83/1 481 03X

Ageing and the Public Service

HUMAN RESOURCE CHALLENGES

ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

Table of Contents

Executive Summary 11

Part I
Synthesis Report

Chapter 1. **The Ageing Challenge** 17
1. Ageing public sector workforces in the context of ageing populations 18
2. Challenges and opportunities of ageing for the management of public services ... 22
Notes 26
Annex 1.A1. Notes for Figures 1.2, 1.3, 1.4, 1.5 and 1.6 27

Chapter 2. **Country Actions** 29
1. How are countries addressing cost containment and the need for productivity increases in the public service? 30
2. How are countries addressing the need to maintain capacity? 35
3. How are countries addressing the need to reallocate resources according to new priorities? 37
4. How are countries managing their public service so that departures do not lead to future hiring that tightens the wider labour market? 39
Notes 39

Chapter 3. **Review of Country Strategies** 41
1. Policy tools 42
2. Country-specific enabling conditions and constraints 43
3. Do countries have holistic proactive ageing strategies? 44
Notes 48

Chapter 4. **Towards Sustainable Ageing Strategies and Actions for Government** 49
Bibliography 53
Annex 4.A1. Country Fact Sheets: Strategy Components 56

Part II
Case Studies

Chapter 5. **Ageing and the Public Service in Australia** 77
Executive Summary 78
1. Ageing: Facts, figures and forecasts 79
2. Adapting the Australian Public Service to ageing challenges: Government strategy and actions 84
3. Impact of government ageing strategy and reforms 93
4. Conclusion 95
Notes 96

Chapter 6. **Ageing and the Public Service in Denmark** 99
Executive Summary 100
1. Ageing: Facts, figures and forecasts 100
2. Adapting the civil service to ageing challenges: Government strategy and actions 106
3. Impact of government ageing strategy and reforms 115
4. Conclusion 117
Notes 118

Chapter 7. **Ageing and the Public Service in Finland** 119
Executive Summary 120
1. Ageing: Facts, figures and forecasts 121
2. Adapting the civil service to ageing challenges: Government strategy and actions 126
3. Impact of the government ageing strategy and reforms 132
4. Conclusion 135
Notes 136

Chapter 8. **Ageing and the Public Service in France** 139
Executive Summary 140
1. Ageing: Facts, figures and forecasts 141
2. Adapting the civil service to ageing challenges: Government strategy and actions 148
3. Anticipated impact of government actions 157
4. Conclusion 161
Notes 161

Chapter 9. **Ageing and the Public Service in Germany** 163
Executive Summary 164
1. Ageing: Facts, figures and forecasts 165
2. Adapting the civil service to meet ageing challenges: Government strategy and actions 171
3. Projected impact of government action 177
4. Conclusion 179
Notes 180

Chapter 10. **Ageing and the Public Service in Ireland** 181
Executive Summary 182
1. Ageing: Facts, figures and forecasts 182
2. Adapting the civil service to the ageing challenges: Government strategy and actions 187
3. Impact of government ageing strategy and reforms 194
4. Conclusion 195
Notes 196
Annex 10.A1. Public Service Superannuation – Summary of Changes in Pension Ages and Terms for New Entrants to the Public Service 198
Annex 10.A2. Decentralization Program (december 2003) 199
Annex 10.A3. Developments in the Field of Manpower Planning in the Health Sector 201

Chapter 11. **Ageing and the Public Service in Italy** 205
Executive Summary 206
1. Ageing: Facts, figures and forecasts 206
2. Adapting the civil service to ageing challenges 210
3. Impact of government strategy and reforms 217
4. Conclusion 218
Notes 219

Chapter 12. **Ageing and the Public Service in the Netherlands** 221
Executive Summary 222
1. Ageing: Facts, figures and forecasts 222
2. Adapting the civil service to ageing challenges: Government strategy and actions 225
3. Impact of government ageing strategy and reforms 232
4. Conclusion 235
Notes 236

Chapter 13. **Ageing and the Public Service in Portugal** 237
Executive Summary 238
1. Ageing: Facts, figures and forecasts 239
2. Adapting the civil service to ageing challenges: Government strategy and actions 246
3. Impact of government ageing strategy and reforms 253
4. Conclusion 257
Notes 257

• • •