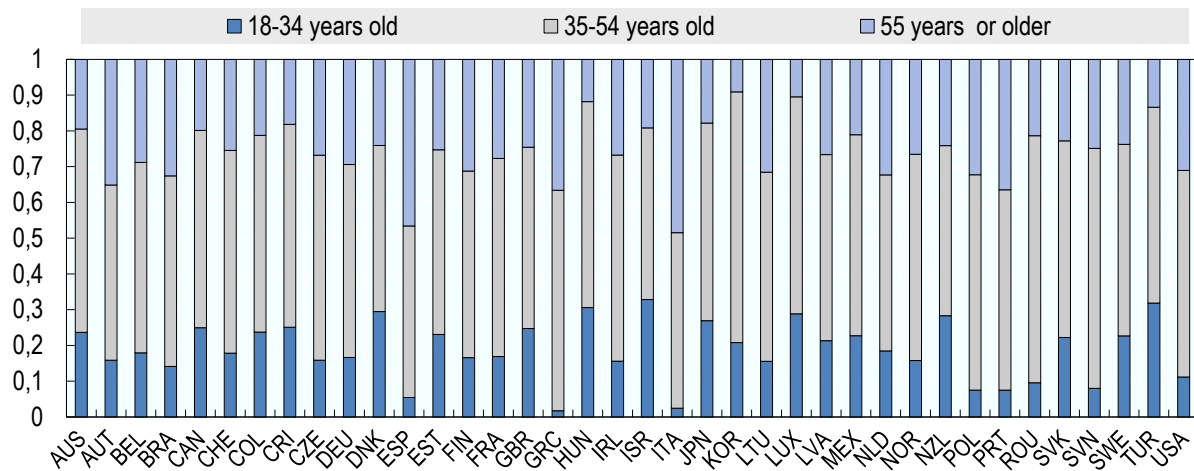


OECD Government at a Glance 2021

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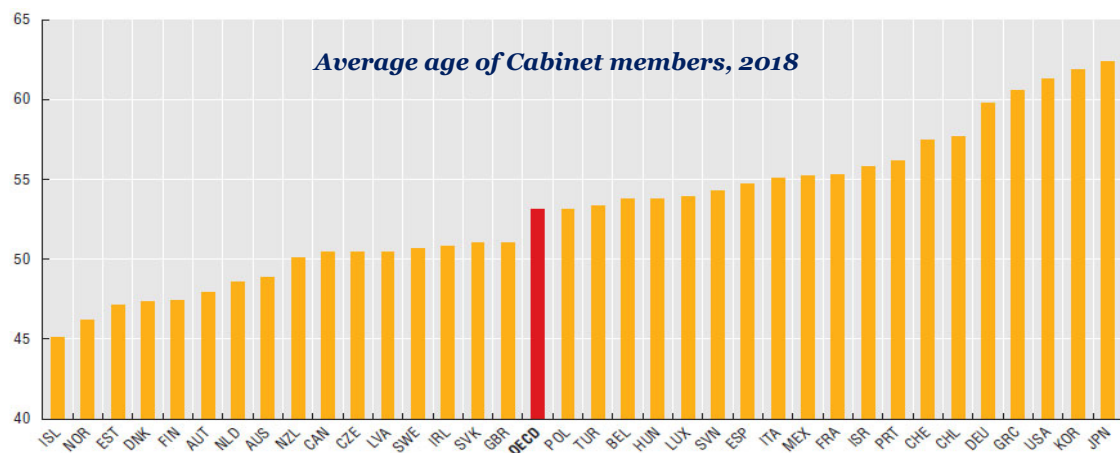
Age profile of central government employees



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Average age of Cabinet members, 2018



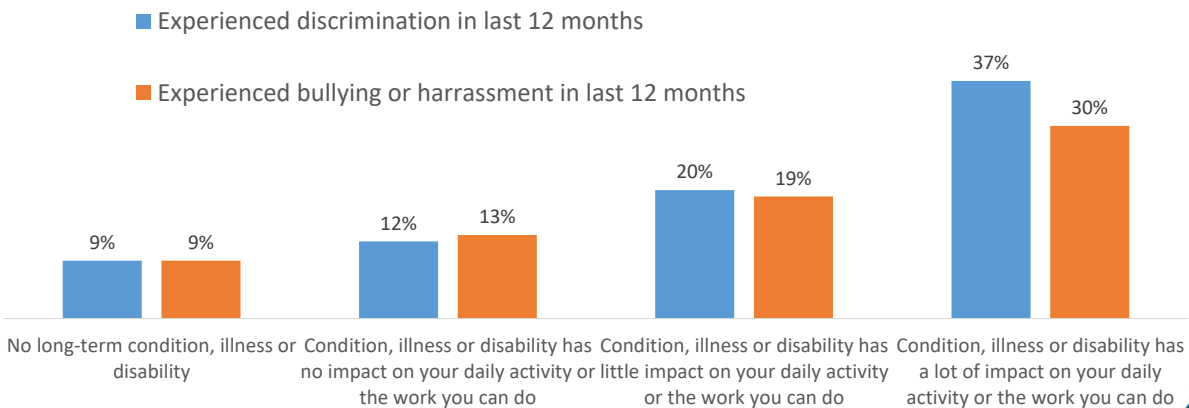
OECD Government at a Glance 2021

StatLink <https://doi.org/10.1787/888934257565>

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Persons with disabilities report comparatively higher levels of discrimination and even bullying in UK civil service



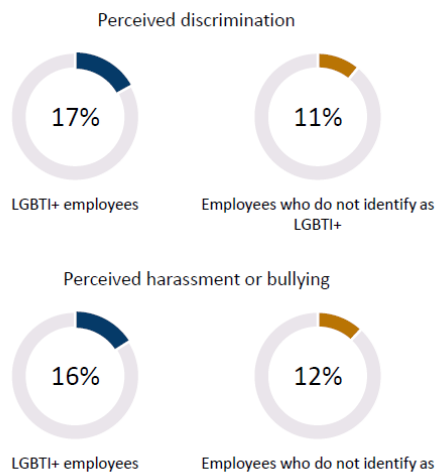
Source: UK 2019 People Survey

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..... LGBTI+ and indigenous peoples

Australian Public Service



New Zealand Public Service

- The Māori pay gap (the difference between average pay for Māori and non-Māori employees) was **9.3% in 2020**.
- The Pacific pay gap was: **19.5%**.
- The Asian pay gap was up slightly on the previous year, moving to **12.8% in 2020** (from 12.5% in 2019).

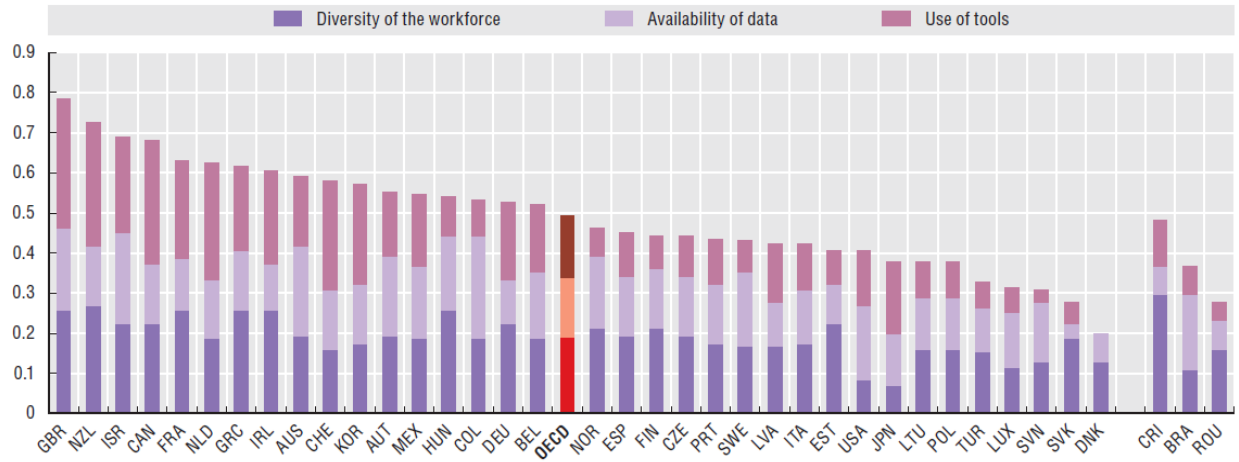
Australia Public Service Employee Census and New Zealand Public Service Commission: <https://www.publicservice.govt.nz/our-work/workforce-data/pay-by-gender-and-ethnicity/>

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Where could D&I policies improve?

Pilot index: Development of a diverse central government workforce, 2020



OECD Government at a Glance 2021

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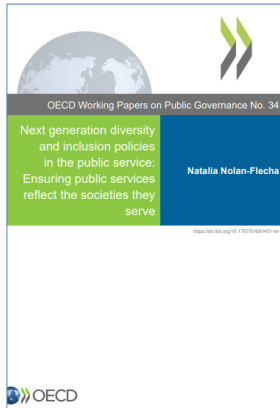


WHAT LEVERS FOR SUCCESS?

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OECD Research on D&I



<https://www.oecd.org/gov/pem/>

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What do we mean then with “*Next Generation*” D&I?

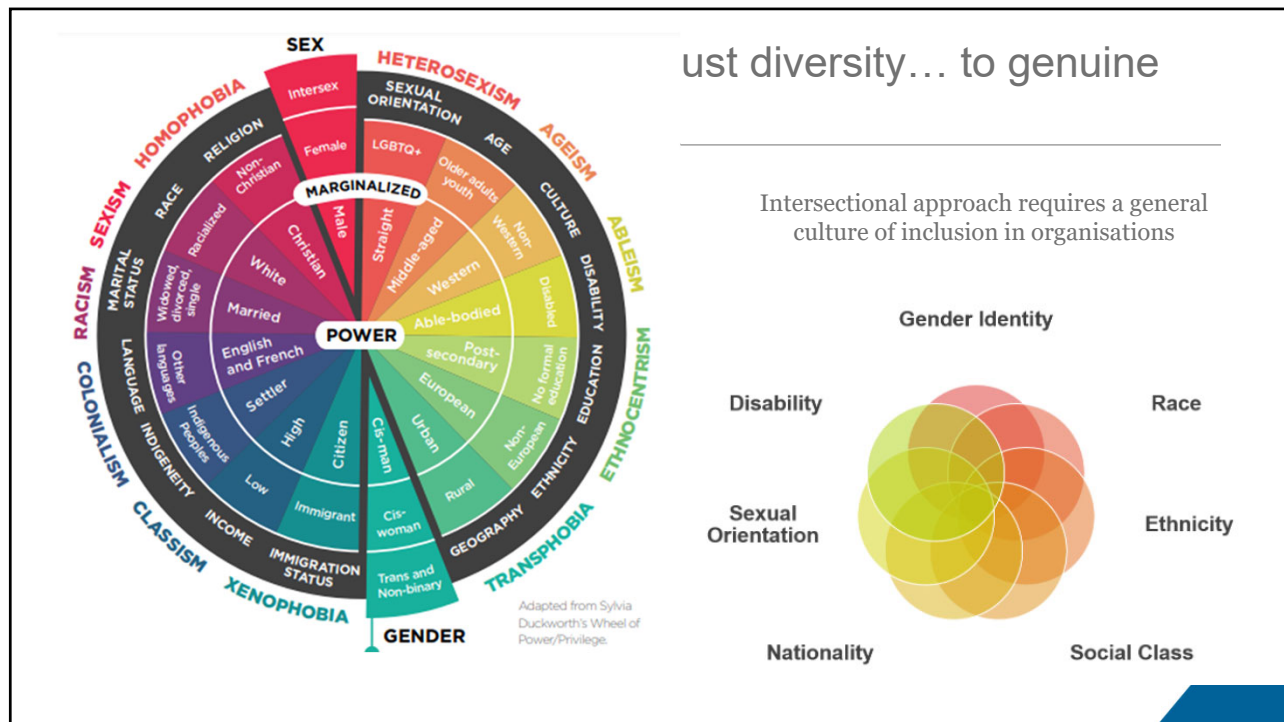
Yesterday: focus exclusively on numbers; legalistic, command and control, approach.

- Affirmative action, Equal opportunity employment- still valid but not alone
- Standardising and increasing processes for merit, promotion and performance evaluation.

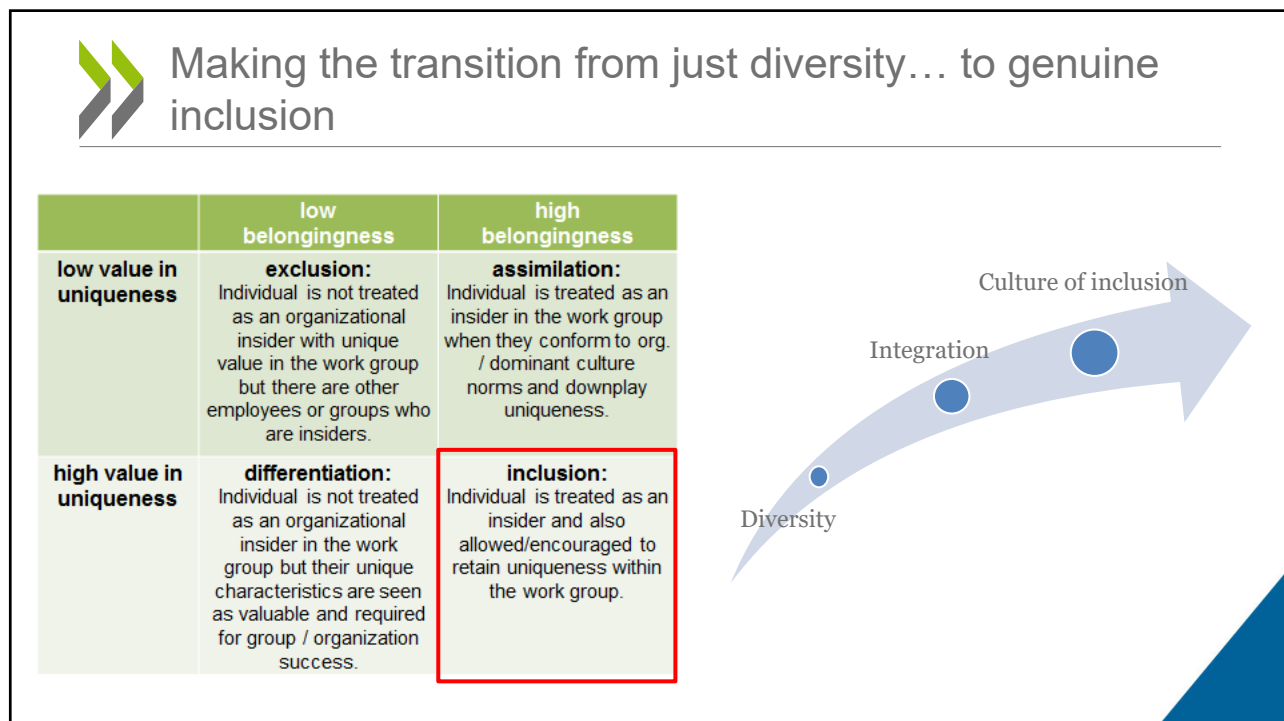
Today/Tomorrow?: laws are still important foundation, but shifting focus to:

- Culture of inclusion- leadership and recognising intersectionalities, diversity of thought is ultimately what matters
- Barrier analyses to assess organisational processes and policies
- Addressing unconscious biases
- Inclusive leadership
- Data and evidence
- Better governance of D&I policies themselves

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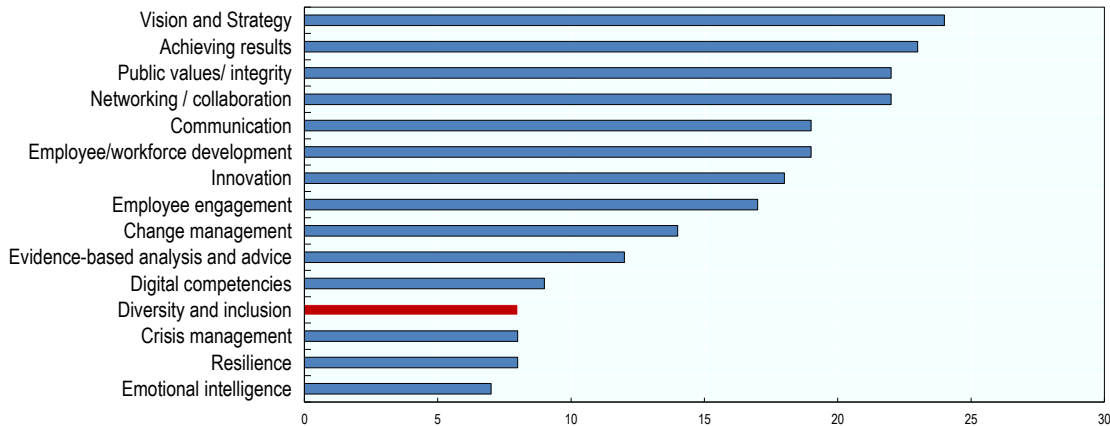


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Inclusive leadership for an inclusive culture

Number of countries among 33 OECD countries answering: Please specify which of the following areas are included in the competency framework* for senior level public servants?

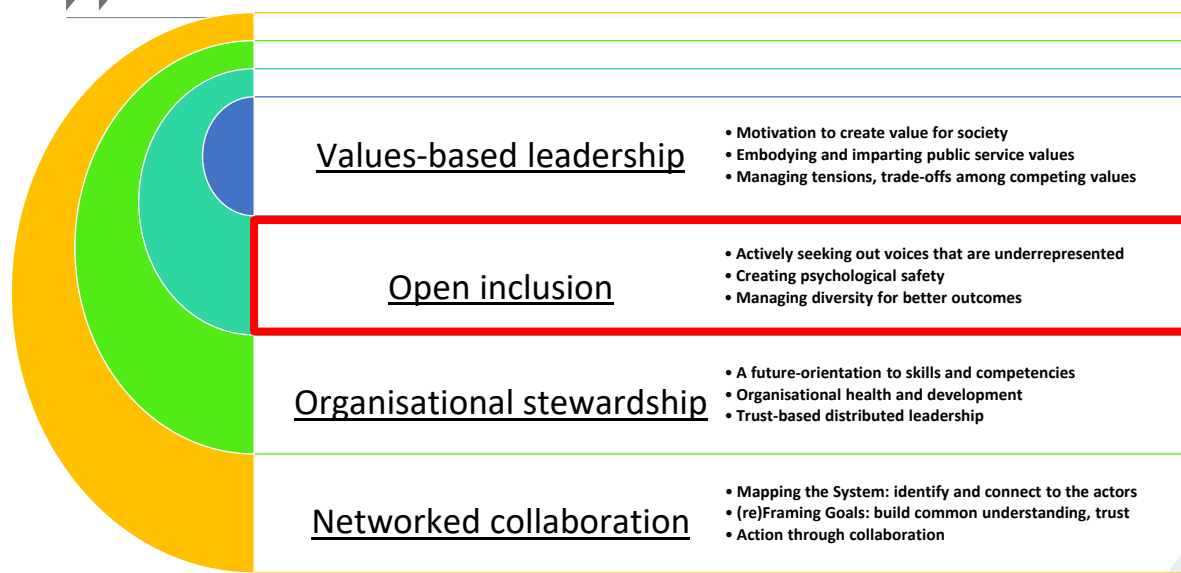


Source: preliminary data – not for publication: OECD (2020), Public Service Leadership and Capability survey

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OECD's Four Public Service Leadership Capabilities



<http://www.oecd.org/gov/pem/leadership-for-a-high-performing-civil-service-towards-a-senior-civil-service-systems-in-OECD-countries.htm>

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Inclusive leadership in practice

- Actively seeking out voices that are underrepresented
 - Walking the talk
 - SCS- recruiting and promoting with better representation in mind, mentoring
- Managing diversity for better outcomes
 - Translating diversity of thought into effective action
 - Research shows diversity is good for generating more ideas and innovation, but can slow implementation if not managed well.
- Creating psychological safety:
 - Knowing how fight group think
 - Knowing how to manage conflict
- Debunk traditional view of a “leader”- towards one who is open and actively seeks out voices of less represented

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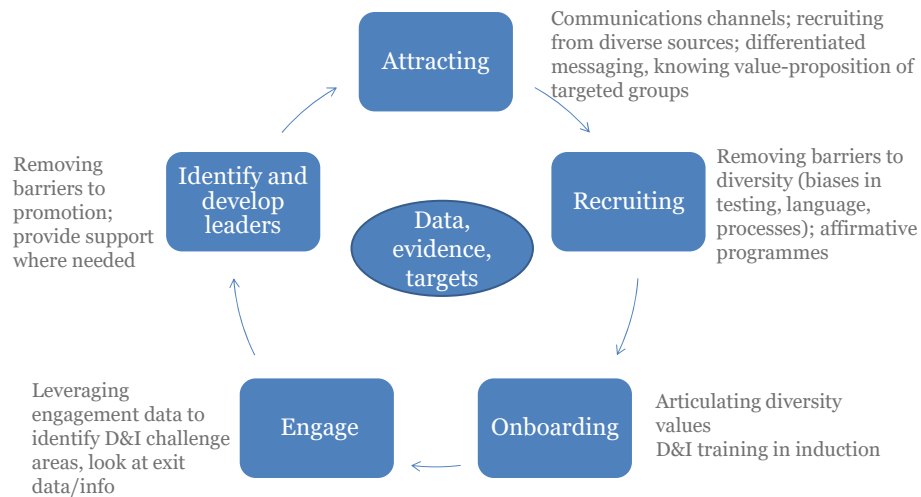
Evidence, evidence, evidence

- Data
 - People surveys and inclusion indices
 - Canada statistics on gender
- Targets and benchmarking
 - NSW Australia dashboard and senior discussions
 - “Deep dives”
- Behavioural insights and interventions
 - Experiments such as in the wording of “rejection” messages and measures to improve flexible working

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Critical look at processes and procedures: Diversity throughout “employee lifecycle”



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Critical look at processes and procedures: For example in recruitment

Recruitment Step	Think about how Diversity concerns impact:
Internal communication	<i>Requirements for position, type of profile sought</i>
External communication	<i>Where to advertise; social media targeting; choice of career events</i>
Job description	<i>Non-gendered language, honest yet engaging description of tasks</i>
Screening	<i>Non-negotiable' requirements; diversity quotas/targets; blind screening</i>
Testing	<i>Aptitude tests; video technology; work sample tests;</i>
Interviewing	<i>Panel composition; standardised questions; weighting; pre-/post- rules</i>
Evaluating	<i>Who has final say?; Nudging techniques</i>
Feedback	<i>Will a good candidate want to re-apply?</i>

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UK Bridge Report: barriers for other socio-economic status

- Fast-stream scheme- potential barriers to those with lower socio-economic status
- Those with lower SES were:
 - Less aware of the existence of the scheme
 - Found the application process intimidating
 - Limited diversity of assessors for entry into the scheme
 - Difficult (and expensive) to prepare and get to Testing Centre
 - Test questions themselves

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Better governance of D&I policies

- Diversity champions/support teams
 - Canada's Centre of Expertise on Mental Health in the Workplace
- Inclusive design of strategies
- Partnering with external stakeholders

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THANK YOU
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