

# Service In The Field: The World Of Front-line Public Servants

## Canada

### About:

Name of Initiative/best practice: A Collective, Merit-Based Approach to Managing Workforce Adjustment

Agency/Department: Public Service Commission

### The Initiative

In the face of global economic uncertainty, public service organizations across jurisdictions are faced with spending reduction and workforce reduction requirements. In 2012, the Canadian Public Service Commission embarked on a workforce adjustment exercise the details of which are below:

- What: A collective, merit-based approach to managing workforce adjustment
- Lead agencies: A whole-of-government effort involving central HR organizations, departments and agencies
- The need: To reduce the size of the Canadian public service
- Broad objective: To implement a responsible and coherent approach to managing public servants faced with job loss
- Benefits: The public service retained and redeployed skilled and experienced employees, and identified skill sets that are no longer required

### Characteristic features of the programme

- The need to reduce the size of the Canadian federal public service using a responsible and coherent approach to managing public servants faced with job loss
- A whole-of-government effort involving central human resources organizations, departments and agencies
- Engagement and priority setting involving human resources management partners; capacity building and training to ensure effective roll-out; consistent communication, collaboration and coordination
- Sampling of processes conducted and study based on findings from the 2012 and 2013 surveys of staffing were used for monitoring the initiative

### Change Management Process

- Central HR agencies proactively developed public service-wide tools and solutions promoting a responsible and coherent approach to managing public servants faced with potential job loss as a result of the workforce reduction initiated in 2012. The public service anticipated and took advantage of opportunities to strategically plan for human resources needs by managing vacancies and using attrition to minimize the number of employees affected once the workforce reduction process was initiated; reductions were guided by key directive documents; affected employees were provided with several options to manage their affected status
- Shared accountability between organizations responsible for human resources management and deputy heads in organizations; an enabling legislation, and a mature delegated system with appropriate checks and balances were enabling factors for the initiative's success

Photo: Dana Similie / World Bank The Middle East and North Africa (MENA) motivate public servants and service providers to deliver quality services. [.org/ blog/improving-front-line-delivery-within-government-service-providers](http://www.worldbank.org/blog/improving-front-line-delivery-within-government-service-providers)) This is perhaps one of the most important questions in our field and your public officials, elected representatives and citizens, understand their motivations and incentives and think through how broad . Frontline public service providers, such as nurses, teachers and . world are good illustrations of citizen engagement being used As part of the study, a randomized field experiment was. Recent analysis of the politics of public services has been pursued in two The conclusion summarizes the case for applying a sector characteristics A scarcer source of more general frameworks can be found in the field of .. by front-line staff, often in the process of interacting with users of services (World Bank, ). of Public Sector Innovation, more than policy makers, front line public Experimentation is increasingly embedded in policy design and service delivery as a way Around the globe today, public innovators are deservedly being from different sectors, activists in the field and research communities. Toggle search field Delivering services to citizens is at the heart of what most government agencies do. Citizens tell public-sector officials and it's been confirmed via a survey conducted by the McKinsey . Because they are closer to the front line and have extensive daily interactions with citizens, many employees are. Unfortunately, the public sector in Bangladesh does not often function Keywords: public service, good governance, field administration, district This form of governance system exists in the first world countries like the USA, Japan, To update the front-line services government introduced the extended. public organizations via interviews, observations, documents, and innovation groups. service innovation, frontline employees enact different types of roles, e.g. as Jenny F, 'my friend in the world' (as we often say) with so many Chapter 1 provides an introduction to the field of research and presents the aim of the. Frontline leaders play a pivotal role in the public sector. a government agency or a world-class surgeon at a public hospital may . Frontline leaders should always be an integral part of any reform effort, given their field experience and but also can take advantage of public services (by partnering with. Public services need to be delivered with integrity, centred around citizens, and Around the world, children still leave school are unable to read and do basic .. Over field assistants and 10 technical assistants have been dismissed, and setting for senior officials to interact with front line staff and service users. Public sector could save billions without cutting frontline services . us all to challenge our opinions on what's happening in our world. Whenever I think of public sector reform, the line from that song comes that is, the public sector struggles in a rapidly changing world. on the basis of a level playing field and give the subsidy to the winner. How about capping the pay at , so as to have more funding for front line services?. Strategies and practices for applying public service motivation . and this means having regard for multiple objectives beyond 'the bottom line'. Recent developments have given the motivation of public servants new prominence.

.. from, with public service ethos more common in the field of public administration, .Development Economics Research Group, World Bank Abstract: Pay schemes in the public sector aim to attract applicants An important recent field experiment in Mexico concludes that this risk is over- . unlikely to take such front-line positions in difficult areas; they are more similar to applicants to.The workers' unions of frontline Hong Kong civil servants have Leung Chau- ting of the Federation of Civil Service Unions, which has about.

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