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

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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

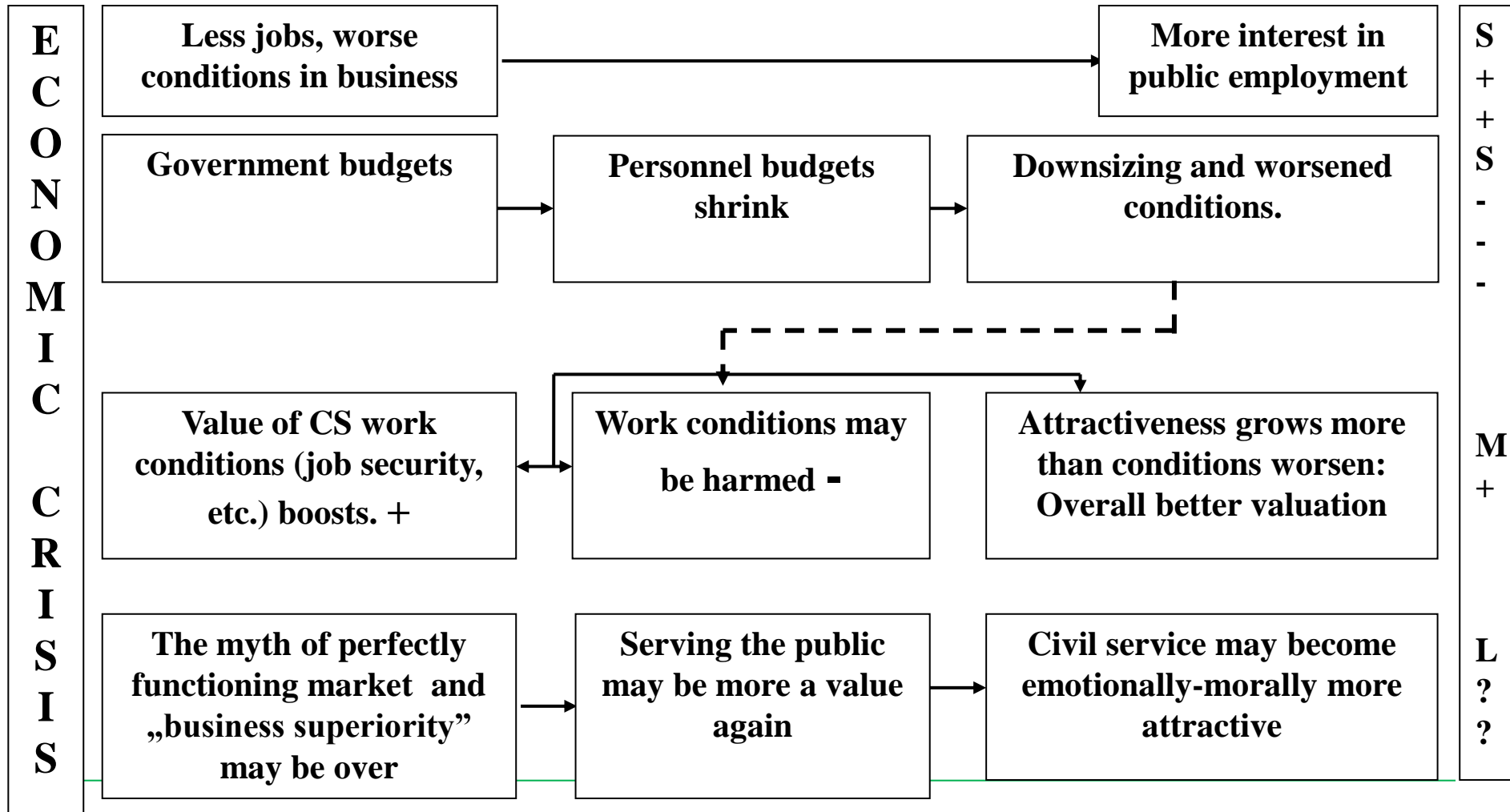
Analysing and presenting answers

- **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



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

Budget cuts	AT; CZ (10%); CY; EE; ES; FR; IE; IS; HU; DK; FI; IT; LT (10%); LV; NL; PL; PT; SLO
Reduction of personnel (severe cut):	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%);
Reduction of salaries:	CZ (0-10%); EE; ES (5% on average) HU; IE (7%&5-10%); IS; LT (~28%); LV; PT (from 2011 variable %); RO (25%); SLO (for public sector management posts and for elected political posts)
Other measures:	<ul style="list-style-type: none"> ➤ 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.

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!**