



#21 - January 2020

vision RH

HR Overview - Monitoring Human Resources news from France, Europe and around the world

IN THIS ISSUE



MONTHLY FOCUS

- Support for staff commitment – a changing public sector's best asset



NEWS CIVIL SERVICE, HR POLICY AND INNOVATION

- Better social protection for Spanish civil servants
- Professionalisation of the HR function in the Australian public service
- A single, shared and independent professional adviser in southwest France



NEWS RECRUITMENT, TRAINING AND SKILLS

- The Finnish administration acquires an HR decision-making tool
- Dedicated, streamlined training for public hospitals
- "COP Agile": a community of Belgian transformation stakeholders



NEWS SENIOR MANAGEMENT AND LEADERSHIP, DIGITALISATION

- EXecuTALKs, webcasts for Canadian public executives
- New guidelines for evaluating Italian civil servants
- MentorMatch helps the UK Civil Service optimise mentoring



NEWS SOCIAL DIALOGUE AND QUALITY OF WORKING ENVIRONMENT

- In the Swiss federal public sector, commuting time becomes working time
- Psychosocial risk training for Danish public managers
- US federal government collective bargaining agreements go online



PRIVATE SECTOR

- "Helping the Helpers", Casino's response to a genuine social issue



CLOSE-UP

- How Germany is changing compensation for federal civil servants

vision RH is a newsletter published by the French Directorate General for Administration and the Civil Service (DGAFP). It draws on information sources and reports issued by public administrations, the private sector, international organisations and the press, in several different languages. It aims to provide a broad view of current human resources and civil service initiatives.

The monthly focus of this 21st issue is dedicated to **commitment at work** and more particularly to the need to support this major asset of a transforming public sector. As usual, we present you the last trends in several countries on this theme and the inspiring ways in which they are implementing them.

Beyond the news, you will get acquainted with the the **carers support programme** of Casino and the recent law which improves the compensation of **German** federal civil servants.

We stay at your disposal for your opinions, remarks or suggestions. Do not hesitate to write to us:

contact-visionrh@kiosque.bercy.gouv.fr

You changed job, employer and / or email, remember to update your subscription data:

<https://kiosque.bercy.gouv.fr/alyas/abo/edit/envisionrh>

Have a good reading!

The vision RH editorial team

Support for staff commitment – a changing public sector's best asset

Staff satisfaction surveys often reveal that a **commitment to work**, both individual and collective, is **increasingly important** against a backdrop of changing public service mandates.

An OECD study from 2016 found that **23 Member States** surveyed public employees on a more or less regular basis about their expectations and motivations. On the other hand, only about **ten** stated that they **used the data** to improve their HR strategies.

Although the approaches and methodologies differ between countries, **the results are fairly consistent**: the **two main values** are carrying out a profession that contributes to the general interest, which is a source of equality between citizens, and benefiting from sheltered employment. However, there has been an increase, linked to a generational shift, in **professional recognition** and the quality of **leadership**.

English-speaking countries (Australia, Canada, United States, Ireland and the UK) are the **most likely** to query their public employees about their level of commitment. Effective communication enables these countries to achieve **high participation rates** and, in line with their commitments to transparency, they **publish the resulting data and analyses** on government websites.

Some countries are also choosing to develop a **strong "employer brand"** that goes beyond mere recruitment. This is the case with the **Netherlands** (*werken voor Nederland*), **Sweden** (*Jobba statligt*), **Switzerland** and the **United Kingdom**, where the Civil Service plays an active role in the national "A Great place to Work" competition.

A number of initiatives are being taken to encourage commitment and motivation among staff:

- In **Belgium**, the administration uses **teamcrafting**, a method that consists of adjusting positions within a team to create relevant and motivating functions. This method **links** a team's activities with individual talents to boost **cohesion**
- In **Estonia**, where the term *pühendumus* (a term that describes both engagement and commitment) is used, **training** is provided at all levels to ensure high levels of commitment
- In the **United States**, the Office of Personnel Management launched the **GEAR** initiative (Goals-Engagement-Accountability-Results) with the aim of **pooling best practices** in terms of transformation, thus aligning organisational and performance objectives

- In **Ireland**, the emphasis is on "**Be recognized for your achievements**". In addition to being spotlighted within the public service community through distinctions, the latest version of the **assessment method** (PMDS) now makes it a determining factor.

- In **Portugal**, an "Incentive System for Efficient Public Expenditure" (**FEIS**) has been set up with the goal of **eliciting initiatives** that generate improvements. These initiatives must be the **result of a team project**. An amount equivalent to 50% of the total amount saved is distributed among all employees.

Over and beyond everything that contributes to group efficiency within an organisation and in the service of the public, initiatives that target **quality of life at work** and **work/life balance** naturally have a strong impact on employees' commitment.

Notes

For more information: oecd.org





NEWS CIVIL SERVICE, HR POLICY AND INNOVATION

Better social protection for Spanish civil servants

An agreement has been signed between the government, the mutual insurance company for public employees (Muface) and four private insurers. In addition to providing free health care and new preventive measures, it will help make better care available to those living in sparsely-populated areas without healthcare centres. The Spanish central government will finance this action by itself, via a 4.5% increase in its employer contributions.

Notes

For more information: muface.es (in Spanish), *(machine translation into English)*



Professionalisation of the HR function in the Australian public service

As part of planned civil service reforms and given its strategic role, the HR function will be the first to benefit from a process of professionalisation. A group of experts has been established within the GovTeam community to identify and share best practices and assist in drafting future statutory regulations and organisational texts.

Notes

For more information: apsc.gov.au



A single, shared and independent professional adviser in southwest France

Six *département* management centres in the Occitanie region have grouped together to hire a single professional to act as an adviser in three areas (ethics, whistleblowing and separation of church and state). The adviser is a former financial judge from a regional audit office; his status as a person "external" to the local authority is perceived as a guarantee of neutrality by staff, who also appreciate having a single point of contact.

« *This allows a complete analysis of overlapping issues and makes it possible to pool functions* »

Notes

For more information: cdg31.fr (in French), (*machine translation into English*)





NEWS RECRUITMENT, TRAINING AND SKILLS

The Finnish administration acquires an HR decision-making tool

"Tahti" is the latest version of the HR information system provided by the Finnish government's Shared Services Centre. Designed to be a strategic planning tool, it features more comprehensive individual data (career development, changes in compensation, working time, skills, positions held) but also collective data (satisfaction surveys). In particular, users can carry out projections and simulations.

Notes

For more information: palkeet.fi (in Finnish), *(machine translation into English)*



Dedicated, streamlined training for public hospitals

As an intermediary between the hospital civil service's HR departments and sector stakeholders, the French National Association for In-Service Training of Hospital Personnel (ANFH) is gradually deploying a new online tool, LA ForMuLE, which streamlines the management of training in healthcare and medico-social institutions (selection, ordering, follow-up and payment). Another plus: pooled training means optimised public procurement procedures.

Notes

For more information: anfh.fr (in French), *(machine translation into English)*



"COP Agile": a community of Belgian transformation stakeholders

Within the Federal Public Service Policy and Support (BOSA), a Transformation Team is mobilising all stakeholders who are committed to a more agile administration. Six groups have been formed within this new community. They are working on concrete proposals to help organisations evolve by sharing their challenges and initiatives, which are published on a dedicated collaborative space, accessible to all federal public servants.

« *Thanks to the community, we will be able to discover the added value of agile principles and how to put them into practice* »

Notes

For more information: ofoifa.belgium.be (in French), (*machine translation into English*)





NEWS SENIOR MANAGEMENT AND LEADERSHIP, DIGITALISATION

EXecuTALKs, webcasts for Canadian public executives

A series of webcasts to share the views and experience of recognized experts – this is the Canada School of Public Service's way to offer new training courses that can reach every federal government executive easily and quickly. This initiative meets a real demand given the increase in the number of connections.

Notes

For more information: cfps-efpc.ca



New guidelines for evaluating Italian civil servants

Following on from the reform that entered into force two years ago, which correlates individual evaluations and organisational performance, the Italian government is continuing to update its employee evaluation model. In addition to broader use of the 360° assessment, it recommends that measures offered to staff go beyond mere financial incentives and include other forms of recognition (coaching, personal development and internal mentoring).

Notes

For more information: performance.gov.it (in Italian), *(machine translation into English)*



MentorMatch helps the UK Civil Service optimise mentoring

A new application connects public servants seeking mentors with those who want to share their skills with colleagues. The creation of profiles has been deliberately kept to essential elements and LinkedIn users can also import certain data (identity, function and location, areas of expertise).

« *We hope the app will allow you to find the right person no matter where they are in the Civil Service* »

Notes

For more information: civilservice.gov.uk





NEWS SOCIAL DIALOGUE AND QUALITY OF WORKING ENVIRONMENT

In the Swiss federal public sector, commuting time becomes working time

A directive on "Forms of Mobile Work Arrangements in the Federal Government", which came into effect on 1 January 2020, states that staff may work during a journey if the duration and means of transport are compatible with the task to be performed. The employees concerned will thus be able to request that their commuting time be counted as working time. This decision is in response to a joint request from the four trade unions.

Notes

For more information: epa.admin.ch (in French), *(machine translation into English)*



Psychosocial risk training for Danish public managers

Aware of management's role in preventing psychosocial risks, the government's HR department is setting up dedicated training courses. Negotiated as part of the most recent collective agreements (OK 18), these courses aim at boosting managers' knowledge and providing them with concrete tools to prevent and manage difficult situations that their employees may experience in their professional environment.

Notes

For more information: medst.dk (in Danish), *(machine translation into English)*



US federal government collective bargaining agreements go online

Under the terms of a recent executive order, every collective bargaining agreement – some 800 currently – between US Federal agencies and unions will be put in a database and put online in the near future. The aim of this decision is to make available to the general public not only the signed agreements, but also all of the elements from the negotiations (position of each stakeholder).

« *The users of the database will be able to transparently make queries by keyword and filter by agency, union and / or validity date* »

Notes

For more information: fedweek.com



"Helping the Helpers", Casino's response to a genuine social issue

According to INSEE, nearly **one in five employees** in France has a close dependent. This is a situation that the business world cannot ignore and the Government has made it one of its **priorities**.

The Casino Group is a **trailblazer** in this field. Its efforts began with a series of conferences in which the **expectations of those concerned** were gathered. A **comprehensive support system** was then put together over the years. It also served as inspiration for the **Mathys Act**, which allows employees to donate accrued leave to colleagues.

In addition to the **cap of 12 days per year** stipulated in an agreement¹, Casino employees can now benefit from:

- **Monthly themed information sessions** led by experts and **discussion groups** supervised by psychologists
- A **free, confidential and anonymous hotline** and a **dedicated office** at the company headquarters
- **Assistance in carrying out procedures** and re-arranging their **working hours**

Aware that this is an often sensitive area, Casino's HR department underscores that this approach will **continue to evolve in order to improve** the working life of employees who must care for a family member.

¹ *Casino contributes 200 days each year to the collective fund.*

Notes

More information on: groupe-casino.fr (in French), (*machine translation into English*)



How Germany is changing compensation for federal civil servants

Faced with the **perennial problem of boosting the appeal** of the civil service – even if there has been a slight improvement – as well as an ageing workforce, Germany's federal administration is **rolling out a series of initiatives** to remedy the situation.

A "**Compensation Structure Reform Act**" entered into force on 1 January 2020, offering **major changes** to legislation that had not been recast since 1975.

While the compensation model, which is based on a career system with tiered advancement according to seniority, remains the same, provisions have been introduced that are expected to help address **recruitment difficulties** for certain professions:

- Early-career wage indices are **harmonised and adjusted** for all categories of personnel
- Monthly allowances linked to the performance of **certain core functions** (police, armed forces, intelligence services, data security) have received significant adjustments



- **Recruitment bonuses** (*Personalgewinnungsprämie*) have been redefined. These are already awarded to new hires for professions where there is strong private-sector competition (e.g. the IT sector). Now, instead of monthly instalments, the bonus can be **paid in a lump sum, in return for a commitment** to remain in the civil service for up to

four years (this period can be renewable twice, in which case the bonus is reduced by a third¹).

- A **one-time bonus** (capped at €3,000) will be paid to staff who **volunteer** to work shifts or be on call during **one-off events** (emergency response, securing international summits, etc.).

In terms of **mobility**, the new act increases **expatriation allowances** for officials performing their duties abroad. Domestically, it eases rules applicable to **geographic separation**².

- By offering a choice between reimbursement of **removal costs** or payment of a separation allowance (*Trennungsgeld*),
- By paying for a biweekly **trip** to the family's place of residence

The act puts an end to a persistent inequality under the general scheme, namely less favourable bonuses for children born before 1992 when calculating the retirement pension.

¹ The bonus is set at 50% of the difference between the base salary and the salary offered for an identical private-sector position. It may not, however, exceed 75% of the base salary.

² Under the provisions of Article 62, paragraph 1, of the Federal Civil Service Act, the transfer of a civil servant does not require his or her prior consent.





MINISTÈRE
DE LA TRANSFORMATION
ET DE LA FONCTION
PUBLIQUES

*Liberté
Égalité
Fraternité*

vision RH

HR Overview - Monitoring Human Resources news from France, Europe and around the world

Share



SUBSCRIBE - UPDATE YOUR SUBSCRIPTION - ARCHIVES - RSS - UNSUBSCRIBE

French Directorate-General for Administration and the Civil Service (DGAFP)

Publication Manager: Thierry LE GOFF

Managing Editor: Xavier MAIRE

Editor-in-chief and Autor: Jean-François ADRIAN

Layout and graphic design: Jean-François ADRIAN and Aphania.

The texts of the publication do not reflect the point of view of the DGAFP

Reproduction is authorized with mention of the source

© DGAFP 2020 / N° ISSN: 2606-7528.

In accordance to the French Act n°78-17 of 6 January 1978 on information technology, data files and civil liberties and to the european General Data Protection Regulation (GDPR), your personal data is stored securely and you are entitled to access, correct and delete them. To do so, you should send an e-mail to (contact-visionrh@kiosque.bercy.gouv.fr) or write to DGAFP: 139, rue de Bercy - 75012 Paris; France.