



vision RH

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

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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 27th issue is dedicated to **performance appraisal** and more particularly the importance of highlighting the duties that are carried out. 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 Veolia's **managerial transformation** program and the mediation process for civil servants in Ireland.

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. Take good care of you and others!

The vision RH editorial team

COVID-19 Il existe des gestes simples pour vous protéger et protéger votre entourage



Se laver les mains très régulièrement



Tousser ou éternuer dans son coude ou dans un mouchoir



Utiliser des mouchoirs à usage unique



Saluer sans se serrer la main, éviter les embrassades

Performance appraisals - an opportunity for recognition and self-improvement

Since first introduced, with limited impact, as a way of evaluating civil servants' overall job performance, **performance appraisals** have undergone a number of changes over the years to make them an integral part of human resources management.

There has been a shift away from the **point system**, where you moved up according to established rules based on seniority in your rank or position, to **individual meetings**, which are now the norm, resulting in **assessments** that are more aligned with results. **Performance** is now the name of the game.

Performance appraisals are now commonplace in **most countries'** public sectors, even if they're not always used for the **entire workforce**. The **methods** used can vary, and appraisals can have a **significant impact** on a civil servant's career, mobility and compensation.

Like in France, it's an **annual** exercise in most countries. There are some outliers: **Hungary, Ireland** and **Malta** conduct one every **six months**, whereas **Poland** and **Portugal** hold them every **two years**. Things are more flexible in **Germany**, where they're required at least once every **three years** or when an employee moves into a new role.

The criteria used in appraisals may be established by the **central** administration, at the **regional** level (where there are state governments, for example), by the **administrative unit** (**Spain, Finland**) or based on the **collective agreement** (**Denmark**). In **Switzerland**, managers conduct **preliminary harmonisation talks**, the records of which are collected by HR and discussed as part of regular management meetings. The information is used to help **establish more precise, department-specific standards**.

There has also been a shift in **who's involved in** the process, which is no longer limited to the employee being evaluated and their immediate supervisor. In many countries, there is at least a **third person** involved, and not necessarily a second-level manager. In **Sweden**, for example, it's an **HR advisor**, and in **Lithuania** a **union representative**. In **Cyprus** and **Latvia**, appraisals are conducted by **committees** of at least three people, either **peers** of the manager or other people whose work is **related to the employee's role**.

In some places, the consequences of a negative appraisal can be serious. In **Belgium**, you can be **dismissed** for lack of professional expertise if you receive two "unsatisfactory" appraisals in three years. But the rewards of a positive appraisal can be just as significant: in **Bulgaria**, an exceptional performance review can earn you a **15% raise** (but no more

than twice in your career).

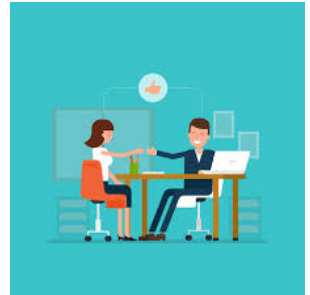
Although there's no denying that performance appraisal training would lead to better outcomes, it's not always mandatory for managers. **Slovenia** is one of the few countries where preparatory courses for appraisal meetings are part of compulsory management training.

Beyond the basics of who, how and when, two countries have recently introduced **innovations** to help standardise the performance appraisal process:

- In **Italy**, individuals and departments are evaluated on the **same annual performance management cycle**. Performance reports and individual appraisal meetings must be **fully aligned**, in terms of both objectives and results. **Anonymised data** is published on the government's NoiPA portal.
- In the **Netherlands**, a **new administration-wide framework** was introduced for positions and appraisals in order to improve **transparency**, **clarity** and **mobility** between departments.

Notes

For more information: eupan.eu





NEWS CIVIL SERVICE, HR POLICY AND INNOVATION

France: Consultation of civil servants

As part of France's recovery initiatives, the Minister for Government Transformation and the Civil Service has written an [open letter to civil servants \(in French\)](#). In it, she's asked them to share their thoughts on areas in urgent need of reform by answering two questions about how government services can be simplified at a day-to-day level. Feedback will be used to develop government measures, having a direct and practical impact.

Notes

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



Spanish civil servants' pensions transferred to general plan

Further to a February 2020 royal decree, the pensions of public employees (both civil servants and military personnel) hired prior to 2011 will be transferred to the Ministry of Social Security, making it the sole point of contact for all public employees. Unions have expressed concerns about what will happen to vested rights, particularly in cases of early retirement.

Notes

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



Statens-HR: Denmark's comprehensive new HR information system

A new HR management system is being rolled out across all Danish public institutions and administrations. Linked to the personnel directory, the public payroll system and the professional development platform for civil servants (Campus), the system offers new e-services for recruitment, compensation and professional development.

« *We have taken a new step towards coherent and digital personnel management by reducing paper exchanges by 70% »*

Notes

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





NEWS RECRUITMENT, TRAINING AND SKILLS

Berlin ramps up efforts to attract talent to its public service

Faced with a challenging recruitment landscape (3% job vacancy rate, or nearly 4,000 positions), the government of Berlin has launched a new website under the slogan “Come work for the best city in the world”. It’s also introducing new incentives, voting in favour of a “Berlin bonus” of €150/month for government employees (up to Category A, Level 1), starting 1 November.

Notes

For more information: berlin.de (in German), (*machine translation into English*)



Interactive training for mayors and EPCI presidents

As it’s the start of a new term for many mayors and EPCI (intermunicipal cooperation institution) presidents, the National Centre for Local Civil Service (CNFPT) and Association of French Mayors (AMF) have teamed up to offer interactive training on their role as regional employers. The training covers all areas of HR management (compensation, organisational structure, working conditions, training, mobility and disciplinary responsibilities).

Notes

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



CV-parsing: a new feature for Austrian job hunters

The Austrian civil service job board has a new feature to help people find the right fit. Applicants can now upload their CV into the system, which will analyse it with the help of AI to recommend relevant job postings. A smart way to get more targeted results.

« *CV-parsing is a user-friendly tool that allows you to quickly and easily apply for Austrian public jobs* »

Notes

For more information: jobboerse.gv.at (in German), (*machine translation into English*)





NEWS SENIOR MANAGEMENT AND LEADERSHIP, DIGITALISATION

The Grand-Est region gets a new management training school

The president of France's Grand-Est region has introduced a new resource for managers: a management training school. The curriculum, which was co-designed and prototyped by regional employees, is available to some 900 managers. It's organised around four main subject areas: meaning and values; stances and skills; potential and development; and innovation and disruption.

Notes

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



Leadership in Action in the UK Civil Service

Using the COVID-19 crisis as a learning opportunity to help introduce a culture of effective leadership: that was the challenge taken up by the UK's Civil Service Talent office this year. They recently launched Leadership in Action, a new model that sets out eight attributes of great leadership, covering behaviours, experience, knowledge, and the importance of building agile teams with the right mix of skills.

Notes

For more information: civilservice.gov.uk



Belgian civil servants get access to a digital community

Recognising the digital literacy gaps that still exist and the rapid pace of technology change, the Belgian federal government recently partnered with ADM, the country's leading user community. Civil servants now enjoy free access to all of ADM's professionally led activities, workshops and speaking events.

« *Thanks to the ADM network, you will be able to interact with other people and find the answers to your questions about the digital world* »

Notes

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





NEWS SOCIAL DIALOGUE AND QUALITY OF WORKING ENVIRONMENT

Italy wants to change the way its public administration works

The “POLA” plan (*Piano organizzativo del lavoro agile*) recently announced by Italy’s Minister of Public Administration will soon be rolled out to the country’s civil service. It has an ambitious objective: to ensure that 50% of all work that can be done flexibly is, whether it’s via teleworking or other flexible work arrangements. The target will rise to 60% for 2021, and it will be up to individual managers to decide which roles are included.

Notes

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



Canada makes domestic violence leave available to public servants

The most recent collective agreement between the Canadian government and the country’s largest public service union includes more than just a pay increase: it also introduces up to 10 days of domestic violence leave per year. Civil servants who find themselves in a domestic violence situation will now be able to take paid time off to make arrangements for their safety.

Notes

For more information: canada.ca



Comparative study on workplace distress in hospital settings

Researchers at Paris-Dauphine University conducted a study on workplace distress in hospital settings in four countries (Denmark, France, Germany and the UK). Their analysis of different preventive and corrective strategies being used led them to develop a [best practices guide for managers \(in French\)](#) to help reduce psychosocial risks in the workplace and present concrete solutions for improvement.

« *Suffering at work for hospital staff, still too ignored, is not a medical problem, it is an organizational problem* »

Notes

For more information: managersante.com (in French), (*machine translation into English*)



Veolia transforms its management with an inverted pyramid structure

Water and wastewater treatment giant Veolia recently launched a **corporate transformation initiative**, dubbed “Osons 20/20”, to help put the company back on the growth track.

The result: a **restructuring** around 67 area bases and 9 regions. The organisational structure was **streamlined**, favouring more **cross-sector connections** and **project-based work**.

After observing that the top-down model wasn't working anymore, the company decided to shift attention to **accountability**, collective intelligence and on-the-ground expertise. **Subsidiarity** and **leadership** became the two main ingredients of its new **inverted-pyramid** approach, turning its management structure on its head.

In other words, the traditional **top-down** model was reversed to become **bottom-up**. The new structure was built around **local units**, which were given more **autonomy**.

The company sent 500 managers for **skills assessments** and developed **targeted training** to help them adjust to the **new model**, which might have otherwise encountered natural resistance (due to the difficulty of letting go of habits, having to learn something new) or presented a difficult transition.

Based on the notion that frontline employees often know best, and that people should be **allowed to make mistakes**, a new management culture took root, with **promising results**: more innovation, higher engagement levels and a **return to growth**.

Notes

For more information: [veolia.com](https://www.veolia.com)



Mediation proves a useful workplace relations tool for Irish civil servants

Mediation offers an alternative to the **administrative justice system** for resolving **interpersonal conflicts** in the workplace. It can be a way to avoid an often drawn-out process with potentially serious consequences.

Ireland is one of few government employers that has adopted mediation as a dispute-resolution tool. Administered by the Civil and Public Service Mediation Service (CPSMS), services are offered through a **formal system** that is open to all public employees, regardless of level or status. Requests for mediation can be initiated by any **HR department**.

The service consists of a network of **30 mediators**, covering the entire country and all areas of the administration. They are internal employees with mediation training who have been **accredited** by the Mediators' Institute of Ireland and are given time away from their regular roles to mediate on a **part-time** basis.

There are **guidelines** governing the mediation process. It can be used to address **disputes** between colleagues or between a subordinate and superior, **breakdowns** in working relationships, issues arising from **disciplinary** measures, or allegations or **harassment** or bullying.



**An Roinn Caiteachais
Phoiblí agus Athchóirithe**
Department of Public
Expenditure and Reform

The process **begins with the employee**, who submits a request to their HR department, which then **assigns a mediator**. Their role is to be a neutral presence and help the participants **reach an agreement or compromise**. Both parties will be asked to sign off on the resulting contract, which is kept on file with HR, and agree to **abide by** its terms.

Under the **mediation guidelines**, participation must be **voluntary** and parties **cannot be pressured** into agreeing to an outcome they're not comfortable with.

Recognising that hierarchical structures can often **get in the way**, the administration recently published a **circular** asking all managers to **encourage** and **promote** the use of mediation for resolving disputes.

The CPSMS also offers **coaching services for managers**, which several of its mediators have been trained for. If a department notices an **area of conflict** for one of its managers, they can be **assigned a coach** to help them address the situation before it gets worse.

While progress continues to be made, the Office of the Comptroller and Auditor General highlighted the **success rate** of mediation services (77% in 2019) in its most recent annual report.

Notes

For more information: per.gov.ie





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