

Table of contents

Figures.....9

Tables.....13

1. Introduction.....15

2. Theoretical Part.....25

 2.1 Public Management and the reform of HRM25

 2.2 HRM reforms in a new governance context34

 2.3 Linking organisational- and HR reforms
 with reform effects40

 2.3.1 Reform effects: The search for empirical evidence 57

 2.3.2 Reconciling conflicting objectives 65

3. Methodology.....71

 3.1 Linking HR bundles and (un-) intentional reform outcomes.....71

 3.2 HR bundles and categorization of countries79

 3.3 Shortcomings and further suggestions.....86

 3.4 Budgetary constraints and reform trajectories.....88

 3.5 Human Resource Management reforms – towards
 best practices or best fit?99

 3.6 Empirical analysis and survey methodology..... 105

 3.6.1 Main steps in survey implementation 106

 3.6.2 Data collection and challenges 108

4. Empirical Part	113
4.1 Introduction.....	113
4.2 Discussion and descriptive evidence.....	114
4.3 The reform of HR bundles and HR policies – comparative observations	123
4.4 Reforming HRM and HR policies	126
4.4.1 Restructuring public employment	126
4.4.1.1 Reducing public employment – the use of instruments.....	133
4.4.1.2 Recruitment freeze	136
4.4.1.3 Employee turnover and voluntary termination	137
4.4.1.4 Early retirement policies.....	138
4.4.1.5 Dismissal and termination	139
4.4.1.6 Downsizing and cutting employment.....	140
4.4.2 Downsizing consequences	141
4.4.3 Is downsizing inevitable?	145
4.5 Reform of other HR bundles and policies	149
4.5.1 The reform of job security	149
4.5.2 Reform paths in the field of compensation and salary systems	151
4.5.3 What happens to performance related pay in times of budgetary constraints?.....	155
4.5.4 Skill development and training – investments instead of saving resources?.....	162
4.5.5 Managing sickness levels.....	172
4.6 Empirical evidence as to reform effects and outcomes of reforms	174
4.6.1 HR Reforms and the workforce – intentional and unintentional results	174
4.6.2 The changing composition of the workforce – the relationship between fixed-term employment and civil service employment	179
4.6.2 Impact on Workplace behaviour	182

4.6.3	Development of stress, job intensity and job quality.....	190
4.6.4	Two steps back, one step forward – positive and critical developments.....	195
4.6.5	The positive side of it.....	196
5.	Conclusions: Reform Trends in the Field of HRM	207
5.1	Is public HR still different to private sector HR – should it be?	212
5.2	How to evaluate future HR reform trends? Successes, failures, grey zones and context	226
	Bibliography.....	235
	Annex OECD Questionnaire.....	253