

SYNTHESIS

HAMBURG
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RECRUITEMENT AND RETENTION
OF STAFF IN PUBLIC SECTOR
IN EUROPE

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INTRODUCTION

The European Union is facing demographic decline. An ageing population and in particular, an ageing active population in Europe, presents us with a number of challenges, starting with an increased need for public services, especially social services for individuals and health care services.

And yet, if the public sector is to respond to how the growing demands of an ageing society unfold, it needs, internally, to tackle the issue of its own staff growing older, which is happening more quickly than in the rest of society and the labour market in a broad sense.

Public authorities need to manage the retirement of a large number of experienced people over a rather short time frame.

These en masse departures mean that administrations need to recruit employees with new skills and new profiles. They also represent a challenge due to the loss of key skills and the need to postpone the retirement of some key staff.

In order to stay the distance and remain competitive, public authorities must manage staff and skills with an eye on the future. In this strategy to tackle ageing, two factors emerge as decisive:

- Recruitment and,
- Retaining staff.

In this time of crisis, austerity policies and budgetary pressures currently translate into a low level of renewal in public services and a reduced number of job openings. However, in the long term, the fact that the generation which is entering the labour market is smaller than the generation which is leaving it will pose problems both with regard to the attractiveness of the public sector as an employer, particularly with regard to the most qualified employees. This is also the case when it comes to the competitiveness of the public service as compared to the private sector.

Consequently, how can improvements be made concerning how young candidates are recruited by public sector bodies? What strengths should be highlighted, given that the level of salaries and job security no longer play the driving role that they once did? What are the expectations of public sector employees and candidates for posts vis-à-vis their (future) employer? Do they differ from one generation to another? To what recruitment methods should we resort? How can we better manage careers and the transferral of skills?

MESSAGE FROM THE PRESIDENT OF CESI-EUROPE ACADEMY ON THE OCCASION OF THE HAMBURG SYMPOSIUM



On behalf of the board of CESI-Europe Academy, I am delighted about the work achieved in the Hamburg symposium, 9 and 10 October 2013, the topic of which is of interest to various fields of the public sector and affects us all.

Some 136 participants were present, CESI members representing 18 nationalities. A total of 22 experts were at our side over the two days of the seminar to contribute to discussions. By putting the employee at the heart of the debate, they highlighted the strengths of the public sector in Europe as well as the challenges it will face.

I would like to give a warm thanks to Kirsten Luehmann, member of the Bundestag, and Olaf Scholz, mayor of Hamburg, for their presence and participation in our work. Likewise, I want to show my appreciation to the representatives of our German affiliates, the dbb and dbb Hamburg, as well as the DBwV for their hospitality and extremely active support in the preparatory stages of this conference.

CESI-Europe Academy is paying particular attention to ensuring that the theme and location of this symposium tie in well together. This is why we were happy to have been given the opportunity to hold this event in Hamburg. A large European city, Hamburg was declared best public sector recruiter in Germany in 2012. It was therefore an ideal location in which to debate the challenges and issues to tackle in terms of human resources which the public sector has to deal with today.

Just like these organisations, we are all aware of the need to hold on to a strong and attractive public service, one which is sustainable and competitive vis-à-vis the private sector. In the light of an increasingly ageing population in Europe and an economic crisis which drags on, two factors emerge as decisive when it comes to the future of the public sector: the first is recruitment and the second is retaining staff, notably through further training.

I was delighted to see the different generations of employees which work together to form today's civil service all being given a chance to express their views. Salaried employees and managers, human resources services and trade unions, all are coming up against real change. Tackling this will mean involving everyone and guaranteeing the quality of the social dialogue.

I hope these acts will shed light on the changes afoot and will contribute towards the development of recruitment practices, management strategies and ways to keep people in the public sector in Europe.

I hope you find this an interesting read.

Emilio FATOVIC, President of CESI-Europe Academy

SYNTHESIS

GAINING A BETTER UNDERSTANDING OF HUMAN RESOURCES IN THE EUROPEAN PUBLIC SECTOR

► WHAT CHALLENGES IN HUMAN RESOURCES FACE PUBLIC SERVICE EMPLOYERS IN EUROPE?



► OSCAR HUERTA MELCHOR

Political analyst – Head office for ‘Public governance and territorial development’, department for ‘Public Sector Reform’, OECD, France

Guaranteeing capacity in order to provide quality public services is a challenge for the OECD countries and their public administrations, which are simultaneously going through an economic and demographic crisis. They need to be able to anticipate change and plan how to allocate their human resources even as many countries have begun to shed staff in various ways (notably through early retirement) but also by reducing net or real salaries (50% of OECD countries).

Three key elements: cost, quality and continuity of the public service

In this context, how can we improve the productivity and capacities of a shrinking public service? Here, it will come down to implementing the kind of measures which find a balance amongst three elements: the cost, quality and continuity of public services. The last element has not been overlooked by governments. They know that, by cutting down on staff, they may be putting the continuity of the public service in a more vulnerable position as well as damaging the confidence of those citizens and employees who work in these services. This is what was demonstrated by the impacts of the austerity measures taken by Canada, Australia and the United States in the 70's, 80's and 90's. When it comes to early retirement plans, for example, it tends to be the most highly-qualified employees who leave first. However, such measures are counter-productive in the context of an ageing population and have a negative impact on pensions.

Too often, staff are viewed as a cost rather than an investment

The crisis invites us to focus on costs rather than investment. And yet, it is possible to invest in an effective human resources system, which combines staff and skills to good effect. It can be based on policies which evaluate performance, re-examining capacities, the general scope of responsibilities or evaluating and re-examining the ministries in charge of staff planning.

It is crucial to anticipate user needs

Anticipating the emerging needs of users involves

- taking into account the impacts of all reforms on staff in order to manage change and minimise upheaval
- reallocating funds according to needs, including anything relating to staff reduction measures
- planning for demographic change
- making better use of projected planning and management instruments
- managing Human Resources in a more flexible way
- keeping staff motivated, even during a period of staff cuts
- giving priority to slowing down long-term recruitment rather than freezing recruitment where possible. See the example of Canada ([Public Service Renewal](#))
- giving priority to mobility within administrations so that they might be in a position to redeploy staff
- improving the way management is run. To this end, there is a need to restore confidence in management and leadership. We need to improve the role of intermediary executives, by working in daily contact with employees.
- stressing the opportunities of development and lifelong learning.

The OECD has published online the [profiles, country by country](#), on the human resources policies conducted in the public sector.



► JAVIER J. PEREZ

Head of Unit, Public Sector and Fiscal Policy, Research department, Bank of Spain

In December 2011, a [study](#) was published by the European Central Bank on the public-private pay gap in eleven countries in the euro zone (Austria, Belgium, France, Germany, Greece, Ireland, Italy, Portugal, Slovenia and Spain), based on data taken between 2004 and 2007.

Salary plays a key role when it comes to staff motivation. Are public service employees better paid than those in the private sector?

Bigger pay gaps in the private sector than in the public sector

In the countries of the European Union, the share of public sector jobs in the economy varies from one country to another. In Europe, the public sector remains a popular employer, representing, on average, 15% of the active population. Given the weight of such a budget line, current budgetary tensions (fiscal stress) are forcing authorities to implement immediate reforms (reducing staff, lowering or even freezing salaries). Yet the debate on the public/private pay gap predates the crisis. From a macroeconomic point of view, it is difficult to determine which sector has the best-paid workers. Any studies conducted on the issue must confront the difficulty inherent in bringing together comparable data, which also includes pension rights. Nevertheless, we can observe that the gap between the lowest and the highest salary is greater in the private sector than it is in the public sector.

The public sector offers better pay to women and low-qualified people

The study was based on microeconomic data of European Union statistics on income and living conditions (EU-SILC) in order to take into account employee characteristics. The public sector has a better-qualified workforce and those who work in this sector enjoy a longer career. Its population is made up of slightly more women (working on a part-time basis), is older, more qualified and works fewer hours.

In general, public service employees are better paid, although one must take into account the number of hours worked. Nor should we lose sight of the fact that women are better paid in the public sector, as this sector is a more just employer when it comes to gender issues.

The professions for which one needs the least qualifications are better paid in the public sector. This said, those 10% of employees earning the highest salaries work in the private sector. Large companies represent real competition for the best-paid posts.

▶ LISTENING TO THE GENERATIONAL ASPIRATIONS OF PUBLIC SECTOR OFFICIALS



▶ **DIRK ANTON VAN MULLIGEN**

Author and consultant, Coherent Solutions, Netherlands

Developments shaping society and technology are happening at an ever greater rate. In a world of constant change, different generations of employers and employees currently find themselves in the same workplace. For every organisation, it is becoming of paramount importance to find a way for different expectations of work and working habits to coexist.

Different generations at work, different expectations

Taking in the last five to six decades, Mr Dirk Van Mulligen describes four 'generational types':

- The baby boomers want a management set-up, with responsibility for making a useful contribution to society;
- Generation X (known as the bridge generation), a more retiring generation, wishes to be liked and to be able to make a visible contribution to society;
- Generation Y (known as the screen generation) likes collaboration, freedom, challenges and a sense of pragmatism;
- Generation Z (or google kids) likes a convivial working environment and variety when it comes to work and wants to be liked and to have a chance to grow in their jobs.

Generation WHY, currently in work

Today, it is essential that we concentrate on generation Y or generation Why, since it is the one which entered the labour market the most recently. The leitmotif 'why' is a question which preoccupies them all the time as they try to work out the validity of their tasks, their professional objectives and how their work can make a contribution to society.

Given the fact that they can demonstrate creativity and they don't have any hang-ups about technology, the golden rule to apply to generation Y is one which prioritises a participative approach. Likewise, generation Y is keen on training, analysis (or even self-analysis) and the passing on of knowledge. On this issue, it's time to stop focusing on classical education: now, there is a need to create other learning environments.

Working together

Intergenerational collaboration is something which can be set in motion, to give one example, notably between generation Y and baby boomers for one thing and between generations Z and X for another.

These new working methods involve the kind of creativity which is only possible with time and space. A certain amount of freedom must be allowed. Let us note nevertheless that even new generations need limits which spur them into action and they also need to be guided. There is also a need to evaluate and reward effort, not just skills. Giving feedback is crucial.

The key role in reorganising things in this fashion falls to the manager: he or she must be honest, reliable and credible. He or she must be a good listener and know how to encourage people.

We need to concentrate more on what different generations have in common. We often talk about clashes between generations but what is also happening is a battle for power. Values linked to family, love, integrity, spirituality and self-respect are common to us all and are a good point of departure.



► **MANUEL PAOLILLO**
Jurist, Federal Public Service of Social Security, Belgium

Mr Paolillo, 34 years old, addressed the symposium with a view to showing that it is possible to organise work in a different way within public administration. There is a need to organise work in a way which allows the employee to grow professionally but also to deliver a better service in order to repair the damaged image of the civil service and bring an end to the malaise felt within it. Generally speaking, people already have an image of what it means to be a civil servant in Europe. The public service does not occupy the structuring position at European level in the same way it might in some countries. In Greece, Spain, Romania, Hungary, Portugal or the United Kingdom, redundancies are taking place, salaries are being slashed, salary-related benefits are taking a beating and people are being forced to move to find work. In those countries where the situation is less bad, one can also sense a more difficult climate resulting from the crisis: people leaving of their own accord or choosing to transfer, or salaries being frozen as witnessed in France or Belgium, as well as changes to retirement systems. How can we remain an attractive employer in these conditions?

The 'Novo' project: enabling the employee to choose his/her own task

The attractiveness of the public service, its capacity to recruit new talent and also to make these people stay, is also connected to a more participative approach. The Federal Public Service of Social Security took advantage of an internal reshuffle to see through a project based on these ideas, which was entitled 'Novo'. Novo aims to change the working environment and, above all, the culture of the organisation. Its leitmotif is 'be at the steering wheel of your own life'. In very concrete terms, what this means is establishing an office dynamic, telework, highly modern furniture, adopting a bold IT policy with modern working tools provided for staff: laptop computer, smartphones. When it comes to managing working hours, staff no longer have to clock in and out.

The task and/or mission is defined in concert with the hierarchy, and consequently, what matters is no longer the manner in which this task is carried out, but rather achieving it. This system provides the possibility to carry out cross-cutting projects, facilitated notably by the setting up of dedicated professional social networks, thus also facilitating mobility between departments.

This kind of concept nonetheless requires a real commitment on the part of those who are executing it. It is based on a need for recognition on the part of employees, the setting up of flexible ways to organise work – which, moreover, can lead to space saving – motivational and inspiring managers, a win-win approach which is thus connected to the employee. In this connection, the key post of middle manager merges more into that of a coach or facilitator, more than a boss who controls things.

The setting up of such working methods nevertheless takes time to establish and there is no going back. Resistance to change sometimes makes it difficult to implement such initiatives and this means that there is a need for such a project to be borne by everyone. A top-down approach is bound to fail. One should point out that responsibilities must be clearly defined, as, in a system such as this one, the boundaries are more blurred between which tasks fall to top management, the employee or come under collective responsibility. To follow the same line of reasoning, individual work and involving everyone will be less noticeable, making 'merit pay', which is already hard in a time of budget cuts, even more difficult.

Happiness in the workplace

It is therefore in this context that the working environment plays a predominant role in making the public service attractive. Redefining values to which a public service employee can subscribe, involving staff in change – which can thus be deemed sustainable – and enjoying the trust of is hierarchy all play a role in helping an employee to feel fulfilled. This sense of fulfilment can also contribute towards a better level of productivity and a better service.

The concept of Happiness at Work [1] by the FPS Social Security won the Human Resources Prize in Belgium (2012).

[1] *Liberté et responsabilité amènent bonheur et performance, prix remporté par Laurence Vanhée, DHR du Service public fédéral (SPF) belge de Sécurité sociale*

CONTEXT AND SELECTED RECRUITMENT ISSUES

► **RECRUITMENT CHALLENGES FOR PUBLIC SERVICES**



► **CHRISTOPH LUCKS**
Deputy director of human resources, city of Hamburg

In 2012, the city of Hamburg was awarded the prize for the best public service employer in Germany. At the opening of the symposium, the mayor of Hamburg, Olaf Scholz, had reminded those present of the importance of being an attractive employer and the need to plan ahead in anticipation for the departure of some staff, given that the average age of employees in Hamburg was 46. By 2020, a quarter of the 68,000 employees working in administration in Hamburg (15,000 workers) will have retired.

A pro-active human resources policy

Christoph Lucks, DHR, described the policy implemented by the city of Hamburg to make the city more attractive as an employer. With 300 careers to offer, it is important for the city of Hamburg to meet the demand for qualified staff (technicians, engineers, social workers, doctors, psychologists) and to attract people who wish to work for the general good of society. The

city has taken into consideration the expectations of young job applicants from generation Y (Cf. presentation by Dirk Anton Van Mulligen) in order to promote various positive aspects of its HR policy. It highlights the diversity of posts and the possibilities for mobility within administrations in the city of Hamburg. It stresses the meaning of work, the common good, being at the heart of the needs of the population. It puts forward possibilities for lifelong learning, job security, flexible working hours, and a work/life balance (with a day nursery or special rates for access to sports centres). It highlights the role and the need for training of managers so that they can motivate and inspire their co-workers.

Based on innovative tools

The city of Hamburg bases this innovative policy on various tools which also allow it to communicate more effectively and transmit this new image. The internet site for the city of Hamburg is thus unveiling a section entitled 'Portrait of an employer'. The social networks Facebook and Xing are used for the recruitment process. With 'C!YOU – Start learning@hamburg', job applicants can evaluate themselves online, using online games which resemble the recruitment tests practised by the administration. The awareness-raising campaign 'Wir sind Hamburg: bist Du dabei?' aims more specifically at integrating people from an immigrant background. It is available as a video, in accounts given by employees and in promotional posters which are available in several languages (Russian and Turkish, for example). Today, young people with an immigrant background make up 17.30% of those employed by the city (as opposed to just 5.6% in 2006).

These efforts have met with a great success: for 120 available posts, 2000 applications have been received. This 1 to 17 ratio amounts to a good level of applications.

The city is currently working on issues related to equal opportunities and access to management posts for women, who are still under-represented in the higher echelons.

According to Christoph Lucks, it is crucial that everything that the employer promises is close to reality, in order to avoid any disappointment. There is a need for the HR policy adopted by public service employers to be professional and for the same employers to adopt a pro-active attitude in order to attract and hold on to applicants.

► FIGHTING THE SEXUAL STEREOTYPES ATTACHED TO A CAREER – EXAMPLE OF THE EDUCATION SECTOR

► KRISHAN SOOD ET JAMES CUNNINGHAM

Krishan Sood, Research fellow at Nottingham Trent University, is the co-author of a study published in England in January 2013 entitled 'Why are there still so few men within Early Years in primary school: views from male trainee teachers and male leaders'



One of the challenges facing the infancy sector in England (Early Years between 4 and 7 years old) is knowing how to encourage men to join the teaching staff in order to counterbalance a broadly feminine workforce. This [study](#) is based on questionnaires and interviews conducted with sample groups of male primary school teachers and head teachers of primary schools with a view to getting an overview of gender stereotypes. Results show that male trainee teachers like working in the infancy sector in primary schools but they need to be tutored and coached by determined head teachers so that they can overcome the contextual obstacles connected to masculine stereotypes. According to the study, obstacles exist in the form of prejudice, attitudes, values and beliefs and there is a need to act to fight this kind of prejudice if we want the situation to evolve.

Head teachers, who in England are responsible for the hiring of teaching staff, have a key role to play in this quest for equality and, in order to make it happen, must involve all actors (community leaders, parents, teaching and administrative staff). According to Krishan Sood, the gender issue (men/women) harks back to the broader question of diversity. By asking the question 'who is the other?' we are brought face to face with the individuality of the other. It is thus the duty of the head teacher not to see staff as a homogeneous group but to take a personalised approach towards his/her co-workers, in order to give everyone the chance to develop their skills and evolve in their job. In order to do this, s/he needs to demonstrate listening skills, lead by example (in terms of ethical values), take risks and not shy away from a fight (by which I mean calling into question behaviour which appears prejudiced and protecting his/her employees from prejudice).



James Cunningham has illustrated these words by giving a direct account of his experience. A teacher for 5 years, he has covered the key levels of teaching at primary school and currently works with pupils aged 7. He shares his enthusiasm for this career and his pleasure at contributing towards doing something for the common good, in spite of initial mixed reactions from his friends and family regarding his choice of job. He stresses the fact that a better balance between men and women would be good for the children (who wish to seem themselves reflected in the teaching staff) and for male teachers (who, too often, are isolated). The teaching staff for the school for which he works can point to a certain balance (5 men and 7 women). This is indicative of a genuine willingness on the part of school management, for whom the primary difficulty resided in attracting the first male teacher/s who were, in a sense, pioneers within the establishment. These teachers have an even greater need to feel supported by their management in order to tackle the mistrust which they sometimes encounter and experience. This support can take the form of a mentoring system. The way the teacher views teaching and his pedagogical trajectory, the difficulties encountered and career prospects are also discussed at an annual personal development interview with the head teacher.

For James Cunningham, it is also important to make pupils aware, from their earliest years, that the public services are well run, and help them to understand their added value so that, later on, when they are deciding what job they could like to do, they do not base their choice on prejudice. It is important that schools demonstrate transparency to their pupils (on how schools are run and about their budget, for example). By keeping them informed, we thus allow them to develop a better understanding of public services and there can be no doubt that this 'bottom up' approach will bear fruit in the long term.

► **RECRUITING YOUNG PEOPLE WHO ARE ALIENATED FROM THE PUBLIC SERVICE –
EXAMPLE OF THE MILITARY SECTOR**



► **HELLMUT KÖNIGSHAUS**

Parliamentary mediator to the armies in the German Bundestag

Hellmut Königshaus addressed the symposium in order to highlight the problems inherent in recruiting and holding on to employees in the military sector.

Paying particular attention to the entry phase in the armed forces

The armed forces are in a period of restructuring which implies many geopolitical changes. The military career has changed considerably, and now involves long-term missions abroad. The suspension of mandatory military service has also had an important impact, as young people no longer have an automatic contract with the army as was the case in the past.

The administration needs to deal with a dwindling workforce and is thinking more in terms of specific army needs than in terms of the needs of applicants. Recruitment objectives stand at 40000, which is an ambitious estimate.

Beyond these quantitative objectives, the army is also recording needs in terms of qualitative recruitment: it should be pointed out that the army is having to deal with many people leaving the force. There is a disconnect between the idea people have of the career and the reality. Investment in training is getting lost. Equally, the age pyramid is atypical in an army which needs young people in good physical shape.

Managing careers and promoting mobility between the military sphere and the civilian sphere

For Hellmut Königshaus, it is important that the army plans ahead for bridging the gap between the military world and the civilian world, preparing for this process of transition from the moment the applicant joins the army (through adequate training). It is also important to compensate time spent away from the family or make it possible for soldiers to take their family with them when they love around. In Germany, every soldier has the same rights as other citizens provided this has no damaging effect in military operations (right of expression, freedom of association, right to a family life, right to protection, etc...).

Informing young generations about careers in the army

There is important work to be done when it comes to improving the image of an army career (including in-house jobs) and providing young people with more information about the opportunities and obligations connected to such a career. Information sessions have already been trialled in schools in Germany, but these have not always been well-received by the public and have been subject to controversy.

The real challenge will lie in getting rid of the unattractive aspects linked to the army profession.

ROUND TABLE DISCUSSION



The round table discussion which brought an end to the first day of work brought together three public service employees from different generations, Steven Werner (DE), Manuel Paolillo (BE) and Carine Spaens (BE) who represent generations Z, Y and X respectively. Questions linked to career development and the quality of management in the civil service were at the heart of the exchanges.

Giving autonomy to the worker: the real challenge to be faced by future management

The youngest employees need freedom when it comes to the tasks they have to carry out. Excessive monitoring and a lack of confidence (in what they are doing) can frustrate or even scare off those employees who have already got some experience under their belt. Recognising skills just as much (or even more) than qualifications is crucial. On this, the case of Germany is interesting: the civil service gives very young people a chance and actively participates in the learning system (Dual system) combining the hours of school attendance with those within administration. Thanks to this system, it is not uncommon, to encounter young thirty-somethings with more than ten years' experience in the civil service.

Paying particular attention to the entry into the civil service and the first contact between the employee and the administration is decisive. Recruitment processes are spread over what are often very long periods, which means there is a risk that the best candidates may be lost. The image of public services is also suffering due to the increasingly precarious nature of contracts which exacerbates competition amongst employees.

Developing a 'we' based culture based on learning from each other

Making sure that many generations are well-represented in the workplace is important. Making sure that an employee (young or more mature) is not isolated in a service because of his/her age is essential. In a climate where mutual respect is the order of the day, employing people from a mixture of generations allows for a better working environment.

Issues related to the passing on of knowledge and integrating young employees pose real challenges. In a broad sense, it is important not to pit generations against each other. The presence of an experienced mentor who can pass on know-how can prove important, not just at the start of one's career but also during one's career when changing jobs involving management aspects for example. In Hamburg, the social partners agreed on the setting up of a mentoring system which would operate on a voluntary basis. The question of whether this system ought to be made mandatory was put to those participating in the round table discussion. One solution might be to make supervision mandatory in principle but to leave a certain amount of flexibility

when it comes to the practical details, since it's a well-known fact that successful integration depends strongly on the quality of interpersonal relations of the tandem or pair-based set-up. Moreover, this kind of system raises the question of whether participating in a mentoring system should be promoted (even financially) in the mentor's professional path. The quality of the workforce and the strategies in terms of human resources represent a cost, on this there can be no doubt. Nevertheless, wouldn't the cost of an underperforming public service which delegated a large share of its tasks be even greater?

CONTEXT AND SELECTED ISSUES REGARDING RETENTION OF PUBLIC SECTOR STAFF

► CHALLENGES IN RETAINING PUBLIC SECTOR STAFF



► **CONCETTA FERRARI**

Directorate-General PIBLo, Ministry of Labour, Italy

In her address, Concetta Ferrari stressed the importance of the employee at the heart of administration. It is important, she underscored, to view the employee as an investment rather than a cost.

Training before reform

There is a need for training before reform. Public society is the sphere of know-how and of the integration of knowledge, and yet recruitment is still too often based on legal knowledge. If public sector employees hadn't been involved for many years, administration would not have been able to adapt to various changes, notably those of a technological nature. Experience is important and needs to be passed on and promoted.

The reforms conducted according to the spending review approach perceive human resources to be a cost and this is a grave mistake, precisely because it overlooks the factor of performance. Drives to expel this resource from the market or promote early retirement are not good solutions. What needs to be promoted is lifelong learning, notably in the case of senior citizens. Careers are no longer going to be linear and one can have several careers within the civil service.

The context of getting to grips with public spending may represent an opportunity to review the concept of ethics and timely training must be allowed to mean the re-appropriation of initial models based on ethical, anti-corruption practices.

Taking into account the special features of the public sector

In this quest for effectiveness, it is also important to take into consideration the special features of the public sector. Governments and the European Union must keep in mind that there are differences between the private and public sector and not try to apply the same performance criteria (as the new public management approach tried to do in the '90s). The public sector represents growth and efficiency. Public sector employers and employees contribute to the public good by producing goods and services of general interest.

What is more, we cannot ask the public sector to be uniform and completely disregard the things that make it unique in terms of the various decision-making levels (national, regional and local).

Too often, we talk about the public sector by arming ourselves heavily with figures and statistics. There is an urgent need to put the employee back at the heart of the thought process.

► PROMOTING ADAPTED WORKING CONDITIONS – EXAMPLE OF THE HEALTH SECTOR



► **ESTHER REYES DIEZ**

Vice-President of CESI and President of CESI's Trade Council for Health

In the introduction to the module devoted to adapted working conditions in the health sector, Esther Reyes Diez reminded those present that the work of CESI's trade council for health, over which she presides, had, over the last decade, focused a great deal on two particular topics: the privatisation of health care services, and, in particular, of hospitals, and the lack of professionals in some European countries, which is leading the sector to recruit staff from other countries and bringing about a greater level of mobility on the part of health care professionals. The main cause of migration is of an economic nature (salary cuts, inadequate pay, and lack of material resources) linked to a lack of social and training rights. These migratory shifts, chiefly from Eastern towards Western Europe, are now occurring amongst countries located in Western European countries. Spain is in the process of privatising six hospitals. Austerity measures are forcing health care services to be dismantled and are penalising users and employees. Strikes and court cases have taken place. Hope can be found in a guaranteed social dialogue, with proposals such as

- Once again validating, in a clear fashion, the social model defended in Europe via a Common Social Pact;
- Offering better protection to citizens and professionals and preserving their rights through national and European legislation;
- Making democracy more participative, no longer just representative, in order to allow for a genuine social dialogue at all levels;
- Clearly identifying those public services which cannot, under any circumstances, be privatised, highlighting health in particular;

- Negotiating a plan, with a clear deadline, to recover the social rights and services which have been left damaged by the crisis;
- Prioritising job creation.

Finally, Esther Reyes Diez launched an appeal to CESI's affiliates to set up a point of contact within each of their organisations, so that, in the event of health care staff moving country, they are able to benefit from the same social rights as staff from their host country. It is important to inform migrant professionals (ahead of and during their stay) of their rights as, too often, the promised working conditions have little to do with the reality.



► **SANTIAGO MORALEDA ALDEA**

Deputy-director of the nursing department at the University Hospital Puerta de Hierro Majadahonda, Madrid

Santiago Moraleda Aldea reminded everyone that the growing demand for health care combined with the crisis and slashed budgets was putting considerable pressure on the sector to improve effectiveness at work.

Towards a liquid hospital

In the quest to achieve this goal, it is important to take several factors into account:

A hospital is a very hierarchical organisation, subject to all manner of standards. The paradigm of the workplace remains very present. Sharing out work can pose a problem, just as sharing out responsibilities can prove problematic. The approach needs to be geared more towards results and, in this context, the employee would be viewed as an asset rather than a cost.

Even if the experience of employees is important here, it is sometimes over-evaluated and can thus prevent people from thinking about new processes and finding creative solutions.

Santiago Moraleda reminded those present of the other changes which hospitals must face: developments in new technologies (and the opportunities for distance health care), increasing life expectancy, the nature of illnesses (linked to an ageing population), better-informed and more demanding patients. The quality of services is something which is sought as much by patients as by professionals, even if they don't all share the same conception or perception of what 'quality' means.

The profiles of health care professionals have evolved, alongside the willingness of young people to become specialists, which the general practitioners sector has learnt to its cost.

Referring to Zygmunt Bauman, who in 2000 published *Liquid Modernity*, Santiago Moraleda took the view that we are moving towards a liquid hospital, the services and structures of which are adapting in form to meet the needs of patients. A hospital which is at once internal and external, bringing together outpatient care and care at home, multipurpose hospital beds, online consultations, consultations with nurses, interventions by specialists, monitoring and follow-up by GPs. In this kind of set-up, the quality of a constant dialogue amongst all those involved is crucial and new professional profiles are emerging: consultations, experts, GPs, supervisors.

The need for talents and challenges

So what does the sector need? Talents and challenges are the key parameters to be managed in this new human resources policy, where we shall endeavour to guarantee a fair balance is struck between both elements (Cf. graph on slide 16): a person who is over trained and doesn't feel s/he has any challenges may get bored or even become arrogant. On the other hand, presenting someone with too many challenges when this person doesn't possess the skills required to meet these challenges cause stress and anxiety. Individual coaching plays an essential role here. It is important to try and get the employee to come out of his/her comfort zone. Equally, there is a need to develop skills whilst setting new challenges so that the career remains attractive. Work must be recognised and allow the employee to get his/her teeth into something.

Finally, it is important to give people back a sense of pride in their work and pride that they are doing good.

► **RETAINING SKILLS IN THE PUBLIC SECTOR – EXAMPLE OF THE TAX SECTOR**



► **ANDREA SAUER-SCHNIEBER**

Federal Vice-President of DStG, Germany

Andrea Sauer-Schnieber addressed the symposium to talk about the situation facing the taxation sector and explain to what extent this sector is managing to deal with the private sector.

In Germany, tax administrations represent some 110,000 workers in 600 different services. There are 38 million taxpayers and 3 million companies have to pay several types of taxes.

The complexity of tax law in Germany as well as successive reforms have led to cases of tax fraud and losses of takings estimated at between 150 and 165 billion euros per annum. The tax administration must deal with an army of tax advisers from the private sector who are blurring the boundaries between legal and illegal practices, thus throwing up ethical concerns.

What can be observed on the part of the citizens is a growing distrust of tax administrations which they feel are not capable of collecting taxes owed by large groups. The feeling of tax justice is no longer a given. As they wait for the results of the G20 to fight tax fraud, tax administrations are up against the wall, as they do not have enough staff. According to estimates, there are 11,000 posts missing in the German tax administration, which is set to see its staff numbers cut by 10 to 20% by 2020. This

situation, which opens the floodgates to the development of psycho-social risks, also gives rise to a feeling of powerlessness and staff ceasing to identify with their organisation.

Currently, thought is being given to auto-taxation, so that users can calculate how much they have to pay themselves (as is the case in the Netherlands for example). This could amount to a way to justify renewed staff cuts. There is a need to increase Tax compliance and only carry out unexpected checks.

The technical equipment is also obsolete when it comes to fighting cybercrime and there is a limited amount of further training on offer.

In order to improve the image of tax administration, funds have been made available and work has been carried out in schools to inform people. We can observe that more women are applying to join the profession.

Andrea Sauer-Schnieber underlined the fact that solutions depend above all on strong political support and enhancing the image of tax administrations in the eyes of the general public. Working towards simplifying tax legislation is necessary if we want to make it more transparent and fairer. It is important to increase staff numbers and make improvements to technical equipment, to stress the diversity of tasks, offer a career plan, good pay and quality training. Tax administration must continue to be an organisation which joins forces with learning (Dual System). It is important to adjust timetables in order to make it easier for people to achieve a better work/life balance (with the possibility of telework) and offer childcare services. The quality of management (notably the social skills of those in charge) is important when it comes to holding on to staff. Job security and social rights represent an asset which job applicants appreciate.

▶ ACTIVE AGEING, COLLABORATION AND SOLIDARITY BETWEEN GENERATIONS



▶ **HAKIM KAMOUCHE**

Head of the project 'Managing age', DIRECCTE Ile de France, Val d'Oise territorial unit

Hakim Kamouche presented a specific tool targeted at outreach managers in order to pinpoint his/her practices in terms of intergenerational management (managing age, professional equality, wellbeing at work and intergenerational cooperation in a company).

This online questionnaire, [Outil-âge](#), allows a manager to conduct a self-evaluation in around fifteen minutes and see his/her management style in this field reproduced. Based on 17 concrete managerial situations, these questions refer to training, the development of one's professional career, management and planning for the end of one's career.

Too often, managers are not prepared for the challenges of managing age and intergenerational collaboration. On this issue, we can point to four types of management behaviour, going from indifference to fairness taking in need or even interest along the way. Yet each of these types of behaviour presents benefits and risks to the manager. In the best case scenario, impacts can be measured in terms of a series of performances: the individual's performance, (involving the employee more, better employability, better working capacity), performance of the team (more cohesion, cooperation, effectiveness) and finally the performance of the company or the organisation (better economic profitability, better quality management of human resources and finally a better image and attractiveness of the company).

This tool, validated and evaluated by private companies, has been developed based on a multidisciplinary approach. Created in 2007 on the initiative of the Val d'Oise DIRECCTE, this is the result of work conducted by a French partnership network extended in 2009 to European level. Further developments to the tool should make it possible for it to be adapted to public organisations.

[1] Regional department for competition and consumption, labour and employment Deconcentrated service of the Ministry of Labour, France



▶ **SOPHIE PRINCE**

Paris Mayoral Office, Deputy Director of human resources

A trailblazer within the French civil service, the Paris Mayoral Office conducted a project alongside trade union organisations which led to the signing, in March 2013, of an agreement on age and generations.

Why do we need an agreement on age and generations?

Unlike in the private sector, there is no legal obligation to sign an agreement on senior citizens. The city of Paris wanted to promote the social dialogue on these issues relating to ageing in the workplace and lengthening careers.

Of the 55,000 officials working for the city of Paris, 68% are supporting staff and 50% are manual or technical workers. With some 300 careers, the city of Paris offers a great variety of posts and sectors (early childhood, cleanliness, maintenance, logistics, etc...)

The Mayoral Office of Paris is witnessing the ageing of its staff: the share of officials over 55 is greater than that of officials under 30 and the average age of civil servants is 45 years old (as opposed to 42.7 years old in 2005).

The result of meetings amongst the social partners, held once every two weeks for one year, the agreement was drafted with seven trade union organisations. Four of them signed it. The agreement is valid for 3 years and is renewable. A monitoring committee was set up to oversee the implementation of the commitments.

The agreement is underpinned by the values promoted by the city of Paris (professional equality, solidarity, mutual respect, dignity of people and principle of non-discrimination).

Within the framework of this agreement, the commitments taken concern:

- improving management forecasts: thanks notably to an annual social report on the community, and an experimental approach conducted on two careers (officials working in the field of early childhood and local administrative assistants)
- developing intergenerational management, notably in order to fight stereotypes connected to senior citizens. A University of executives has been created which is a real place for exchange and training for all executives, including those in middle management. The image of senior citizens is also an issue which is systematically addressed at the mandatory annual professional interviews.
- promoting mobility and professional career paths, thanks notably to an information centre on career mobility in the city (offering career interviews and skills reviews).
- improving the running of staff careers and strengthening training, with a willingness to take professional experience more into account (notably the exams which one must take to help progress in one's career).
- promoting the passing on of skills, through accounts given by senior citizens at the end of their career and ensuring they are upheld. The cross-transfer of skills (mentoring) is also promoted within the professional trajectory.
- medical supervision and preserving the health of senior citizens, taking into account the strenuousness of some jobs musculoskeletal disorders (MSD) and psychosocial risks). A considerable amount of work is being done on redeployment possibilities, even before the illness appears (ex of springboard jobs allowing manual workers to access administrative jobs after undertaking training)
- Supervising people as they approach retirement

This method of working with unions is a powerful lever to help practices evolve in Parisian administration. It makes it possible to structure the work of all officials involved in the implementation of this agreement.

► IMPROVING THE IMAGE OF CENTRAL GOVERNMENTS IN EUROPE



► JACQUES DRUART

Representative (SPF 'Organisation and Staff', Belgium) of EUPAE European Public Administration Employers

Public services: a comeback for experience which contradicts an image deficit

In 2012, a project launched by the European sectoral social dialogue committee for the administrations of centralised governments highlighted the image deficit from which administration as a whole is suffering (stereotype of relayed by the media, lack of transparency).

Nevertheless, users asked about their last administrative experience give it a positive assessment. Equally, employees always see administration as an attractive place of work in terms of job security, working conditions and work/life balance but also with regards to the content of the work (and this is an important factor when it comes to its attractiveness, notably in the eyes of young applicants, who are not merely attached to financial and career prospects but also to the value and the content of the work on offer).

Changing peoples' perceptions: the European framework agreement for a quality service

The Finnish model shows that improving the image of administrations is chiefly brought about by improving communication and the effectiveness of these administrations.

In the same line of reasoning, the European social partners have made specific commitments contained in a [EUPAE/TUNED framework agreement](#) for a quality service in centralised government administrations. These twenty commitments relate to:

- The welcome (quality of the front office welcome, telephone dealings, sufficient capacity in terms of number of employees, sense of responsibilities, accessibility and availability, opening hours, responsiveness and rapidity in dealing with files)
- equity (impartiality in dealing with requests, solidarity, diversity within members of staff)
- integrity (avoiding and pointing out any overlap between private and public interests, respect of the code of conduct or ethical code)
- efficiency (services rendered in quality conditions, and given effectively, speedily and making optimum use of means based on transparent and reliable indicators)
- the quality of life at work (meaning of work, staff cohesion, fighting against precarious work, quality of working conditions (work/life balance, developing skills and freedom of association)
- communication (effective and regular communication, transparency of administrative procedures, access to personal data by the user and protection of this data by administrations)

These measures are accompanied by a final commitment: that of monitoring these measures. The committee and the European

social partners have both committed themselves to review these twenty commitments and review the nuts and bolts of what has been done in order to implement them.

Incidentally, the European Commission has approved a project carried out by the same social partners, in order to allow the framework agreement to be communicated and effectively applied within the Member States.

1 In the European Sectoral Social Dialogue Committee for centralised government administrations, EUPAE represents employers from centralised government administrations, TUNED (CESI and FESP) represent the trade union delegation of national and European Union administrations.

ROUND TABLE DISCUSSION



'Public sector: a first-rate employer for sustainable organisation?'

From the outset, Klaus Heeger, CESI Secretary-General, Rudolf Klüver, dbb Hamburg and Thomas Sohst, DBwV, three trade union representatives, asked for a definition of the public service.

At European Union level, there is no real competence. Nonetheless, shared general interest exists and the crisis has shown that it was not just a host of individual interests. This general interest must be defended and CESI's affiliates are giving their all.

However, this question brings us to the very perimeter of Public Action. It is crucial that in-depth thought is given to this in the form of a critical review of the tasks to be undertaken by the public authorities: what additional tasks can be envisaged, what must the State no longer do? It is important that citizens and politicians get involved and express themselves on this issue. Depending on need, it will be necessary to guarantee public bodies enough means to provide public services, notably in terms of human resources and staff (sufficient numbers, further training, etc.).

Those in politics must be fully aware that they are responsible for the Public Action conducted and the means made available:

1. Beyond political divides, it is important that objectives are defined, in a clear and transparent way, in the long-term (since if we change the objectives, these changes come at a cost).
2. Next, investments must be made (in terms of human resources and funds) in these objectives (and the necessary reforms must be integrated by including all actors: administrations, social and political partners)
3. These strategy may allow savings to be made in the long term.

The quality of the dialogue amongst the political and economic actors, the administration and the social partners will be essential to see this strategy through. The unions need to be proactive in order to plan for this kind of change and adopt a pro-active and confident approach. Once the strategy has been completed, the quality of working conditions within administration and the well-being of its employees at work will provide the best kind of publicity for the Public Service as an employer.

The attractiveness of the public sector as an employer greatly depends on its capacity to highlight and better communicate its assets: a job which is useful to citizens, respectful working conditions, and unique possibilities for professional mobility and training. It is these characteristics, amongst others, which make the public sector a first-rate employer in the long-term.

The public sector: a first-rate employer

Since 2008, the public sector has experienced difficulties under the pressure of budgetary and political constraints. Nevertheless, its actions vis-à-vis citizens have played a predominant role when it came to dealing with the social impact of the crisis, at the outset of an economic and financial nature.

Above and beyond the growing pressure, slashes to budgets to carry out their tasks and increasingly precarious working conditions, public sector employees have for the first time faced massive restructuring in some countries.

The question of the sector's attractiveness, as an employer, needed to be asked. The project carried out by CESI and funded by the European Commission has provided us with some answers.

The public service employer will need in particular to endeavour to bring an end to contracts becoming more precarious, to fight against the development of psycho-social risks, notably by avoiding understaffing if it still wants to attract young talents who are more inclined towards serving the general interest.

Incidentally, it has other assets to be showcased, beyond the pay-related aspects which should nevertheless not be overlooked bearing in mind the 'competition' practised by the private sector in this field. Indeed, the public service employer can be a leader with regard to innovative human resources policies such as

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- A participative approach on the part of employees,
 - transparent, quality-based recruitment
 - representative recruitment which reflects a diverse society
 - use of new technology and notably of social networks,
 - facilitated mobility between different jobs (second career)
 - a transfer of 'know-how' at all levels (between generations, in the form of mentoring programmes, every time a person changes jobs, etc.)
 - a concerted freedom with regard to the organisation of work (voluntary and supervising telework, work/life balance, etc.).

Implementing these kinds of policies will be based above all on the key role played by the manager (top management or middle management). This figure, whether it is personified by a Director of Human Resources or his/her representatives vis-a-vis employees, will be all the more effective since it will be continually be trained on how to execute this task. The manager inspires his/her co-workers, encourages them, promotes them, places his/her trust in them by affording them autonomy, guides them, supervises them and gives them regular feedback.

The head of human resources, or the manager, is one of the flagship elements which will allow the public sector, beyond inviting its employees to act in the interests of the general good, to remain special as an employer because it is so attractive.

LIST OF SPEAKERS

James CUNNINGHAM

Teacher and science coordinator for a junior school, Nottinghamshire, UK



James Cunningham is a Year 3 teacher and science coordinator for a junior school in Nottinghamshire and is currently completing his MA in Educational Studies. He has been teaching for five years and previously worked overseas for the British Council working in a number of French primary schools. Prior to this he also worked as a teaching assistant, working in all key stages across a range of London schools.

James is one of the founding members of MR A, C, D presentation, an online teaching resource which has won praise from both the Times Educational Supplement and the Guardian. James has just completed a short research piece on the study of short term memory in children with Downs Syndrome and his other research interests include educational policy, language acquisition and gender equality. James enjoys integrating music into the curriculum and plays the guitar, piano, and the accordion.

Jacques DRUART

Head of coordination of international activities at the Federal Public Service for Personnel and Organisation, Belgium



At present, Jacques Druart is in charge of the coordination of international activities at the Federal Public Service for Personnel and Organisation in Belgium. This department ensures that the Belgian federal administration is supported when it comes to managing human resources and managing services.

In this capacity, he coordinates the secretariat of the Association of European Public Employers (EUPAE – European Public Administration Employers) and, with TUNED, the secretariat of the European social dialogue committee for centralised government administrations.

Before taking on these responsibilities, Mr Druart built up a career in the Belgian federal civil service, working firstly in training and then in managing general administrative services.

Emilio FATOVIC

President of the CESI-Europe Academy



Emilio Fatovic is Vice Secretary-General of CONFESAL, where he is responsible for the private sector. He is a member of the Executive Board and coordinator of the Technical and Scientific Committee of FONARCOM for continuing vocational training in the services and crafts sector; he is the coordinator of the Technical and Scientific Committee of CONFESAL-FORM (Consortium for Training, Quality and

Organisation of Human Resources). His legal and economic training, chiefly in the field of employment and continuing vocational training, has allowed him to bring a high level of skill to various management and coordination posts in the trade union field: PON supervisory committee; IFTS national committee; Council for the 'Mezzogiorno' at CNEL (National Council for Economics and Labour) as well as in several working groups set up by the public authorities: working group for the reform of high schools;

working group for bilingual sections (with international option) and for the Classical European High School. He was a coordinator of the Technical and Scientific Committee in charge of managing the 'Integration' project on best practice in the field of the professional and social integration of sons of second generation immigrants (Equal-Phase II - central theme: employability). Under his direction, the Rome National Boarding School (Convitto Nazionale di Roma) and its own school structures acquired an international dimension. It received the title 'Aula Confucio' and became "Scuola@2.0". Emilio Fatovic has been a member of the European Economic and Social Committee (EESC) - Group II (Workers) since 2010. Since 2013, he has been the President of the Joint Consultative Committee (JCC) EU-Former Yugoslav Republic of Macedonia. He was elected President of CESI Europe Academy at the General Assembly on 30 May 2013.

Concetta FERRARI

Director-General in the Italian Ministry for Labour and Social Policy

Concetta Ferrari heads up the DG PIBLo (Personnel Policy, Innovation, Financial Auditing and Logistics) in the Italian Ministry for Labour and Social Policy. In this capacity, she is in contact with employee trade unions and controls the implementation of standards to monitor public expenditure (Spending Review) as well as restructuring the central and peripheral structures of the ministry, which has 109 branches across Italy as well as 83 departments in Rome. In addition to this, she runs the project on adhering to the ministry's administrative and accounting guidelines.

Concetta FERRARI holds a degree in jurisprudence with the specialist field of international law and EU law and has worked for the ministry since 1984. After initially working as a labour inspector, she represented the ministry as an expert in the tripartite committees of the ILO's International Labour Conference in Geneva. She also plays an active part in preparations for the meetings of the EU Council of Ministers in the field of social policy in Brussels, was involved in the activities held in Dublin by the European Foundation for the Improvement of Living and Working Conditions (EUROFOUND) and followed the work of the Council of Europe in Strasbourg.

Ms Ferrari has already been entrusted on several occasions with executive functions in several ministries in the field of active employment policy and company pension funds and deals in particular here with harmonising the regulation of pension funds in the wake of the pensions reform as well as mandatory pensions for freelancers. In addition to this, she has a coordinating role on the implementation of regulations on power of attorney within the framework of the reform to the additional provision.



Klaus HEEGER

Secretary-General of CESI



Klaus Heeger, son of a German diplomat, was born in 1967 and grew up in Germany, Switzerland and in the former USSR. Next to German, he speaks English, French, Russian, Estonian and Spanish. Klaus Heeger holds a degree in law and has lived most of the time of his life in foreign countries. Between 1996 and 2002, Heeger was employed by CESI. This was followed by other occupations among them in

the European Parliament and as a private entrepreneur in Estonia. Since January 2012, Klaus Heeger has been the new Secretary-General of CESI.

Oscar HUERTA MELCHOR

Policy Analyst - Public Governance and Territorial Development Directorate Regional Development Policy Division, OECD, France



Oscar Huerta Melchor is a policy analyst in the Public Governance and Territorial Development Directorate of the OECD since 2007. Oscar was responsible for the works of the Public Employment and Management Network of the OECD Public Governance Committee. In that capacity, he led projects on workforce planning, compensation, diversity, ageing populations, change management, etc. He has led several peer reviews on human resource management in government, and has taken part in public governance, and budget reviews. He currently works for the Urban Development Programme of the Regional Development Policy Division on assessing capacity building strategies for local and regional governments. Before joining OECD, Oscar worked for the National Institute of Public Administration (INAP) of Mexico and for the National Institute of Social Security for Government Employees (ISSSTE). A Mexican national, Oscar holds a PhD in Comparative Public Policy from the University of York in the United Kingdom.

Hakim KAMOUCHE

Leader of the transnational plan 'Toutes les générations en entreprise' (All generations in companies) DIRECCTE Île-de-France, Territorial unit of Val d'Oise, France



For 13 years, Hakim KAMOUCHE has been in charge of managing the European Social Fund in the French département of Val d'Oise.

He pilots the transnational plan related to managing age and intergenerational collaboration which has been in force since 2007: 'Toutes les générations en entreprise' (www.toutes-les-generations-en-entreprise.com).

The plan has two sections: the first is entitled 'Outil-Ages-Ressources Humaines' (Ages-Human Resources Tool), whilst the second deals with 'Trophées Trajectoires' (Career Trophies).

Since this year, he has been in charge of developing the 'Contrat de Génération' (Generational Contract), a device which aims to make room for all ages within a company by responding to two key objectives: employment and the sustainable integration of young people on an open-ended contract; keeping senior citizens in work/recruiting senior citizens; transmitting skills and know-how.

Rudolf KLÜVER

President of the dbb Länder federation of Hamburg



Rudolf KLÜVER was born and grew up in Hamburg-Barmbek. After eight years working for the German border police, followed by a degree, he moved into the upper grade of the civil service of the free and Hanseatic city of Hamburg. At the beginning of 1985, he became an official in the department for Social Affairs for Rahlstedt community council, and later head of department in Wandsbek social security office, from where he moved to the Wandsbek youth welfare office in 1997.

From May 2000 until the end of 2003, Rudolf Klüver was vice-chairman of the staff council, and then chairman of the staff council of Wandsbek district exchange from the beginning of 2004 until the end of April 2005. Since 2005, he has been the President of the dbb Länder federation of Hamburg. Mr Klüver is a member of the Europe policy commission as well as the dbb policy commission for economic affairs and taxes. He is thus President of the dbb Länder federation of Hamburg as well as a member of the dbb's board.

Hellmut KÖNIGSHAUS

Parliamentary Commissioner for the armed forces in the German Bundestag



Hellmut Königshaus, the eleventh Parliamentary Commissioner for the armed forces in the German Bundestag, was born in 1950 in Berlin. The jurist was a member of the German Bundestag from 2004 until 2010. He began as a spokesman in the committee for economic cooperation and development. From September 2009, Hellmut Königshaus was a full member of the defence committee in the German Bundestag. On 20 May 2010, he was sworn in as parliamentary commissioner for the armed forces.

After getting his Abitur in Adelsheim in 1970, Königshaus first completed his military service as a temporary serviceman for intelligence squadron 'Immelmann' (AG 51 'I') in Bremgarten bei Freiburg in Breisgau. After this, he studied as well as undertaking a lot of reserve duty training in the air transport squadron I in Penzing/Bavaria, later being promoted to reserve lieutenant. In 1972, he began a degree in jurisprudence at the Albert-Ludwigs-University of Freiburg and the Free University of Berlin, which he finished in August 1977 with his first legal state examination. After completing his time in articles he passed the second state exam in 1980 and, from February 1980, worked as a judge. From 1984 until 1986 he was a judicial spokesman in Berlin.

In 1986, he entered the senate administration for urban development and environmental protection as a Head of Division (Senatsrat) for the Land of Berlin. There, he ran the office of the senator Jürgen Starnick from 1986 until 1989 before taking over the creation of the waste management department of the city of Berlin in 1989 which he managed until 1993. From 1986 until 1993 he belonged to the Administrative Council of the Berliner Stadtreinigung (public city cleaning enterprise of Berlin) as a representative of the federal state of Berlin. In 1993 he moved jobs to become chief representative of Alba PLC.

From 1990 until 1993 Königshaus was part of the Berlin-Steglitz Bezirksverordnetenversammlung (assembly of district representatives).

On 20 August 2004, he succeeded the deceased member of the Bundestag Günter Rexrodt in office. At the elections to the Bundestag in 2009, he was once again able to win a seat via the regional list of candidates for election to the federal parliament

for Berlin. From 2004-2005, he was a member of the petitions committee as well as a chairman and spokesman for the FDP fraction in the committee for education, research and evaluating the impact of technology. From 2005 until 2009, Königshaus was a chairman and spokesman for the FDP Bundestag fraction for economic cooperation. From September 2009, he was a full member of the defence committee. He represented the FDP in three commissions of inquiry, in particular in 2004/2005 as chairman of what was known as the visa committee, from 2005 in the 'BND committee' (Bundesnachrichtendienst or the German Federal Intelligence Service) and, until taking up the post of parliamentary commissioner for the armed forces, was spokesman for the FDP in the commission of inquiry on the so-called 'Kunduz affair' in his capacity as a member of the defence committee.

On 25 March 2010 Königshaus was elected to the German Bundestag as the successor to the SPD politician Reinhold Robbe, taking up the post of parliamentary commissioner for the armed forces in the German Bundestag. He took office on 20 May 2010, retiring from the Bundestag at the same time.

Christoph LUCKS

Deputy leader of the staff council of the free and Hanseatic city of Hamburg



Since 1996, Christoph Lucks has worked for the senate of the free and Hanseatic city of Hamburg. The jurist worked in the senate chancellery, where he was responsible for foundation oversight and matters relating to churches and religious groups, deputy head of the senate office for equal opportunities and head of the unit for family policy in the agency for social affairs and the family. Before moving

into the field of staff management, Christoph Lucks headed up the legal department of the social welfare administration and was deputy head of office for central services, in which budget, IT, legal and staff matters merge. Since the beginning of 2013, Christoph Lucks has been in charge of the department for staff management in the personnel office of the free and Hanseatic city of Hamburg and deputy chief officer. In this capacity, he is at the same time a member of the board of administration of Speyer University (the German University of Administrative Sciences). The personnel office is responsible for attracting future management staff in the field of general services and is involved in selecting management staff for key administrative posts. Via the Centre for Training and Personnel Development (ZAF) he is also in charge of the selection and training process for what used to be known as the middle and upper grades of the civil service. The personnel office comes up with staff finance initiatives and instruments for authorities and offices on the topic areas of staff development, work/life balance and equal opportunities and advises employees and departments on all issues relating to cross-authority mobility.

Kirsten LÜHMANN

President of CESI's FEMM committee, Germany



Kirsten Lühmann was elected for the first time to a post as vice dbb federal chair in the federal administration in 2007 by the dbb trade union convention. In 2012 she was returned to office. Since 2009, she has had a seat in the German Bundestag for the SPD.

Kirsten Lühmann's home trade union is the German Police Officers' Trade Union, to which she has belonged since 1983. She has been involved in representing women since 1992 and has acted, in this capacity, as representative for women's affairs for Lower Saxony and the national representative for women's affairs.

Since 2001, the lord chief commissioner has been deputy chair

for Lower Saxony and has also been part of the dbb federal administration.

For the dbb federal administration, she sits, inter alia, on the commissions for civil service law and internal security. Since 2003, Ms Lühmann has been a member of CESI's SOC committee and, since 2005, she has been President of the FEMM committee. Kirsten Lühmann was also a member of the board of the European Women's Lobby (EWL).

Santiago MORALEDA ALDEA

Assistant director of the Nurses' Department of the Puerta de Hierro Majadahonda University Hospital



Awarded a degree in nursing in 1983 from the University of Seville, Santiago Moraleda Aldea has spent his career in various hospital establishments in the cities of Seville and Ciudad Real. In March 1994, he went to work in Peru (La Paz) where he specialised in intensive care and emergency paediatric care, moving into human resources in June 2005. In parallel to these professional activities, he continued to undertake training and received a degree in sociology in 2003, a Master's in coaching and emotional intelligence in 2007 and a Master's in systemic coaching and therapeutic hypnosis in 2011. Back in Madrid in 2008, he first held the post of deputy director of the nursing department at the la Princesa University Hospital before joining the Puerta de Hierro Majadahonda university hospital in July 2009, where he has held the same post ever since.

Manuel PAOLILLO

Legal adviser – strategic collaborator SPF Social security, Belgium



Manuel Paolillo is a creative jurist working for the Federal Public Service (formerly the Ministry) of Social Security. He works in the fields of European law and the impact on social protection, where social and economic issues interconnect. In 2010, he coordinated the social strand of the Belgian presidency of the European Union working with a team of 6 people. In an organisation which proclaims happiness and responsible attitudes in the workplace, he likes innovation and social media and is currently putting the final touches to a web documentary on social protection in Europe: Full Social Jacket. His next project is the setting up of a social security school focusing on the future for citizens and civil servants.

Javier Jose PÉREZ GARCIA

Head of Public Sector and Fiscal Policies Unit, Research Department, Bank of Spain



Javier J. Pérez is currently Head of the Fiscal Policies Unit of the Research Department of the Bank of Spain. Before, He was Principal Economist at the Fiscal Policies Division of the European Central Bank and Associate Professor at University Pablo de Olavide (Seville, Spain) and University Complutense (Madrid, Spain). He holds a Ph. D. in Economics from the latter university (with distinction). His research interests include macroeconomics, fiscal policies, political economy, economic forecasting and European integration. In these fields he has published in international journals, as well as in journals in Spanish and national and international books.

While the bulk of his work time is devoted to policy-related activities and research, he also lectures regularly in Msc programmes.

Sophie PRINCE

Deputy head of human resources, Paris city council, France



A jurist by training and a senior civil servant, Sophie Prince has been the deputy head of human resources at Paris city council since November 2012. From 2010 until 2012, she was the deputy director of management and partnerships in the Department of Human Resources (DHR), dealing in particular with recruitment, statutory questions, pay and training.

Before this, Ms Prince had a number of jobs in the National Education Ministry:

In decentralised services, she was Head of Human Resources at the Paris Academy (28,000 officials) and a manager for the rector of the Créteil Academy dealing with issues of training opportunities in lycées.

In centralised administration, she specialised in issues of projected management of staff, statutes and compensation schemes for teaching staff between 2006 and 2010.

Esther REYES DIEZ

Vice-President of CESI, President of CESI's trade council on health



A trained nurse, Esther Reyes Diez has worked for 35 years at Burgos University Hospital. Over the years, she has held various posts in paediatrics, hematology and nephrology (specialising in haemodialysis).

An active member of the nursing union SATSE for the last 26 years, she has held a variety of jobs, ranging from trade union officer in Burgos to Deputy Secretary General of SATSE.

At present, she is in charge of international relations for SATSE. At European level, she has been the Vice-president of Eurofedop for 9 years. Within CESI, she is the President of the trade council for health and she has been Vice-President of CESI for 5 years.

Andrea SAUER-SCHNIEBER

Deputy national chair of the German Taxation Trade Union (Deutsche Steuer-Gewerkschaft), member of the federal board of the German Civil Service Federation (dbb beamtenbund und tarifunion)



Andrea Sauer-Schnieber has been a member of the tax administration since 1979, having managed to pass the exams which were the requirement for her to move into the ranks of the upper grade of the civil service after training for a career in the middle grade of the civil service. In employee representation, she has been a member of the district staff council at the regional finance office for North Rhine-Westphalia since 1993 and, in this capacity, is absolved of other official tasks. Since 1989, she has been actively involved in the German Taxation Trade Union's women's committee and for 14 years she was the chair of the federal women's committee, a platform she used to lobby for work/life balance, the professional development of women and old-age provision. In addition to this, she has been chair of the women's committee for dbb nrw (North Rhine-Westphalia) since 2001 and, in this capacity, a member of the dbb national administration in North Rhine-Westphalia and the general assembly of the dbb's national women's committee.

In 2008, Andrea Sauer-Schnieber became a member of the dbb's executive board and, since her election to the post of deputy national chair of the German Taxation Trade Union in 2012, she has also been a member of the federal board of the dbb. In her

new function, she deals intensively with developing legislation on taxation. The impact of legislation on working and staff conditions and, as a consequence, on the specific situation of people working in tax administration, form the focal points of her work.

Thomas SOHST

LtCol, chairman, regional chapter WEST within the German Armed Forces Association (DBwV)



Thomas Sohst was born in 1955 and serves as a CO in the GAF corps of engineers. After graduating with an M.A. in business administration (from Helmut Schmidt university, Hamburg) and following several assignments at company and staff level, he serves as a staff officer for logistics and IT services at the Headquarters of the 1st (German/ Netherlands) Corps in Münster.

Sohst was elected to the local „personnel committee“ (Personalarat) for the GAF civilian and military personnel in 1994 and appointed „trusted person“ (Vertrauensperson) of the German officer corps at the HQ. Since 1997, he has served as chairman of the German personnel committee (reelected in 2000, 2004, 2008 and 2012), and also chairs the „multinational coordination committee“ (MNCC), which was first established with the Dutch Commanders and trade unions, and today comprises the elected representatives for personnel from all nations participating in the HQ.

Since 1983, he has been elected to several functions in different DBwV locals. In 2007 he was elected chairman of the regional chapter WEST of DBwV (which comprises the states of Northern Rhineland/ Westphalia, Rhineland/ Palatinate, Sarre and Hesse), and member of the DBwV Federal Board. With DBwV, inter alia he manages DBwV's activities within CESI.

Krishan SOOD

Senior Lecturer, School of Education, Nottingham Trent University, United Kingdom



His main expertise and research interests lie in EAL (English as an additional language) work, Diversity and Equality, Leadership and Management (middle leader development, and aspiring leaders' development), and latterly, Gender and Early Years education and Leadership and management in Early year sector on which he is writing a book. He has taught in various sectors from primary right the way through to University level. He has been a senior leader in an urban secondary school. He is also the Centre Lead for a UK centre where local Prof doc students are based.

He has taught undergraduate and postgraduate courses for many years and has worked in four Universities.

He has been a part-time associate tutor at Leicester University for over 12 years on their Education management programme so he has deep understanding of the part-time nature of the MA/MSc study as well as the needs and aspirations of international students. He belongs to various University committees like retention committee, research clusters, etc and has many years of external examining and internal and external validation panel member experience.

He has taught on the following masters courses: research skills; dissertation; innovative teaching and learning; diversity and attainment; coaching and mentoring; Managing Resources in Education and leading change in education.

Carine SPAENS

Attachée, Federal Public Service for Home Affairs, Belgium



Carine Spaens began her career working in the department for home affairs in 1996, more specifically for the government authority for refugees and stateless people. Prior to this, she worked for the postal service.

In 2000, she was transferred to the Federal Services of the Governor of West Flanders, which enabled her to be closer to where she lives and therefore achieve a better work/life balance.

At present, she works as an attachée for the police security service, which is a service in which one is 'permitted to carry a firearm'. Moreover, she carries out several tasks relating to ICT. In this capacity, she is one of the people in charge of the website, a local administrator and liaison officer between several internal and external services.

Ms Spaens's career could well be described as out of the ordinary. A graduate of the Academy of Fine Arts, she arrived on the job market when it was rocked by crisis in the 1980's and was unemployed for a long time. Thanks to an employment scheme, she found work with the postal service. There, she held a number of jobs, which nevertheless failed to stretch a person with her skills and offered little in the way of job prospects. She therefore decided to embark on a new career path and take an evening course in IT. Once she had received her diploma, she took an internal competition and got a job in home affairs, where she climbed the career ladder via internal competitions. Currently an executive, Carine Spaens is happy in her job, which she finds interesting and varied, even if it is a long way from the work to which she aspired as a student.

Dirk Anton VAN MULLIGEN

Author and consultant, Coherent Solutions, Netherlands



Dirk Anton van Mulligen (1967) is a Dutch author, public speaker, consultant and executive confidant. His professional focus is on the human factor in preparing organisations for future developments. He has spoken at such venues as the Day of the Security Region in Rotterdam (NL), Future proofing the government organisation in Brussels (B), Berlin24 in Arnhem (NL), Regulation Diagnostics Seminar in Neuss (D), several IFOH Organisational Health Awards in Brussels (B), Namur (B), Tilburg (NL) and Eindhoven (NL).

His popular speaking topics: Futureproof your Organisation!, Making Generations work. Together., The Value of Appreciation, Drive! Energy for change. Dirk Anton van Mulligen co-authored the book Futureproof your Organisation (Geef je organisatie toekomst, 2012, not yet translated).

Steven WERNER

Spokesman for the dbb youth's working group on youth in Europe



Steven Werner, born in 1984, is an administrative official at the Federal Office for Migration and Refugees, in the Berlin branch office. There, he works in the European Social Fund – promoting languages for occupational purposes. His tasks include, inter alia, checking and approving subsidies, designing uniform procedural standards in the key area of the unit and staff training.

Alongside this, Steven Werner is involved in the Association of top level and high level federal authorities (VBOB) and in employee representation. Over the course of his professional career, he has also been responsible for representing the interests of young apprentices and civil service trainees in the division of the Federal Ministry of the Interior.

Since 2013 he has been the spokesman for the dbb-youth's working group on youth in Europe (German Civil Service Federation – youth). The working group supports the dbb-youth's work on Europe and its purpose is, inter alia, to help set up CESI Youth.

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