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# 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 30<sup>th</sup> issue is dedicated to **employer branding** and more particularly the ways to boost for better promoting its benefits. 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 EDF's initiative for **working and managing differently** and the new open data portal on the public service in **Lithuania**.

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

[contact-visionrh@kiosque.bercy.gouv.fr](mailto: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>

We wish you a very good reading and a merry Christmas!

The vision RH editorial team



## Promoting the benefits of the civil service by boosting the employer brand

Faced with a **wave of retirements**, most countries now find themselves in the unavoidable position of having to plan and orchestrate a **large-scale renewal** of the public sector workforce.

Along with a new set of expectations from the generation now entering the job market, the idea of **employer branding** – a concept used by private-sector companies to stand out from the competition – has made its way to the **public sector**. More than just a communications tool, an employer brand is meant to communicate the **values behind the messaging**.

A 2017 **European study** conducted by **Estonia** found that countries with an “**employment-based**” (as opposed to career-based) public service were more naturally positioned to find **the right messaging**.

With **strategies** often characterised by **bold slogans** – “Make a difference – Jobs that count” (**Finland**), “You are **Latvia** – Get involved and do!”, “Commit yourself to the service of the citizen” (**Luxemburg**), and “**Switzerland**, our company” – governments are attempting to **improve their image**, which can still suffer from negative stereotypes (lack of flexibility, overly linear career paths, little recognition for individual qualifications), making them **less appealing** as employers.

Taking an **informative approach** to deconstructing some of these preconceptions, **Ireland** hopes to attract more applicants. Its **recruitment portal** features a “Mythbuster” series, where **clear answers** are published to questions about access to jobs, the hiring process and education requirements. **Australia** has taken a **similar approach** with its “Cracking the Code” initiative, designed to reach **sceptics** who might not think they qualify for a job in government.

As part of **Sweden’s** *Jobba statligt* (“work for the government”) initiative, public-sector employers have access to a **toolbox** to help them use a unified voice to promote jobs and careers, with room to **customise messaging** to meet region- or job-specific needs. The toolbox includes **communications kits**, **graphics** and **videos**.

The **Netherlands’** *Werkenvoornederland* **platform**, which hosts public sector job listings, also provides an overview of different careers and outlines the **advantages** enjoyed by civil servants. There is a **focus** on salary, job flexibility and career development, the three **biggest motivators** for applicants.

Other initiatives include:

- In **Germany**, a website highlighting *Die Unverzichtbaren* (“essential jobs”) includes a **search feature** designed to inspire people to find their calling. It matches users to **suitable careers** based on their priorities (location, working conditions, work environment, skills, interests).
- In **Belgium**, in an effort to lend new life and visibility to public sector recruiting, the government decided to diversify its approach, advertising its **job postings across multiple platforms**. It’s a customisable strategy that uses **social media** and “jobmailings” emailed to targeted candidates.

And why not let public servants **speak for themselves**? As a strategy, it has **authenticity** going for it, provided the testimonials aren’t overly scripted or edited. By describing what they do and why they’ve chosen a career in the government, public servants can be the most effective **ambassadors**, even internally. In **France**, the founders of interview series *Sous le bonnet* – representing all three branches of the civil service – are doing their part by posting online interviews with government employees about their jobs.

### Notes

For more information: [oecd.org](https://oecd.org)





## NEWS CIVIL SERVICE, HR POLICY AND INNOVATION

### France's new approach to HR decentralisation

French government departments are being given more flexibility and responsibility for HR decisions. Taking inspiration from the method used to decentralise the budget process, new solutions are being co-designed based on real, on-the-ground experience. From region to region, collaborative workshops are held to define strategies and develop scenarios and action plans.

#### Notes

For more information: [modernisation.gouv.fr](https://modernisation.gouv.fr) (in French), (*machine translation into English*)



### Work-from-home tax credit introduced in Germany

The German government is offering a tax credit of €5/day (up to 120 days/year and renewable in 2021) for people who have been forced to work from home due to the pandemic. The main purpose of the “non-bureaucratic” flat-rate measure is to allow those who don't have a dedicated home office – normally required to deduct work expenses – to be compensated for extra expenses they've had to incur.

#### Notes

For more information: [manager-magazin.de](https://manager-magazin.de) (in German), (*machine translation into English*)



## Switzerland introduces a government fellowship program

Taking inspiration from the US, Switzerland's federal government is launching a fellowship program to temporarily recruit experts in IT, design and innovation from the private sector or with other high-potential backgrounds. The idea is to place them in cross-sector roles where they can contribute to projects from strategic development through to execution.

« *The implementation of similar "fellowships" has already allowed many public administrations to make very good experiences* »

### Notes

En savoir plus sur [admin.ch](https://admin.ch) (in French), (*machine translation into English*)





## NEWS RECRUITMENT, TRAINING AND SKILLS

### Pre-onboarding in the Danish public service

Government employers are increasingly paying more attention to how they onboard new employees – but why wait until their first day on the job? In Denmark's public service, a Campus account is created for new recruits right away, giving them access to all the administrative aspects of their new job and allowing them to get in touch with their soon-to-be colleagues.

#### Notes

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



### Career interviews coming to the hospital civil service in France

Under the act to transform the French civil service, the scoring system introduced in 1959, which is still in use in hospitals and care facilities, is being replaced by an annual career interview, as is already the case in the other two branches of the civil service. The change will apply to over a million public servants and, once practices are harmonised, is expected to open up more job mobility opportunities.

#### Notes

For more information: [fhf.fr](https://fhf.fr) (in French), *(machine translation into English)*



## New gender equality curriculum for Spanish civil servants

Spain's civil service is introducing a mandatory training curriculum on gender equality, similar to training on rights and obligations and service quality, to ensure a common understanding of equality in the workplace. Every civil servant, regardless of job level, will need to take the training over the course of their career, allowing them to accrue a body of knowledge which will be recorded in their personnel file.

**« Departments will have to organize assessments to ensure that civil servants have adopted the content of the training provided »**

### Notes

For more information: [inap.es](http://inap.es) (in Spanish), (*machine translation into English*)







## NEWS SENIOR MANAGEMENT AND LEADERSHIP, DIGITALISATION

### Canadian public service encourages the "VUCA" approach for leading in uncertainty

In situations where team stability is under strain, leadership is crucial. To help managers handle stressful situations, or "VUCA" situations, Canada's federal government advises using a proven approach: build an atmosphere of trust and acceptance, listen generously, communicate transparently and help team members plan and set goals.

#### Notes

For more information: [cspc-efpc.gc.ca](https://cspc-efpc.gc.ca)



### OECD report on developing a high-performing senior civil service system

Stemming from a recommendation adopted in 2019, the OECD has published a document identifying four core leadership capabilities (values-based leadership, open inclusion, organisational stewardship, networked collaboration). It also outlines a model for assessing senior civil service systems and formulates recommendations to help Member States take a systematic approach to the development and management of their public service leaders.

#### Notes

For more information: [oecd.org](https://oecd.org)



## New digital squad for priority projects in the French Civil service

A new digital squad is being put together to lend a hand to government startup-style teams working on developing simple, easy-to-use digital tools with maximum impact. The squad is made up of developers and delivery managers, recruited for six-month terms from the public and private sectors, who will join existing autonomous teams. The project is inspired by the Canadian government's Free Agent Program.

« *Each new recruit will have the opportunity to initiate maximum impact for users and to participate in the incubators cross-sectoral life* »

### Notes

For more information: [beta.gouv.fr](https://beta.gouv.fr) (in French), *(machine translation into English)*





## NEWS SOCIAL DIALOGUE AND QUALITY OF WORKING ENVIRONMENT

### Italy's public sector introduces a monitoring committee for agile working

The Italian government has established a dedicated monitoring committee as it continues its intensive push to introduce agile working arrangements, which it plans to continue developing. It's a permanent committee made up of experts and representatives from across the government. Its mission is to flag issues that arise and report on objectives, working with a real-time flow of information.

#### Notes

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



### The Occitanie Region introduces an equipment-lending program for disabled employees

For disabled employees, getting set up with the equipment they need to do their job under the right conditions can be a time-consuming process, with delays caused by funding requests or the need to custom-build equipment. A new platform has been set up to provide short-term equipment loans to bridge the gap – also a good way to test out a new device.

#### Notes

For more information: [handicap.gouv.fr](https://handicap.gouv.fr) (in French), *(machine translation into English)*



## Occupational health advisors in the UK civil service

According to surveys of civil servants conducted over the past year, there has been an increase in health issues caused by unconventional working conditions. In response, the government's human resources have enhanced the support services offered by occupational health advisors. The role of these in-house specialists, who are available in all departments, is to meet with employees and offer confidential support and advice.

« *Wise advice can help your manager and yourself work together, ensuring you have the understanding and support you need* »

### Notes

For more information: [civilservice.gov.uk](http://civilservice.gov.uk)



## EDF's TAMA initiative aims to transform the way its people work together

TAMA – which stands for “**work differently, manage differently**” in French – is the name of a new initiative at EDF. After the first lockdown, during which **a third of its employees** were working from home, the group decided to come up with a **new business model** for itself moving forward.

An outcome of the **back-to-business agreement** (1) negotiated in June with labour groups, the initiative aims to “**boost employee engagement and team cohesion**” and apply lessons learned from the pandemic, such as **new collaboration methods**.

More than just building on positive experiences, it also involves **finding the right balance** to maintain team dynamics and meet the different needs of its employees: 70% want to keep working from home, while the same percentage also report missing workplace interactions.

The first step was to **expand the criteria** for eligibility to a hybrid model, which will eventually be made universal. By encouraging managers to **redefine positions**, HR hopes to avoid having categories of staff left out of the system.

As for on-site days, which are important for maintaining working relationships, a number of **tried and tested approaches** (staggering schedules to avoid congestion, working occasional days at other sites) will be considered for more **wide-scale use**.

<sup>1</sup> *Collective agreement on employee protections and social measures for the resumption of business activities.*

### Notes

For more information: [edf.fr](https://www.edf.fr) (in French), (*machine translation into English*)



## Lithuania offers a look at its public service through an open data portal

Like the **year-end report** published in France, most countries take the opportunity to conduct an **in-depth review** of their civil service. Some of this data is published to meet specific **classification criteria** so that it can be used by **international organisations** (like the EU or OECD) for comparative purposes.

Even as governments make efforts to **publish more and more data** on their public service, for the benefit of researchers and journalists, the result is merely a **snapshot** of the situation at a specific point in time.

In response to this problem (1), Lithuania's ministry of the interior (who heads up the civil service) decided to create a dedicated **portal for open data**.

Data going back five years, **imported from the HR system**, can be searched to pinpoint staffing levels **to the day**. There are also **multiple display options** (numbers and graphs for now, with map features under development).



In addition to predefined searches, the main draw of the tool is the ability to easily obtain data for **a set of indicators** on the public servant population for a given date, and to **track changes** over time.

For example, you can find a **breakdown** of the workforce by a number of factors: posting, job category, salary, **training history**, age group, gender, **education** or languages spoken.

There is a special section for **recruitment data** (number of applicants for a position, **pass rates** for tests and interviews). You can also find data on the geographic location and profile of **vacant positions**.

The project, which follows the latest standards for public open data, was built around **two central principles**: to provide more **transparency** while guaranteeing **full privacy protection** with regard to personal identifying information.

With **intuitive features** (predictive entry, filtering and sorting icons, editing assistance for analytic reports), the portal also has a **simplified export** feature for customised applications.

<sup>1</sup> In January 2020, Vilnius hosted a European conference on open data.

### Notes

For more information: [statistika.vtd.lt](https://statistika.vtd.lt) (in Lithuanian), (*machine translation into English*)





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