

READINGS FOR PREM LEARNING WEEK HRM COURSE

April 27, 2011

READINGS

Overview: What, Why, How?

Categorization of public employees:

<http://www1.worldbank.org/publicsector/civilservice/establishment.htm>

Pay Issues

International data on pay and employment:

<http://www1.worldbank.org/publicsector/civilservice/cross.htm>

Anderson, James; Reid, Gary J.; and Randi Susan Ryterman, "Understanding Public Sector Performance in Transition Countries: An Empirical Contribution", mimeo, (Washington, DC: The World Bank, June 30, 2003).

<http://www1.worldbank.org/publicsector/civilservice/UPSP%20final.pdf>

Barma, Naazneen and Jana Orac, "Lao PDR Civil Service Pay and Compensation Review: Attracting and Motivating Civil Servants", (The World Bank, Washington, DC: June 2010). Laos CS policy note final 2010-06-29.pdf.

Rauch, James E. and Peter B. Evans, "Bureaucratic Structure and Bureaucratic Performance in Less Developed Countries," *Journal of Public Economics*, Vol 75(1), 2000: 49-71.

<http://ideas.repec.org/a/eee/pubeco/v75y2000i1p49-71.html>

Recanatini, Francesca; Prati, Alesandro; and Guido Tabellini, "Why Are Some Public Agencies Less Corrupt than Others? Lessons for Institutional Reform from Survey Data", draft presented at PREM Week forum (The World Bank, Washington, DC: October 2005). <http://www.imf.org/external/np/res/seminars/2005/arc/pdf/reca.pdf>

Rama, Martin, "Are Public Sector Workers Underpaid? Appropriate Comparators in a Developing Country", (jointly with Sarah Bales), *Policy Research Working Paper*, 2747, Washington, DC: The World Bank, 2002. Are public sector workers underpaid.pdf

World Bank, *The State in a Changing World: World Development Report 1997* (Washington, DC: 1997).

http://imagebank.worldbank.org/servlet/WDS_IBank_Servlet?pcont=details&menuPK=64154159&searchMenuPK=64258162&theSitePK=501889&eid=000009265_3980217141148&siteName=IMAGEBANK

World Bank, *Public Sector Reform: What Works and Why? An IEG Evaluation of World Bank Support* (Washington, DC: 2008).

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTOED/EXTPUBSECREP/0,,menuPK:4664077~pagePK:64829575~piPK:64829612~theSitePK:4663904,00.html>

Principles of Public Administration Pay Setting

Reid, Gary J., “Public Administration Salary Setting: Principles and Mechanisms for Satisfying Them”, note prepared for Azerbaijan Government (The World Bank: Washington, DC, November 2007) – Public administration salary setting principles.doc

Reid, Gary J., “Salary Top-up Issues” mimeo (World Bank: Washington, DC, December 2008a) – Salary Top up Issues.docx

Evidence on Public Administration Pay Practices

Rama, Martin, “Are Public Sector Workers Underpaid? Appropriate Comparators in a Developing Country”, (jointly with Sarah Bales), *Policy Research Working Paper*, 2747, Washington, DC: The World Bank, 2002.

Reid, Gary J. and Graham Scott, *Public Sector Human Resource Management: Experience in Latin America and the Caribbean and Strategies for Reform*, Report No. 12839, Latin America and the Caribbean Technical Department, Regional Studies Program, March 1994: chapter 5 – Gary’s LAC Report.zip

Reid, Gary J., “Human Resource Management Issues in ECA Countries”, background paper for *Eastern Europe and the Former Soviet Union Public Finance and Economic Growth: Lessons from Several High Growth Success Stories*, Poverty Reduction and Economic Growth Department, Europe and Central Asia Region (The World Bank, Washington, DC: April 2006a) -- Public Employment and Pay Issues in ECA Countries v2.doc

C³ Management and Economic Consulting, “Review of Civil Service Minimum Wage and SES Options: Government of Sierra Leone” draft final report (C³:Management and Economic Consulting: London, U.K., April 2006) – C3 final report May26 2006.pdf

Hay Group, “Consulting Services for a Comprehensive Private/Public Survey in the Romanian Civil Service”, Revised Final Report (Hay Group: April 7, 2006) – 4th Report _EN.pdf

Consequences of Uncompetitive Pay

Gorodnichenko, Yuri and Klara Sabirianova Peter. “Public Sector Pay and Corruption: Measuring Bribery from Micro Data”, IZA Discussion Paper No. 1987, Research Paper Series No. 06-05, Institute for Study of Labor IZA, Andrew Young School of Policy Studies, Georgia State University (2006). <http://ssrn.com/abstract=884322>

Van Rijckeghem and Beatrice Weder, “Corruption and the Rate of Temptation: Do Low Wages in the Civil Service Cause Corruption?” IMF Working Paper No. WP/97/73 (International Monetary Fund, Washington, DC: 1997). <http://www.imf.org/external/pubs/ft/wp/wp9773.pdf>

Performance-related Pay

Reid, Gary J., “Resources and Advice on Public/private Pay Differentials and Pay-Setting”, mimeo (World Bank: Washington, DC, October 2008b) -- Resources and Advice on Public private Pay Differentials and Pay.doc



OECD, “Paying for Performance: Policies for Government Employees” *Policy Brief* (Paris, France, OECD: May 2005). <http://www.oecd.org/dataoecd/13/51/34910926.pdf>

OECD, “Performance-related Pay”:

http://www.oecd.org/document/39/0,3343,en_2649_201185_33687079_1_1_1_1,00.html

OECD, “Performance-related Pay for Government Employees” (June 2005).

http://www.oecd.org/document/9/0,3343,en_2649_201185_35553801_1_1_1_1,00.html

OECD, “Performance-related Pay for Government Employees: Executive Summary” (Paris, France: July 2005b). <http://www.oecd.org/dataoecd/16/11/35117916.pdf>

Cardona, Francisco, “Performance-related Pay in the Public Service” (SIGMA/OECD: Paris, France, 2003) – Article on PERFORMANCE RELATED PAY_.doc

Governance and Social Development Research Centre (GSDRC), “Helpdesk Research Report: Performance Related Pay” (March 2010): Helpdesk Research Report_perf related payPUBLIC.docx

Pay Reform Challenges

Kiragu, Kithinji; Mukandala, Rwekaza; and Denyse Morin, “Reforming Pay Policy: Techniques, Sequencing, and Politics” in Brian D. Levy and Sahr Kpundeh (eds.), *Building State Capacity in Africa: New Approaches, Emerging Lessons* (The World Bank: Washington, D.C., 2004): 109-148 – 04_Kiragu, Kithinji et al, Reforming Pay, in BSC_ch04.pdf

Global Health Workforce Alliance (GHWA) Task Force on Scaling Up Education and Training for Health Workers, “Country Case Study: Malawi’s Emergency Human Resources Programme” (World Health Organization and GHWA: Geneva, Switzerland, 2008) – Malawi Case Study-Salary Top-ups & HRM Incentives.pdf

McCoy, David, “Economic and Health Systems Research on Health Workers in Sub Saharan Africa: Drawing out themes from a case study of Malawi”, paper to the Economic Reference Group for the World Bank and UNAIDS (University College: London, May 2007) – Health Workers & Salary Supplements MW MOZ.pdf

The World Bank, “Guidance Note for Project Management: Strengthening Institutional Capacity during Project Implementation” (OPCS: October 2005): http://siteresources.worldbank.org/INTCDRC/Resources/guidance_note_project_management_102005.pdf

“Sustainable Implementation of World Bank-Financed Projects: A Note on the ECA Experience with Project Implementation Units”, draft (Public Sector Institutional Reform Cluster, PREM, ECA: March 2000) – PIUStudy1st_drafr.doc

Ensuring Depoliticized Civil Service Management

Reid, Gary J. “The Political Economy of Civil Service Reform in Albania” mimeo (The World Bank: June 2005) – Political Economy of Civil Service Reform in Albania.docx

Tendler, Judith, *Good Government in the Tropics*, (The Johns Hopkins University Press, Baltimore, MD: 1997): ch. 2 – 03_Good Govrnment in the Tropics.pdf



“Recruitment and Promotion”:

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPUBLICSECTORANDGOVERNANCE/EXTADMINISTRATIVEANDCIVILSERVICEREFORM/0,,contentMDK:20134008~menuPK:1828910~pagePK:148956~piPK:216618~theSitePK:286367,00.html>

Motivating Organizations and their Staff

Gordillo, Gustavo, and Krister Andersson, “From Policy Lessons to Policy Actions: Motivation to Take Evaluation Seriously”, *Public Administration and Development* Vol 24 (2004): 305-320.

<http://www.fao.org/regional/Lamerica/quiensom/rlc/gordillo/Docs/PAD325.pdf>

Graham Scott; *Public Sector Management in New Zealand: Lessons and Challenges*, (New Zealand Business Roundtable, Wellington, New Zealand: 2001), Chapter 7 on performance specification; Chapter 8 on capability; and Chapter 9 on top management performance. http://www.nzbr.org.nz/documents/publications/publications-2001/public_management.pdf

“Individual Performance Management”:

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPUBLICSECTORANDGOVERNANCE/EXTADMINISTRATIVEANDCIVILSERVICEREFORM/0,,contentMDK:20133441~menuPK:1828910~pagePK:148956~piPK:216618~theSitePK:286367,00.html>

Reid, Gary J., “Making Evaluations Useful”, mimeo (The World Bank, Washington, DC: April 1997) -- Making Evaluations Useful.pdf

Reid, Gary J., “Performance-Oriented Public Sector Modernization in Developing Countries: Meeting the Implementation Challenge,” *Research in Public Administration*, Volume 5, edited by Jay D. White and James L. Perry (JAI Press, Inc.: Greenwich, Connecticut, 1999): 87-129.

<http://www.bookplus.fi/product.php?isbn=0762305266&CustID=f8021575bb74877ef5ce79cf6abc47d0&CustID=f8021575bb74877ef5ce79cf6abc47d0&lang=EN&CustID=f8021575bb74877ef5ce79cf6abc47d0>

Non-pay sources of motivation

Akerlof, George A., and Rachel Kranton, “Identity and the Economics of Organizations”, *Journal of Economic Perspectives*, 19(1) (Winter 2005): 9-32.

Appelbaum, Eileen, and Rosemary Batt, *The New American Workplace: Transforming Work Systems in the United States* (ILR Press Books, Cornell University: 1994).

Kaufman, Herbert, *The Forest Ranger: A Study in Administrative Behavior* (Resources for the Future, Washington, DC: 1993).

Levine, David I., and Laura D’Andrea Tyson, “Participation, Productivity, and the Firm’s Environment,” in *Paying for Productivity*, edited by Alan S. Blinder (The Brookings Institution, Washington, DC: 1990): 183-243.

Simon, Herbert A., “Organizations and Markets,” *Journal of Economic Perspectives*, Vol. 5, No. 2 (Spring 1991): 25-44.



Wilson, James Q. *Bureaucracy: What Government Agencies Do and Why They Do It* (Basic Books: 1989).

Establishment and wage bill control systems

“Establishment Control & Pay Determination”:

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/ETPUBLICSECTORANDGOVERNANCE/EXTADMINISTRATIVEANDCIVILSERVICEREFORM/0,,contentMDK:20133428~menuPK:1919290~pagePK:210058~piPK:210062~theSitePK:286367,00.html>

One-off employment and wage bill adjustments

“Rightsizing Public Organizations” course materials:

<http://www1.worldbank.org/publicsector/Civilservice/rightsizing/>

“Downsizing”:

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/ETPUBLICSECTORANDGOVERNANCE/EXTADMINISTRATIVEANDCIVILSERVICEREFORM/0,,contentMDK:20134021~menuPK:1919420~pagePK:210058~piPK:210062~theSitePK:286367,00.html>

Rama, Martin, “Public Sector Downsizing: an Introduction”, *World Bank Economic Review*, 13(1), p. 1-22, January 1999.

Rama, Martin, “The Gender Implications of Public Sector Downsizing: The Reform Program of Vietnam”, *World Bank Research Observer*, 17(2), p. 167-190, Fall 2002.

Reid, Gary J., “Human Resource Management Issues in ECA Countries”, background paper for *Eastern Europe and the Former Soviet Union Public Finance and Economic Growth: Lessons from Several High Growth Success Stories*, Poverty Reduction and Economic Growth Department, Europe and Central Asia Region (The World Bank, Washington, DC: April 2006a) – Public Employment and Pay Issues in ECA Countries v2.doc

Reid, Gary J. “Civil Service Reform in Latin America: Lessons from Experience”, paper prepared for UNDP Regional Workshop on Public Sector Management Development in Latin America and the Caribbean, Santiago de Chile, 23-25 March 1992 (The World Bank: March 1992) – CSRinLACGJR.doc

Ensuring Ethical Behavior of Civil Servants: Some Public Accountability Mechanisms

Public Accountability Mechanisms website:

<http://intranet.worldbank.org/WBSITE/INTRANET/SECTORS/PUBLICSECTORANDGOVERNANCE/ADMINISTRATIVEANDCIVILSERVICEREFORM/0,,contentMDK:21095446~pagePK:210082~piPK:210098~theSitePK:285842,00.html>



Addressing Political Economy and Implementation Challenges in CSR

Segal, Lydia, "Roadblocks in Reforming Corrupt Agencies: The Case of the New York City School Custodians" *Public Administration Review* 62(4), July/August 2002, pp. 445-460 – 10_NYC Schools custodial services.pdf

Reid, Gary J. "The Political Economy of Civil Service Reform in Albania" mimeo (The World Bank: June 2005) – Political economy of civil service reform in Albania.docx

Campos, J. Edgardo and Jose Luis Syquia, "Managing the Politics of Reform: Overhauling the Legal Infrastructure of Public Procurement in the Philippines" World Bank Working Paper No. 70 (The World Bank: Washington, DC, 2006): http://www-wds.worldbank.org/servlet/WDSCContentServer/WDSP/IB/2005/10/31/000090341_20051031141413/Rendered/PDF/340440Man0Politic0Reform.pdf

"Operationalizing Political Analysis: The Expected Utility Stakeholder Model and Governance Reforms", PREM Note No. 95 (November 2004): <http://siteresources.worldbank.org/EXTDEVELOPMENT/Resources/premnote95.pdf>

Global Monitoring Report 2006, (The World Bank, Washington, DC: 2006): <http://siteresources.worldbank.org/INTGLOBALMONITORING2006/Resources/2186625-1145565069381/GMR06Complete.pdf>

Reid, Gary J., "Why Do Bank-supported Civil Service Reform Efforts Have Such a Poor Track Record?" mimeo (The World Bank, 2009).

Reid, Gary J., "A Proposal for Improving World Bank Support for Institutional Reform and Capacity Building (IRCB) in Client Countries", mimeo (The World Bank, 2006b) -- Proposal for improving WB institutional reform and capacity building support.doc

Kotchegura, Alexander, *Civil Service Reform in Post-Communist Countries*, (Amsterdam University Press: 2010): <http://www.alibris.com/search/books/author/Kotchegura,%20Alexander>

Human Resource Management Actionable Governance Indicators (HRM AGI) Instrument

Reid, Gary J., "Actionable Governance Indicators: Concepts and Measurement", mimeo (The World Bank: Washington, DC, 2008c). See AGI website (type "agi" into your WB web browser), or go directly to: <http://siteresources.worldbank.org/EXTPUBLICSECTORANDGOVERNANCE/Resources/286304-1235411288968/AGINote.pdf?resourceurlname=AGINote.pdf>

See files in HRM AGI CSR Course materials.zip, including:

- HRM AGI Instrument
- Segregated Instruments.zip
- HRM AGI Annex 1.xls
- HRM AGI Instrument guidance materials
- HRM 2-pager rough draft v2.doc
- Human Resource Management Reform Mantra Approach.doc
- HRM AGI Guidelines v2.doc



Analysis Template AGI HRM Instrument Application.doc
Data from seven pilot country applications of HRM AGI instrument
HRM Diagnostics _translated_Oct08.xls

Pay and Employment Modeling: Tools and Exercise

Lafuente, Mariano, “Paraguay: Public Employment and Wages Model” Excel workbook (The World Bank: Washington, DC, 2009) – PY MODEL – PREM WEEKdocx

“Pay and Employment Models”:

<http://www1.worldbank.org/publicsector/civilservice/PayEmpModels/intro.htm>

“Modeling Pay and Employment”, PREM Note No. 105 (February 2006):

http://imagebank.worldbank.org/servlet/WDSContentServer/IW3P/IB/2006/03/29/000012009_20060329102345/Rendered/PDF/35661rev0premnote105.pdf

Tools for Addressing Implementation Challenges

See files in HRM AGI CSR Course materials.zip (above)

HRM Reform Case Studies: Addressing Technical & implementation Challenges Simultaneously in the ‘Real World’ – Case Studies in Africa

Kiragu, Kithinji and Rwekaza Mukandala, “Public Service Pay Reform – Tactics, Sequencing and Politics in Developing Countries: Lessons from Sub-Saharan Africa”, (PricewaterhouseCoopers: January 2003) – PayReformStudy.pdf

See files in AFR CSR Case Studies.zip, including:

Reid, Gary J., “Public Administration Reform Impacts: Lessons from Experience”, mimeo (The World Bank: Washington, DC, 2008d -- Public Administration Reform Impacts – Lessons from Experience v0.doc

Reid, Gary J., “Hypotheses Expected to Be Tested under the Proposed Project on Improving Public Administration Reform Impacts in IDA Countries” (The World Bank: Washington, DC, 2008e) -- Hypotheses Expected to Be Tested under the Proposed Project on Improving Public Administration Reform Impacts in IDA Countries.doc

Garnett, Harry, “Zambia Case”, mimeo (The World Bank: Washington, DC, 2008) – Zambia Case v2.doc

Garnett, Harry, “Kenya Public Sector Reform and Capacity Building Project (PSM-TAP)”, mimeo, (The World Bank: Washington, DC, 2008) – Kenya Case040408.doc

Garnett, Harry, “Mozambique Public Sector Reform Case Study”, mimeo (The World Bank: Washington, DC, 2008) – Mozambique Public Sector Reform Case Study v2.doc

Garnett, Harry, “Wage Bill Management and Pay Reform Case Study”, mimeo (The World Bank: Washington, DC, 2008) – Wage Bill Management March 28 2008.doc



Civil Service Reform in Difficult Country Contexts & Fragile States

Meisel, Nicolas; Aoudia, Jacques Ould. "Is 'Good Governance' a Good Development Strategy?" Working Paper No. 58 (Agence Française de Développement: Paris, France, January 2008):

<http://www.afd.fr/webdav/site/afd/shared/PUBLICATIONS/RECHERCHE/Scientifiques/Documents-de-travail/058-document-travail-VA.pdf>

"Integrated Public Financial Management Reform Programme: Design of an Exit Strategy and Arrangements for Transitional DP Support for Remuneration of contract PFM Staff", final report submitted by GHK in association with Positive Change HR Consultancy Services (Sierra Leone: October 2008) – IPMFRP Transition arrangements for PFM contract staff – Final Report.docx

Management Systems International (MSI), "Iraq – Strengthening National Capacity in Public Management" (MSI: Washington, DC, 2009) – Iraq-Tatweer 2-pager Mar 2009.pdf

Huntington, Rick, "Report for the Period 1-15 April 2009", memo (COP, USAID/Tatweer Iraq: April 20, 2009) – 3802 Tatweer Mid-month Report V4 4-23-09 3pm.pdf

Civil Service Reform in Difficult Country Contexts (Cont.)

Princeton University and the National Academy of Public Administration, "Proceedings: Workshop on International Experiences with Civil Service Reforms – Some Lessons Learned" (Bobst Center for Peace & Justice, Princeton University and National Academy of Public Administration: Princeton, NJ, May 13-15, 2007) – CS Workshop.pdf

Widner, Ralph R., "Civil Service Reform in Difficult Country Contexts and Fragile States: A Framework for Discussion" mimeo (Institutions for Fragile States, Princeton University and the National Academy of Public Administration: Princeton, NJ, April 2008) – Widner CS Course Paper.pdf

"Strengthening Core Public Sector Functions in Fragile States" learning materials: <http://intranet.worldbank.org/WBSITE/INTRANET/SECTORS/PUBLICSECTORANDGOVERNANCE/INTANTICORRUPTION/0,,contentMDK:21713155~pagePK:210082~piPK:210098~theSitePK:383902,00.html>

Manor, James (ed.), *Aid That Works: Successful Development in Fragile States*, Directions in Development, Public Sector Governance (The World Bank: 2007): chapter 1. <http://intresources.worldbank.org/INTLICUS/Resources/AidthatWorksSuccessfulDevelopmentinFragileStates.pdf>

HRM Reform – Implementation Challenges: The Case of Laos

Orac, Jana and Naazneen Barma, "Lao PDR Civil Service Review", mimeo (The World Bank: Washington, DC, May 2009).

Integrating CSR and Public Financial Management Reforms

Andrews, Matt, "Isomorphism and the Limits to African Public Financial Management Reform", RWP09-012, Faculty Research Working Paper, John F. Kennedy School of Government (Harvard University: Cambridge, MA, May 2009).

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1404799



