SURVEY ON MOBILITY BETWEEN PUBLIC AND PRIVATE SECTORS WITH SPECIAL REGARDS TO THE IMPACT OF THE CRISIS

György Gajduschek PhD
Viktória Linder PhD
Ministry of Public Administration and Justice

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Scope of the study

• Mobility
• Relative position of CS on labor market
• All these in the light of economic crisis and its impact on civil service general and the above specifically
Method of the research

• Web-based questionnaire
• Mostly closed questions (easier to fill in and process, but cannot reflect to country-specificity)
• Open-ended questions also and opportunity for sending related information
• Expert judgments
  – The problem of subjectivity
  – The problem of generality
• Treating individual countries
Analysing and presenting answers

• **Three levels of analysis**
  – General level: general picture, overall trends
  – Specific level: differences - groups of countries (mostly: career and position systems and CEE countries)
  – Individual level: the level of individual countries

• **Method of analysis applied:**
  – Statistical data processing of closed survey questions (General and specific level)
  – Analysis of open ended questions (mostly: individual country level)
  – Reliance on previous EUPAN studies and other research projects (all levels)
  – Desk-study specifically carried out for this research (mostly: individual level)
General level: The overall impact of the crisis

- Difference between short and long term impact
- Several ways of impact, several causal paths
- Difficult to measure the impact of each and any of these paths
- More difficult to assess the overall impact
- Various countries are impacted differently (see later)
A hypothetical causal relation: crisis → civil service

ECONOMIC CRISIS

- Less jobs, worse conditions in business
- Government budgets
- Value of CS work conditions (job security, etc.) boosts. +
- The myth of perfectly functioning market and „business superiority” may be over

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More interest in public employment
- Personnel budgets shrink
- Work conditions may be harmed -
- Attractiveness grows more than conditions worsen: Overall better valuation
- Civil service may become emotionally-morally more attractive
- Serving the public may be more a value again

Hypothetical causal relations:

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Budget cuts and its results – the most immediate and detectable impact.

<table>
<thead>
<tr>
<th>Budget cuts</th>
<th>AT; CZ (10%); CY; EE; ES; FR; IE; IS; HU; DK; FI; IT; LT (10%); LV; NL; PL; PT; SLO</th>
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<tr>
<td>Reduction of personnel (severe cut):</td>
<td>AT; CZ (10%); EE; ES; FI; FR (only 50% of retiring central Government employees being replaced; HU; LT (10%); LV; NL; PL (10% reduction scheduled not implemented yet); SLO (1%);</td>
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<tr>
<td>Reduction of salaries:</td>
<td>CZ (0-10%); EE; ES (5% on average) HU; IE (7%&amp;5-10%); IS; LT (~28%); LV; PT (from 2011 variable %); RO (25%); SLO (for public sector management posts and for elected political posts)</td>
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<td>Other measures:</td>
<td>Freeze on hiring (CY; IT; PL; PT), Restrictions on new employment (EE; LT; PT; SLO) Freeze on promotions (ES - through restrictions in mobility; LT; PT; RO) Freeze on wages (ES - after the abovementioned reduction; IT; LT; NL; PL; PT - 2010; SK) Etc. .....</td>
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Overall impact

• **In short-run:** rather *negative* mostly for budget cuts
  – For the present public service personnel: potential dismissals and worsening work conditions (most importantly job security)
  – For the future personnel: no new hiring, the availability of qualified employees is not exploited for public purposes

• **In long-run:** could be *positive*, if the evaluation of „serving the public”* as an organizational function and as a profession gets more highly evaluated again, by the taxpayers, the political decision-makers (on budget) and among potential employees

*Or is this just wishful thinking?
Differences among countries

• Reasons for differences:
  – Size of the crisis
  – Attributes of public administration generally
  – Civil service system – controlled only in the research

• Characteristic differences
  – Position system – were „hit” the least
  – Career system – most diverse „stories”
  – CEE countries most „harsh” measures
Suggestions for EUPAN HRWG

• Large-scale, comparative representative (!) survey among civil servants of EU member (and perhaps) accession countries

• An opportunity to store data of previous data collections, EUPAN researches, allowing further research on the data
THANK YOU FOR YOUR ATTENTION AND CO-OPERATION!