

Recruitment around the world

OECD Public Employment and Management

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We focus on three core areas to build strong, resilient public services

Sound public
employment systems

Leadership and the
political administrative
interface

Public sector
transformation



What makes a strong public service?

Values-driven culture and leadership

1. Defined values
2. Capable leadership
3. Inclusive and safe
4. Proactive and innovative

Skilled and effective public servants

5. Right skills and competencies
6. Attractive employer
7. Merit-based
8. Learning culture
9. Performance-oriented

Responsive and adaptive employment systems

10. System stewardship
11. Strategic approach
12. Mobile and adaptive
13. Appropriate terms and conditions
14. Employee voice



OECD Public Service Leadership and Capability Review of Brazil (2022)

Priority 1: Simplify the career system

- > Review comparable functions across careers to set common basic salaries for new careers.
- > Establish common criteria for career progression
- > Strengthen workforce flexibility through improved mobility

Priority 2: Strengthen flexibility by improving the strategic use of temporary contracts

- > Update the conditions for hiring temporary employees
- > Explore measures and policies to better respond to surge capacity and punctual needs
- > Limit the amount of time temporary employees can be hired and rehired

Priority 3: Reinforce & simplify the performance management system

- > Provide better incentives for good performance
- > Address underperformance
- > Reinforce the capabilities of manager



Skilled and Effective Public Servants

The right skills and competencies

- Common competency frameworks to create a shared language around skills and competencies
- Technical skills oriented to the future – e.g. STEM, innovation
- Cognitive, emotional, behavioural skills
- Learning as a skill
- Commitment to mission

Attractive employer

- Look at the conditions (not just pay), the nature of the work, the career opportunities, the place.
- Consider opportunities for growth, mobility, learning and development
- Communicate: awareness, image, branding

Appropriate recruitment processes

- Processes are increasingly targeted to specific capabilities
- Focus on improving the speed and experience of recruitment processes
- Professionalisation of assessment to identify capability

Learning culture

- A broad range of formal and informal learning opportunities
- Online learning exploded during COVID
- Role of manager as people developer and coach, not just task master
- Incentives to develop (and address disincentives)

Performance orientation

- Simplified performance management cycles
- Focus on managerial quality to do performance management
- Performance related pay is still commonplace but not always effective
- Link to career development and status



Current and emerging public service priorities – how will they affect recruitment?

AI and PS Transformation

Skills, displacement, organisational transformation, data and performance

Political Admin Interface

Trust, objectivity, evidence informed policy advice, truth to power

Reducing costs

Finding efficiencies through a variety of strategies, not blunt headcount cuts

Up and Reskilling

Skills identification and mapping, learning cultures, reskilling pathways

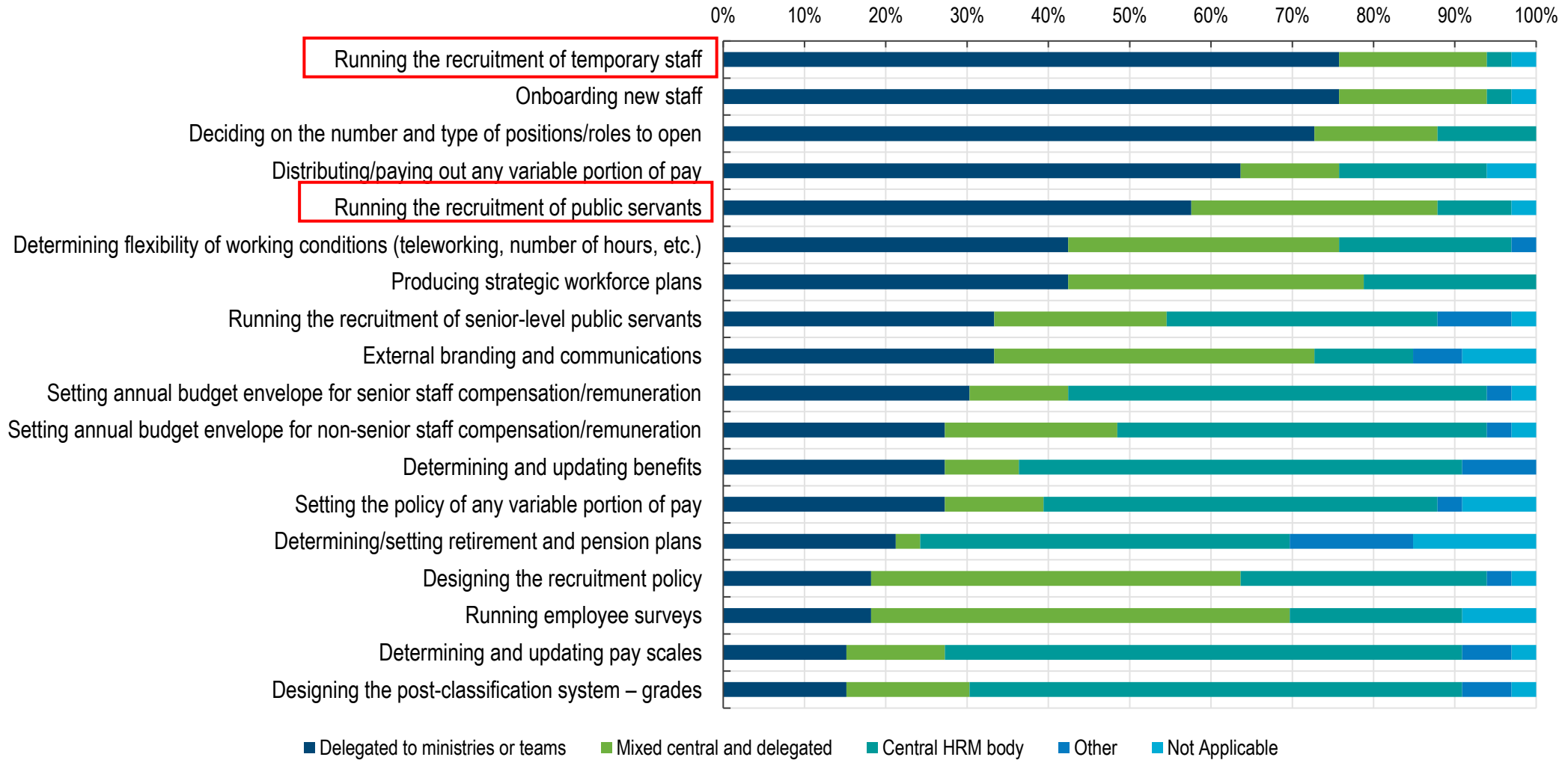
Employee experience

Equality Diversity and Inclusion, psychological safety, engagement, working conditions



Recruitment is often delegated, creating space for innovation and proactiveness

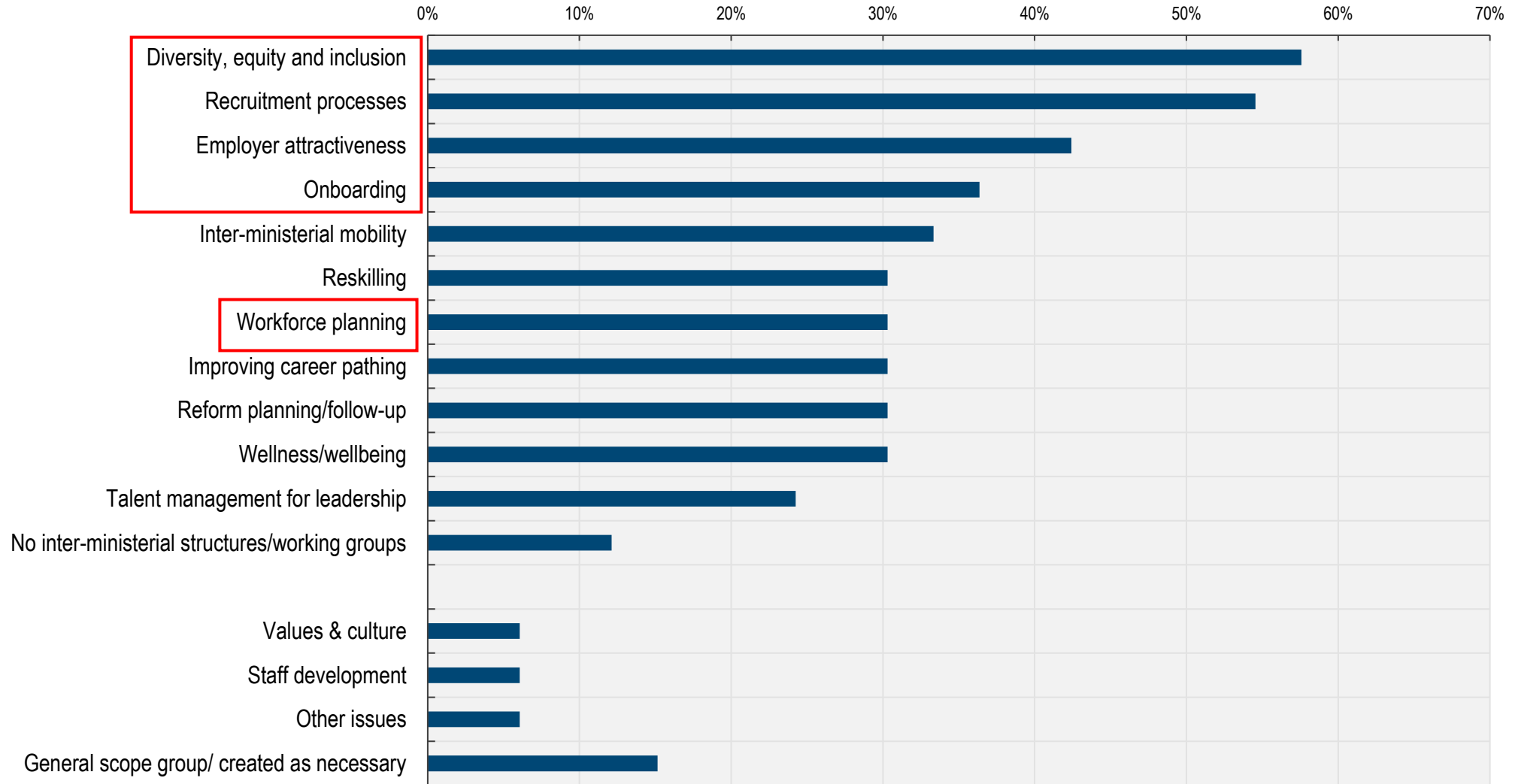
Which institution carries out each of the following activities?





Interministerial structures/working groups can help improve the recruitment process

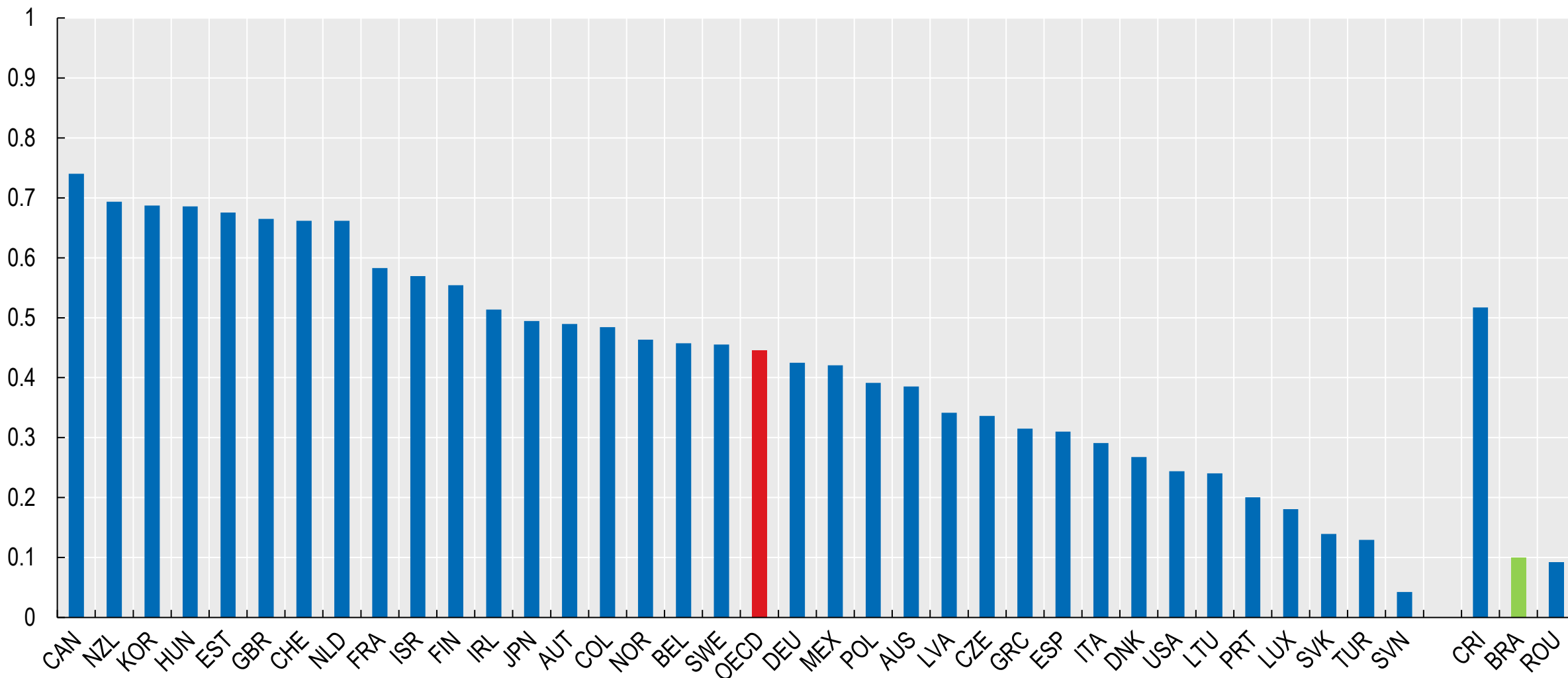
Are there any inter-ministerial structures/working groups established to coordinate on any of the following issues/reform plans?





There is scope for Brazil to use more proactive recruitment practices

Use of proactive recruitment practices across the OECD



Source: OECD survey on Public Service Leadership and Capability, 2020



What are countries doing to reform their recruitment system?

- Adjusting the format and content of competitive entrance exams (**France**)
- Diversifying entry points, e.g. increased apprenticeships (**Ireland**)
- Strengthening baseline HR capability (**Ireland**)
- Improving employer branding to better attract candidates (**Belgium**)
- Amending legislation to facilitate greater openness to external labour market (**Czechia**)
- Strengthening capability for Strategic Workforce Planning (**Australian Public Service**)



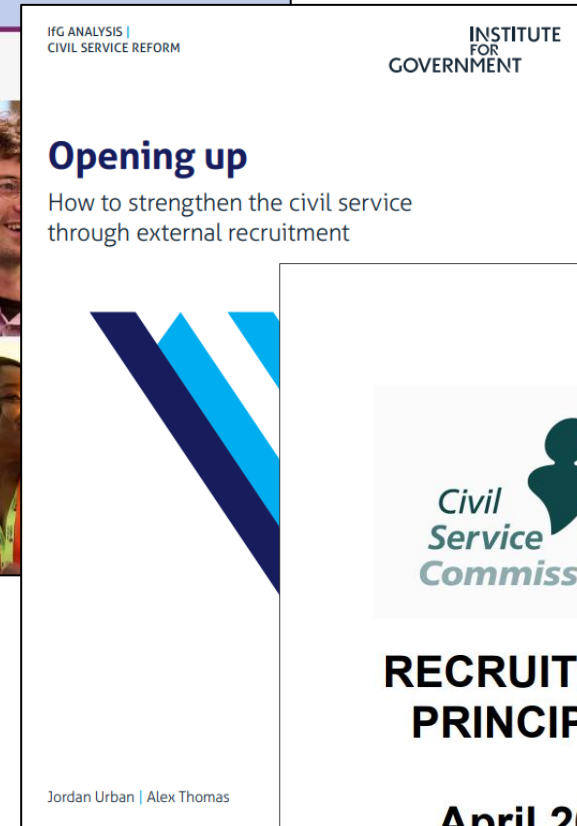
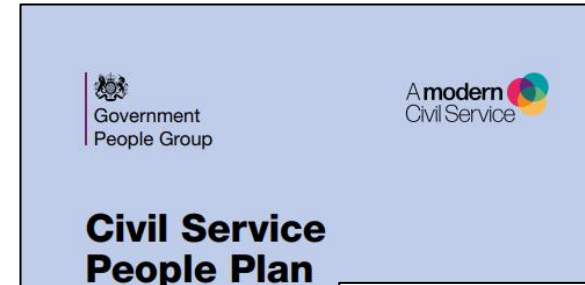
End-to-end review of recruitment in the UK civil service

> Observations

- > Recruitment doesn't happen in a vacuum
- > Long recruitment processes and don't always get the right person
- > Inconsistent metrics, frequent handoffs between different parts of the recruitment system (automated and manual)

> Initiatives

- > Fast-Stream STEM attraction strategy
- > 'External by default' policy
- > Assignment duration policy
- > Executive search framework
- > Collective vision for career pathways





Equality, Diversity & Inclusion Strategy (2024-2026)



- > Develop a regular reporting mechanism for equality monitoring data throughout recruitment process
- > Establish more regular engagement with key candidates, clients & stakeholder groups
- > Broaden and deepen public outreach to ensure the plurality of voices
- > Support increase in number of testimonials from people from diverse backgrounds on Publicjobs.ie



What are some of the key enablers for these actions?

- Senior leadership buy-in
- Fit-for purpose platforms and IT tools: emphasis on data and interoperability
- Understanding of workforce drivers and future skills needs
- Clarity of final objective(s), usually codified in strategic plan or document
- Establishment or leveraging of communities of practice
- AI ... maybe

Obrigado Thank you

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