



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 39th issue is dedicated to **regeneration of regions** and more particularly the way in which central governments contribute to better distribute their departments. 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 prospective work on **the evolution of trades** undertaken by Naval Group as well as the analysis of regulatory impacts in the **Czech** Public Service.

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

contact-visionrh@kiosque.bercy.gouv.fr

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

Have a good reading!

The vision RH editorial team



Central government departments are contributing to regional regeneration

Despite various **steps towards devolution** with responsibilities being transferred to local authorities in France, the **Greater Paris Region** (1) accounts for a **significant proportion** of public sector jobs and, in particular, central government departments.

Besides federal systems – such as in **Germany** or the **United States** – where this issue is less important *de facto*, many countries are looking for **viable and lasting solutions** to even out the distribution of services throughout their regions.

Three of our **moderate-sized** neighbours have made this a real priority and have recently introduced initiatives to this end:

- In **Denmark**, the “**Bedre Balance**” (Better Balance) programme is relocating some **ministries and agencies** to be as close as possible to citizens and businesses. **20% of positions** located in Copenhagen have been transferred to **60 other towns and cities**. A number of measures have been negotiated with the unions to encourage buy-in by staff. These include **customised assistance** with moving-related issues and entitlement to **telework** at least two days per week.

- In **Ireland**, relocating jobs to the different counties **as requirements change** by reducing, in particular, their concentration in the Greater Dublin Area, was one of the **flagship measures** of the ongoing reforms. The “**Civil Service Mobility**” scheme has exceeded expectations with more than 2,700 **volunteers** (20% of targeted staff) having made a formal mobility application.

- Lastly, **Portugal** – as part of the “**Valorização do Interior**” (Enhancing Inland Regions) programme – has introduced incentives to encourage civil servants **to move to sparsely-populated regions**. Officials who apply for **vacant positions** or opt to telework from **centres that are set up in these regions** are awarded a bonus and extra days of leave.

On a larger scale, the **United Kingdom** is planning to **move** 22,000 civil service roles out of Greater London under its “**Places for Growth**” Programme. To ensure this initiative’s success, **data** from a number of ministries and departments (profiles sought, training capacity, available sites) is **cross-referenced** to set up **government hubs** and increase efficiency.

Whether due to their **appeal** or the typology of their residents, **regions** have varying difficulties in attracting staff. With this in mind, in **Italy**, almost all **recruitment** (mainly by

competitive examinations) is now conducted at **provincial level** with priority being given to those in which there are the largest shortfalls.

In **Spain**, new **criteria** have been approved to foster **geographic mobility** within central government. Besides seniority, the **work-life balance** of the future position, a merit-based appraisal and diplomas and qualifications will now be taken into account. A third of vacant positions will also be **reserved** for these applicants.

Faced with the **restructuring** of government assignments, **Canada** was obliged to carry out a **work force adjustment**. The civil servants in question – with the assistance of **bargaining agents** – have priority access to a **job exchange programme**.

Australia has embarked on a massive **shared services programme** for procurement, IT and HR. **Centres of excellence** (hubs) are in the process of being rolled out and there is also a special **job exchange**. However, the Australian National Audit Office (ANAO) has flagged up the “**overly ambitious nature**” of the project.

¹ *In 2019, the rate of civil servants per 1,000 inhabitants (taux d'administration) in the Greater Paris Region was 30% higher than the national average.*

Notes

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





NEWS CIVIL SERVICE, HR POLICY AND INNOVATION

Spain: overhaul of the replacement rate in the civil service

Faced with huge numbers of staff retiring, the Spanish government has changed course and has decided to set the minimum replacement rate at 110% as from 2022. The rate will even rise to 120% for the health sector and 125% for the police. A new model for managing this rate, which caters for requests from the trade unions and local authorities, will be introduced.

Notes

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



Belgium: campaign on the advantages of public employment

An information campaign called “travailler pour .be” has been launched by Selor, the main recruiter for the Belgian federal public services. The two themes are working to serve citizens and the benefits of a progressive career. There is a special focus on work-life balance, which has become central to the appeal of jobs and which has been made possible by introducing more flexible working conditions.

Notes

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



France: four new regional innovation laboratories

There were already eight and the network is growing. In France the Burgundy-Franche-Comté, Centre-Val de Loire, Grand Est and Normandy regions unveiled their laboratories during the Public Innovation Month. Whilst their organisational structure and priority topics do differ, they foster the emergence and testing of projects that address regional issues, always initiated by staff in the field.

« *All LABs have a common point to propose new working methods and support change through dedicated projects* »

Notes

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





NEWS RECRUITMENT, TRAINING AND SKILLS

Italy: provisions for people with disabilities

Whilst Italy has opted to carry out all pre-selection tests for competitive examination candidates online, it is introducing special arrangements for people suffering from learning difficulties so as to guarantee equal opportunities. These people can choose to take a standard examination for which they will be given more time and they will be provided with resources to compensate for reading, writing and calculation difficulties.

Notes

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



OECD: report on ageing and talent management

A report on ageing and talent management, prepared by the international organisation, has just been published by the Slovenian Presidency of the Council of the European Union. It examines the scope for greater application of talent management practices in European public administrations against a backdrop of increasingly multigenerational public sector workforces. It presents trends, promising practices and recommendations for the transfer of know-how.

Notes

For more information: oecd.org



Canada: the public service is focusing on future skills

For project management, collaborative and hybrid work, the new organisational methods call for the acquisition of know-how. As the main professional organisation, the Professional Institute of the Public Service of Canada (PIPSC) has forged a partnership with the Future Skills Centre (FSC) to offer its members (70% of whom are looking for tangible career help) the chance to access cutting-edge, evidence-based research in order to improve their career paths.

« *Anticipate the evolution of labor markets and give civil servants the skills they need to adapt themselves* »

Notes

For more information: pipsc.ca





NEWS SENIOR MANAGEMENT AND LEADERSHIP, DIGITALISATION

European Union: transformation for selection process

The European institutions are discussing how to address their evolving needs and the realities of today's labour market. Primary objective: the duration of competitions will be shortened to make them more efficient and more appealing. Recruiting institutions wish to better target candidates with specialist profiles by adopting modern testing methods according to international best practice.

Notes

For more information: epso.europa.eu



United Kingdom: a new programme for civil service leaders

Bridging the divide for access to the British senior civil service for those with technical and scientific profiles is the challenge being taken up by the "Leading for Success" programme that was introduced recently by the Civil Service. Three key training modules have been set up: inclusive leadership, change management and strategic management. A project work module has also been added for individuals on the programme to apply what they have learnt back at work.

Notes

For more information: civilservice.gov.uk



Austria: a knowledge and know-how website

A platform that places both the knowledge and practical experience of Austrian public sector employees at the centre of innovative administrative development has now been set up. The “wissensmanagement.gv.at” website caters for all staff and, in particular, those with a close interest in this cross-cutting issue, irrespective of their responsibilities or position in the hierarchy.

« *Innovative and creative knowledge management improves and accelerates processes within organizational units* »

Notes

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





NEWS SOCIAL DIALOGUE AND QUALITY OF WORKING ENVIRONMENT

Denmark: a work organisation advisory service

The Danish Agency for Public Employment and Skills is capitalising on the many initiatives rolled out during the successive phases of the COVID-19 pandemic by offering a work organisation advisory service. It provides tried and tested resources and methods with the aim – by removing a certain reluctance – of identifying local and lasting solutions which are, first and foremost, tailored to each environment or group.

Notes

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



Switzerland: an inflation adjustment for staff

Although increasing civil servants' wages was not on the agenda for the next budget, the Swiss Federal Council has decided to grant a one-off 0.5% adjustment for inflation. It believes that this measure sends out a strong signal for the social partnership and is a mark of recognition for staff as the impact of the pandemic is likely to continue to be felt.

Notes

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



Germany: a study into acts of violence against civil servants

Faced with a phenomenon whose progression one can only deplore, the German civil service wants to conduct a survey and assess the action taken by departments. All civil servants (whether victims or witnesses) are being asked to reply to a questionnaire which covers violent acts or attacks within departments or in the line of duty, their consequences and how they were dealt with.

« *Measures that have proven to be effective in containing violence against staff will have to be largely implemented and widespread* »

Notes

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



Naval Group plans ahead by outlining its future trades

Working on the **future of professions** has become an essential task for HR departments to allow them to **determine a long-term strategy**.

Originating from the **arsenals** founded in the 17th century, the industrial group, that specialises in naval defence contracting, made this one of the **key objectives** of the agreement (1) executed in September 2020.

As it builds and maintains highly complicated products that require **cutting-edge skills** which take a very long time to acquire, and against the backdrop of a large number of **retirements**, the company undertook a **forward-looking and cross-disciplinary review** of its trades.

A **mapping** of jobs and trades was carried out within the legal entities (with **trends** underscored for each structure). It highlights emerging jobs, ones that are balanced and sensitive/under threat and sets out the three- to five-year **objectives**.

A five- to ten-year **transformation study** is conducted every year to pinpoint the qualitative and quantitative **effects** of technological and/or societal **change**.

In order to identify the required number of specialists, experts and senior experts, a **criticality review** of the various areas of technical expertise is drawn up.

Last May, a **gold trophy** at the “*Victoires des Leaders du Capital Humain*” (Leaders of Human Capital Awards) capped off these initiatives that foster the **transfer** of know-how and skills **development**.

¹ *Agreement on forward planning for jobs, skills and careers.*

Notes

For more information: naval-group.com



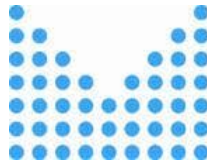


Initial ex-post impact analysis for the new Czech civil service

The Czech Republic was the last EU Member State to pass a **Civil Service Act** which took effect in 2015, ten years after its accession. The main aim of the legislation was to give staff working in government departments **legal status and protection**.

There was a **two-year transition period** for enforcement of all the **provisions** provided for by the new act: recruitment and appointment procedures, overhauling the compensation system and appeal channels.

The government recently decided to conduct an **initial ex-post impact assessment** as recommended, in particular, by the OECD. To ensure both **neutrality and impartiality**, the work was entrusted to an independent firm selected following a call for tenders.



MINISTERSTVO VNITRA
ČESKÉ REPUBLIKY

For the assessment, the firm opted for **RIA (1) methodology** which advocates a **fact-based** approach to public action and which should allow the authorities to better **monitor the effectiveness and efficiency** of regulations.

First of all, the service provider put forward a **series of indicators** for which data from the Civil Service Information System was used. In addition, **in-depth interviews** were conducted with civil servants of all ranks, a panel of researchers and a representative sample of users. Next, a **questionnaire survey** was carried out across all departments to gather missing data.

Broken down into **five main fields** (independence, performance, transparency, professionalisation and stability), which match the act's **objectives**, the hundred or so **compiled elements** enabled a comprehensive **review** to be established and the **positive and negative points** after the first few years of implementation to be listed.

This work shows that the act has helped **boost** transparency and **guarantee** stable HR management. The results are **less clear cut** as regards independence and professionalisation, **and even inadequate** when it comes to efficiency.

There is a set of **recommendations** at the end of the report so that this in-depth analysis – that will be **conducted** every five years – really helps with **decision-making**. The recommendations are set out on the basis of their **level of operational complexity** and the **urgency** of implementation to address the shortcomings brought to light.

¹ *Regulatory Impact Analysis.*

Notes

For more information: mvcr.cz (in Czech), (*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

The links to a machine translation are accessible with the only Chrome browser

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