



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 36th issue is dedicated to **generational handover** and more particularly how to manage it by capitalizing experience and passing knowledge. 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 procedures for **returning to the office** initiated by Malakoff Humanis as well as the academy dedicated to project management for civil servants in **Poland**.

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

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

We wish you a good reading and a nice summer!

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

Knowledge management and transfer – successfully managing the generational handover

The reality is that virtually every country is currently facing **massive retirements** in the public sector, which – **given that the average age is often high** (1) – will become even more pronounced in the coming years. While this situation makes it possible to accommodate a few staff reductions, if nothing is done, a large amount of **acquired knowledge**, which is essential for maintaining continuity, will be lost.

Countries differ in their cultural approach to the **generational shift** and in their appreciation of the need to **pass on knowledge**, but some have decided to make it a **priority**, as they are convinced of the need to act.

Finland has chosen to **promote** the employment of older people. Drawing on **several studies** on health, the working environment and a person's skills at the end of his or her career, the country has introduced an **action plan** that includes **adapting** jobs and transferring knowledge, managing age within teams and non-discrimination. This **incentive policy** has already significantly reduced the number of early retirements.

In **Germany**, the government is determined to formalise the **transfer of skills** between generations. With its "**Jedes Alter zählt**" (Every Age Counts) programme, it has defined a set of standardised and structured **recommendations** that must be implemented in the **eighteen months** preceding the end of each employee's activity, so as to **capitalise on and optimise** all the experience he or she has acquired and, in particular, the **memory of those practices** that have proved to be effective as well as those that have not had the desired effects.

In the **United States**, federal government departments have a **comprehensive strategy** and prepare for departures by systematically **analysing the risks** involved. In order to draw up **handover profiles**, a number of points are reviewed during **interviews** with the incumbents (existence of documentation on the functions performed, collection of **prerequisites** and/or **training** to be followed). Managers and HR offices are involved in **organising the handover**.

Responding to the **specific expectations** of staff at the end of their careers by usefully combining their desire for a gradual transition and the return of greater **availability** is proving to be the most effective way of making this exercise a success. In this respect, **well-being at work** plays an essential role: in **Sweden**, a range of services (interactive workshops, a dedicated team) is provided to **prevent and limit** any risk of maladjustment, or even burnout. **Similar schemes** exist in **the Netherlands** ("sustainable employability"),

the United Kingdom ("fuller working life") and **Switzerland** ("transition management").

Relying on a **tutoring** solution (as is done in **Portugal**) or **mentoring**, which can extend into retirement (an option recently introduced in **Lithuania**), is an **alternative** that has proved its worth, as it allows a **personalised link** to be established in the renewal process.

Because it is one of the most affected countries (50% of departures by 2030), **Spain** has decided to react: it has just launched its **transformation** and talent **capture** plan, fully **involving** the civil servants who will soon be leaving. **Italy**, which is also heavily impacted by the high proportion of senior citizens in its workforce (the average age is 51 and 17% are over 60), has included this dimension in its **plan to revive** the administration by devoting one of its four components to 'human capital'.

¹ *According to several studies (OECD, Eurofound), the difference with the private sector is due to the difficulty and/or decrease or absence of recruitment for several years.*

Notes

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





NEWS CIVIL SERVICE, HR POLICY AND INNOVATION

Europe: changing the way EU officials are selected

The European civil service, which is based on a set of Staff Regulations and a career system, is considering changes to its selection method. A report by the Court of Auditors has shown that the method used is suitable for generalist profiles, but less so for the specific professions that make up the staff of each of the Union's agencies. It makes a series of recommendations to improve responsiveness and appeal.

Notes

For more information: op.europa.eu



Germany: Act on physical appearance and presentation

The Federal Government has harmonised the rules on the wearing of certain external signs. A new act now allows public employers to state that any modification of a person's appearance that does not comply with the obligation of neutrality (excessive and visible tattoos, ostentatious wearing of accessories but also of community or religious signs) is incompatible with the exercise of the person's function.

Notes

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



Canada: FlexGC, the self-help community for remote working

Among the many online communities available to public servants across the country, the latest one is dedicated to the massive deployment of remote working imposed by the pandemic. Its aim is to provide support to all those who are experiencing difficulties in their organisation. The members are from different sectors, backgrounds and locations and are facilitating the transition by sharing their experiences.

« *Our approach is human-centered to help our colleagues identify and adapt to the tools, practices and mindsets they need* »

Notes

For more information: gccollab.ca





NEWS RECRUITMENT, TRAINING AND SKILLS

Spain: a new recruitment strategy for central government

After a series of discussions, the Ministry presents the new strategy it intends to implement for all recruitment activities by 2025. The draft executive plan aims to halve the length of the procedure, pool competitions with similar tests and boost the portion related to know-how and interpersonal skills. Members of the jury will have to undergo training to maintain their qualifications.

Notes

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



Denmark: the government opts for hybrid learning

As with the workplace, training is being organised in a different way, moving towards a blended learning model. The Campus platform is expanding its range of services and now offers various institutions the opportunity to work together on integrated programmes. It will host the portion of training courses devoted to the individual acquisition of knowledge in addition to the collective workshops for practical work carried out on site.

Notes

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



France: a coaching and mentoring partnership in Seine-Saint-Denis

"Dare to be a civil servant in Plaine Co" is an initiative launched by the association La Cordée to support students, job seekers and people changing careers based on social and geographical criteria. Volunteer civil servants act as mentors in playful workshops, job dating, inspiring gatherings and visits to the administration to help them build their career plans.

« *A collective, dynamic and interactive path and a mentoring free of charge to help you with your professional project and your job search* »

Notes

For more information: la-cordee.org (in French), *(machine translation into English)*





NEWS SENIOR MANAGEMENT AND LEADERSHIP, DIGITALISATION

Italy: open data portal on the prevention of corruption

The authority in charge of preventing corruption in the public sector has decided to put data on line - in full transparency and with respect for data privacy. Through a dashboard and analytics, users can access declarations related to potential conflicts of interest (public contracts, hiring proposals, etc.).

Notes

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



Austria: a leadership diploma for senior managers

Developed in partnership with the Hernstein Institute and the University of St. Gallen and coordinated by the Federal Academy, a leadership degree is being promoted to senior managers. Initially, proven concepts and methods are taught to enable participants to reflect on their own behaviour. A subsequent analysis determines the capabilities and individual coaching hours are allocated.

Notes

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



Netherlands: an evolving quality framework for the digital sector

The 61 digital professions in the Administration, which are already grouped in a channel (Group IV), are now covered by a reference framework that ensures the homogeneity of profiles while facilitating career paths. This tool has become essential for promoting mobility and responding to changing needs. It is also intended to provide departments with an overview of the expertise they hold.

« *With this quality framework, you have a faster and more precise overview of the IT expertise within your organization* »

Notes

For more information: ubrijk.nl (in Dutch), (*machine translation into English*)





NEWS SOCIAL DIALOGUE AND QUALITY OF WORKING ENVIRONMENT

United Kingdom: shared workspaces for public servants

Managing office space rationally in the face of declining staff numbers is becoming a growing concern for property departments. In response, and particularly in the case of new locations outside London, they have decided to rent shared workspaces from the country's leading provider in a dozen cities.

Notes

For more information: civilserviceworld.com



Ireland: "Building Momentum", a new agreement for civil servants

Drawing several lessons from the health crisis, the "Building Momentum" agreement was presented to trade union representatives. The Administration is committed to entering into discussions and negotiations on a number of points: a framework for flexible working, alignment of technical grades with their administrative counterparts, increased mobility, professionalisation (HR and ICT) and a learning plan.

Notes

For more information: gov.ie



France: "Iota", the regional project on occupational health and safety

On the initiative of inspection officers in the Gard *département*, a software application has been adopted and developed by the IT Public Interest Group of the management centres. IOTA (which stands for "Inspection, Observation, Territory, Improvement") contains an up-to-date regulatory database and allows users to enter their statements and findings with the help of a grid, so that they can concentrate on making recommendations.

« *Now, we fill in the tables on the software during the visit and we just have to write recommendations. We save time* »

Notes

For more information: cdg30.fr (in French), (*machine translation into English*)



Malakoff Humanis: returning to the office without taking a step backwards

At the end of the health crisis, every professional sector that has been **obliged** to make massive use of telework is facing a **major challenge**: finding the **right balance** between the company's needs and the employees' **expectations**, which have changed.

Malakoff Humanis, which specialises in social protection and has carried out **several studies** on changes in the world of work over the past 15 months, has conducted a **thorough review** of its own organisation.

A **consensus** emerged fairly quickly that there was no question of going back to the way things were before. Based on the results of the internal surveys, **new plans** were drawn up that took into account the **needs expressed** (work/life balance, but also the need to rebuild a collective environment).

The management first brought together all **1,200 managers** with the aim of winning over the last few who were reluctant to adopt the **hybrid mode** that had been chosen (two days on site and three days remotely).

Upon their return, the employees also discovered the **improvements** that were made to accompany this **transformation**: modular offices, user-friendly spaces and improved acoustics.

According to the management, it is essential to show those who are **apprehensive** about returning to their workplace (1) that it will be mainly reserved for group activities, which are necessary for **cohesion**.

¹ *The latest edition of the "Health and Quality of Life at Work" barometer shows that 60% of employees say they fear returning to work on site.*

Notes

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





A project management training unit for Polish civil servants

Because a **project-based approach** disrupts the traditional structure of organisations, it must be convincing if it is to gain a foothold in administrations, which are still very much steeped in a strong **hierarchical culture**.

Adapted to managing **specific and/or cross-functional missions**, which are becoming increasingly numerous in the public sector, project mode also requires **specific skills**.

With this in mind, the Lech Kaczynski National School of Public Administration in Warsaw - which is responsible for the initial and ongoing **training** of civil servants - has set up a **Project Management Academy** (1).

The Academy is an **independent institution** created to "improve the **implementation** of projects by enhancing the skills of staff and optimising the management of available **resources**".



Any public servant who is expected to contribute to a project, **regardless of his or her level of function or responsibility**, is invited to apply. The programme coordinators ensure that the **range of profiles** (and in particular the participation of senior managers) within each class is one of the **keys to success**.

The programme consists of several **taught modules**, delivered in blocks and at short intervals, using theory and practice to explain project management **techniques and tools** – as well as programme and/or portfolio management issues – using **methodological documents and materials** developed by recognised experts.

Successful projects also depend on factors that are sometimes given short shrift, including socio-economic **justification**, **balanced** and efficient division of labour, and interpersonal and organisational **relations**. All of these issues are addressed in **case studies** in a workshop setting with the support of specialists.

Planning, **risk management** and **evaluation** are key elements and form an important part of the training. **Analysis of real-world projects** within the administration is used as the basis for **exercises** that the participants must **solve** both individually and collectively.

A **partnership** has recently been signed with HAUS, the **Finnish** government training operator, and LUDOVKA, the **Hungarian** University of Public Administration, in order to secure the services of **trainers from other countries** and give the academy an **international** dimension.

¹ *Academy of Project Management in Public Administration (AZPAP).*

Notes

For more information: ksap.gov.pl (in Polish), (*machine translation into English*)





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

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

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