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Managing Competencies
in European Public Administrations

Preliminary Results, 18 November, 2014

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Contents

1. Aims and Knowledge Objectives of the Survey

2014 marks the 40th anniversary of the paper *Knowledge Management: A New Concern for Public Administration* by the American educator Nicholas L. Henry[1]. That was probably the first time the concept of *knowledge management* appeared in literature. It is not odd that it first emerged with reference to the public sector, where a major part of each country's human capital condenses, so that vaster and more rewarding is the task of managing knowledge. From that day on, public administrations have typically multiplied the services supplied to citizens and businesses, while scientists, managers and politicians have committed themselves to tackling in many ways the question of managing public employees' knowledge, in order to enhance their operation capacity. The developments of information and communication technologies have strongly supported such a commitment.

The Italian Government has recently launched various reforms with the aim of improving the operation capacity of civil servants, and attention has been directly paid to better managing their knowledge. This provision is in line with some key elements of the institutional capacity building strategy put forward by the European Parliament and the Council through Regulation no. 1303/2013. The Regulation does require that all European public administrations, in order to access European Structural Funds, "develop and implement HR strategies and policies" and, in particular, "develop skills at all levels of the professional hierarchy within public authorities and administrations"[2].

From a conceptual standpoint, the focus of knowledge management policies has recently shifted from training to *learning*, based on the evidence that current workplaces, marked by the diffusion of ICT, multiply the opportunities for team working, information sharing and competence building. Due to the human capital intensity of public administrations, they could be the best places where to experiment and successfully apply learning organization models.

As regards the area of interest in the management of civil servants' knowledge, DPA (the Department for Public Administration of the Italian Presidency of the Council of Ministers) has launched through the EUPAN network, in the framework of the Italian Presidency of the Council of the European Union, the survey "Managing Competencies in Public Administrations" (MC-PA)[3]. The inquiry intends to gather information on the ways adopted by European countries to manage civil servants' competencies, so as to meet the demand for services by citizens, associations and businesses. The survey considers the role of competence assessment and management to be crucial to HRM relevant areas, such as personnel recruitment and selection, performance assessment, mobility management and, obviously, knowledge management. The questionnaire also aims at gathering and diffusing

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[1] Henry, N.L., 1974, *Knowledge Management: A New Concern for Public Administration*, 'Public Administration Review', no. 3.
[2] Ex-ante conditionalities, thematic objective no. 11.
[3] MC-PA is produced according to a contract between DPA and FormezPA, its in-house agency. The Scientific Committee of the survey is composed of Leonello Tronti (SNA) (Chair), Giuseppe Della Rocca (University of Calabria) and Massimo Tomassini (Roma Tre University). Carlo Notarmuzi, Stefano Pizzicannella and Claudiana Di Nardo supervise the project on behalf of DPA; Valeria Spagnuolo is in charge of implementing the contract on behalf of FormezPA; Nicoletta Bevilacqua is the Project Manager; Rita Serusi and Vincenzo Memoli have dealt with data processing.

knowledge about goals, methods and procedures for Strategic Workforce and Competency Planning, a subject that is becoming more and more relevant for the appropriate management of human resources in public administrations.

2. Methodological Aspects

The survey has been carried out by means of an electronic questionnaire sent by email to all EUPAN members. The large majority of the questions require simple yes/no answers, whilst just a few are open and aim at providing more detailed descriptions. The questionnaire was submitted to 36 countries[4] and to the European Commission. As of October 29, 2014, the number of respondent countries was 26 (plus the European Union) with a response rate of 72.2% (Figure 1); the respondents in EU countries were 24, with a response rate of 85.7%.

Figure 1. MC-PA. Surveyed and respondent countries
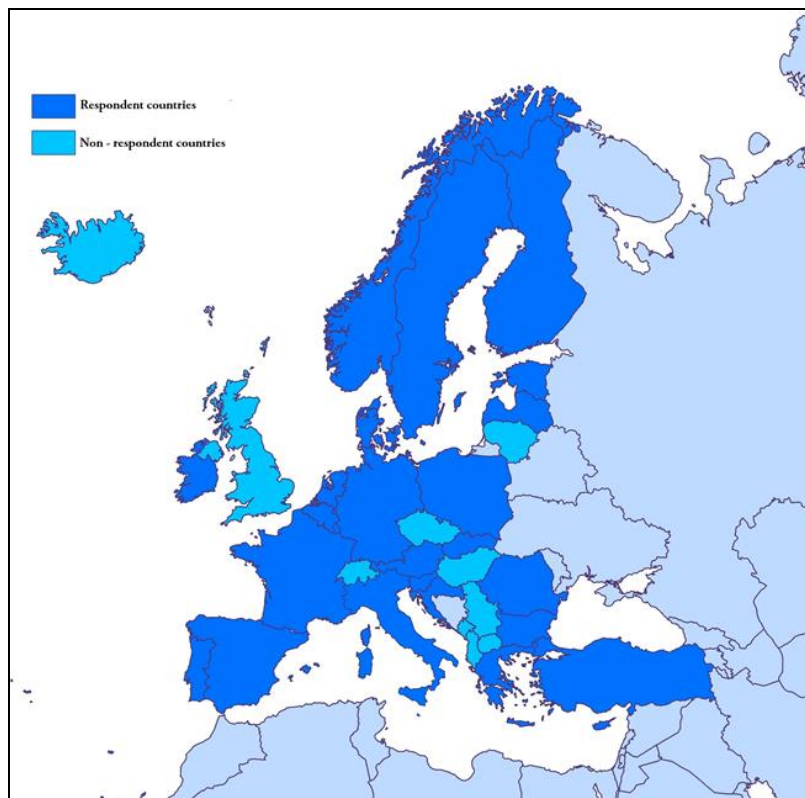
The first section of the questionnaire (A) surveys the institutional framework for regulating competency management in central governments. It identifies the institution/body responsible for regulating and issuing guidelines on managing competencies in public

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[4] The 36 countries involved are the following: Albania, Austria, Belgium, Bulgaria, Cyprus, Croatia, Denmark, Estonia, Finland, France, Germany, Greece, Ireland, Iceland, Italy, Latvia, Lithuania, Luxembourg, Macedonia, Malta, Montenegro, Norway, the Netherlands, Poland, Portugal, the United Kingdom, the Czech Republic, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Hungary. Of these, 28 are EU Member States, 6 are EU candidate countries (Albania, Iceland, Macedonia, Montenegro, Serbia and Turkey) and 2 (Norway and Switzerland) are non-EU European countries.

administrations and collects information about its name, institutional position and mission, public personnel coverage, staff and expenditure.

The second section (B) addresses how staff and managers are recruited and the role and methods of competency assessment by investigating the existence and scope of Strategic Workforce Planning practices[5], the specific tools and procedures for selecting candidates for public employment and for assessing candidates' competencies, as well as standard training practices for newly recruited staff. Information is also collected on the procedures to assess competencies when recruiting and assigning positions to managers/senior officials and standard training periods for newly recruited managers as well.

The following section C specifically focuses on the national practices for managing competencies and, in particular, on the methods of competency mapping and building, with respect to present and prospective population needs. The questionnaire first inquiries upon the existence of guidelines, reports and/or periodical surveys on public employees' jobs and competencies; then it surveys the role of the acquired information for performance assessment, skill certification, planning training courses, facilitating career development and mobility.

The fourth section (D) researches into the diffusion of learning organization and/or high performance work organization (HPWO) practices, such as:
- inter-functional work teams;
- specific knowledge management organizational tools (i.e. job rotation, coaching, tutoring, quality circles, thematic forums, focus groups, etc.);
- suggestions from staff for improving processes, services and organization, and 'climate survey' consultations of employees on the quality of their position, job, workplace, management etc.;
- financial incentives to reward learning, continuous improvement, innovation and skill development.

The aim of the following section E is to ascertain the existence of national practices for performance assessment at various levels, and the role of competency assessment within each of them, by investigating if and how performance is evaluated, and whether such evaluation is linked to training needs identification, as well as to financial rewards and/or career development, or other kinds of benefits.

The last section (F) explores the relation between competencies and labour mobility, and it surveys the tools to support mobility and the existence of procedures/calculation methods to assess labour redundancies. It also surveys organizational mobility measures (job rotation among units, departments, administrations; diagonal career paths etc.), and mobility obligations for managers/senior officials (i.e. maximum length of assignment,

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[5] On the concept and related practices of Strategic Workforce Planning and Management, see the OECD webpage: http://www.oecd.org/employment/pem/workforceplanningandmanagement.htm. Using OECD words, "Strategic human resource management allows governments to align their workforce with their goals. It enables governments to have the right number of people with the right skills at the right place. Such practices help governments increase efficiency, responsiveness and quality in service delivery".

confirmation/dismissal based on performance assessment results, job rotation procedures, interchange between private and public sectors).

The following pages of this paper address the survey preliminary results relating to four main areas, while the rest of the information gathered will be presented and discussed in the final report. The four areas are the questions concerning recruitment and selection and those about the subjects discussed by the three focus groups held during the recent HRWG meeting in Rome (October 16-17, 2014) i.e.: i) labour mobility and performance assessment; ii) knowledge management and learning organization; iii) strategic workforce and competence planning. The paper closes with a final paragraph reporting some concluding remarks and with a statistical appendix containing the data collected.

3. Main Results

3.1. Recruitment and Selection

Competence undoubtedly plays a relevant role when recruiting and selecting people for public administrations. Every public sector job opening should include a proper job description indicating what competencies the applicant is expected to have, in order to apply for the job. Questions B2-B4 of the questionnaire investigate the tools for selecting candidates for public employment, the standard/mandatory procedures to assess candidates' competence and the standard training for newly recruited staff. The last questions are replicated (B5-B6) with specific reference to the appointment of manager or senior official positions.

Staff recruiting

The vast majority of respondent European countries (23 out of 26), as well as the Commission, declare that they use specific tools, other than direct recruitment, for selecting candidates for public employment (B2). Only for Poland, these instruments are **curricula selection**, **preliminary interviews**, and **recommendations by schools or specialized agencies** as well. For 11 countries (Sweden, Estonia, Belgium, Luxembourg, Germany, Austria, Romania, Slovenia, Croatia, Portugal and Cyprus), the tools are the selection of curricula, preliminary interviews and other not specified ones. On the contrary, France, Italy, Greece, Malta and Slovakia use not specified tools, different from both curricula selection and preliminary interviews; whereas Denmark, Finland, Norway and the Netherlands do not use any specific selection tool. In the Netherlands, the first selection is conducted through a web test for all applicants.

The scenario provided by the institutions responsible in each European country for assessing candidates' competencies (B3.a) is manifold and interesting. In six cases, namely Ireland, Belgium, Luxembourg, Portugal, Greece and Cyprus, candidates' competency assessment is **centralized** and performed by the Ministry of Public Administration or by specific central institutions or commissions. Nevertheless, for half the respondents, i.e. 13 countries, the process of competency assessment for public employment candidates is **decentralized** to single administrations and agencies, be decentralization always ruled by norms, guidelines issued by central bodies or power delegations from the reference ministries. Even more interesting is that Scandinavian and Nordic countries (Finland, Norway, Sweden, Denmark, Estonia, Latvia and the Netherlands), as well as Slovenia, report the absence of standard procedures aimed at assessing candidates' competencies.

Competency assessment is nonetheless **mandatory** for 19 countries out of 26 (B3.b), but only 18 report that they have **standard procedures to assess candidates' competencies**, and so does the Commission. Sweden makes the difference, since assessment is mandatory but no standard assessment procedures actually exist. This happens because the selection process and the channels used by Swedish central government administrations differ according to the competencies needed. Both the government and the agencies are free to choose the most suitable method, so that different agencies use various tools and procedures.

The large majority of respondent countries (20 out of 26) assess candidates' competencies through **tests or interviews with formal assessment reports**[6] (B3.c); 17 countries require candidates to take **public competitive examinations**, and only nine (Sweden, Portugal, Spain, France, Italy, Malta, Greece, Romania and Turkey) organize for the candidates **training courses based on competitive entry exams**. Six countries report the use of all three tools (test or interview, competitive examination and selective training courses); meanwhile there are no generalized tools for Denmark and Estonia. As a matter of fact, recruitment and competence development of central government personnel in Denmark is delegated to local workplaces (decentralized employing authorities). The Agency for the Modernization of Public Administration (referring to the Ministry of Finance) provides general guidelines and frameworks, but it is up to the local level to manage and implement them according to relevant local circumstances. Competency management may therefore differ from one administration to another[7].

One third of the respondent countries also report the use of **direct recruitment**. A significant difference in direct recruitment practices is the following: while this channel is exceptional and related to the filling of particular or temporary vacant positions for the large majority of European countries[8], it is just the standard procedure for Finland and the Netherlands. In Finland public recruitment is open for all posts except for military and diplomatic careers, whilst in the Netherlands tests or interviews with formal assessment reports are used only occasionally.

Managers and Senior Officials

Looking at manager or senior official positions (B5), most respondent countries (18 out of 26) assess candidates' competencies through **tests or interviews with formal assessment reports**. Eight countries require that they take a **public competitive examination**, seven assign managerial positions through **public curriculum examination**, and only five (Sweden, Portugal, France, Italy and Romania) organize for managers or senior officials **training courses based on competitive entry exams**. Only France and Portugal report the use of all

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[6] In Norway, test or interview with assessment report is the normal procedure for recruitment within the government bodies/agencies/ministries. These reports, together with CV, education, former job career/experience and personal qualifications, constitutes the knowledge base for selecting the best qualified candidate for a specific position. The union/staff representatives within administrations participate in the recruitment procedures according to the Civil Service Law. They either take part in the interviews or assess the selection process based on these reports.

[7] In Denmark, some procedures are transversal across single administrations, e.g. works councils deciding local crosswise strategies for employment. Within some ministries, it is possible to find procedures and tools concerning human resource management organized for the whole ministry, with the inclusion of all agencies (i.e. Shared Service Centres). That kind of organization, however, is locally based as well.

[8] I.e. experts, speechwriters, advisers, temporary civil servants in political positions, or in replacement of personnel in maternity leave, or even in case of internal competitive selection.

four tools (tests or interviews, competitive examinations, curricula examination and selective training courses), while Italy, Romania and Sweden use three tools, Belgium, Greece and Slovakia two tools, and 12 countries just one tool. Once again, as regards Finland, Estonia[9], Latvia, Denmark and the Netherlands[10] (and Turkey as well), no generalized managerial selection tools exist, and choosing the appropriate tool is up to single administrations, depending on the relevant local circumstances.

Nine countries (Sweden, Finland, Ireland, the Netherlands, Portugal, Italy, Greece, Slovakia and Bulgaria) report the use of **direct manager recruitment**. In Ireland, all positions at the level of Assistant Secretary (Deputy Director General) and upwards are assigned through direct recruitment, while in Sweden County Governors are directly recruited by the government. Italy's law foresees that public administrations are allowed to appoint external managers for specific positions according to a fixed percentage related to their own headcount[11]. In central government, top managers are appointed by the Prime Minister, upon a proposal of the competent minister. In Portugal, direct recruitment is permitted only in situations of absence or impediment of the position holder, when these constraints are bound to remain either for more than 60 days, or for temporary situations in the case of a position vacancy. In Slovakia, only temporary civil servants in charge of political functions are recruited directly[12].

Standard induction training

The last information on recruitment collected by MC-PA concerns the duration of standard training for both newly recruited staff and managers. The questionnaire asks if any standard training applies and for how long (questions B4 and B6). The number of respondent countries declaring the existence of **standard training periods for newly recruited staff** is 19, while for recruited managers it goes down to half of respondents (13), as Finland, Estonia, Latvia, Austria, Poland and Cyprus apply standard training only to staff members. The European Commission adds to both counts.

For newly recruited staff, the **standard training duration** is one month for 11 countries, four or more months for seven countries, and from two to three months for three countries. For the Commission, the standard induction training duration for the staff is one month. In the case of new managerial appointments, the standard training duration is one month for six countries, and four or more months for further six countries[13], while only for Luxembourg and Portugal the duration of managerial induction training lasts from two to three months. The Commission reports a standard training period of one month also for newly recruited managers.

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[9] In Estonia, there are specific procedures for assessing the competencies of top managers.
[10] With the exception of traineeships (recently graduated from higher education), in the Netherlands the first selection is conducted through a web test for all applicants. Tests or interviews with formal development assessment reports for individuals are used only occasionally.
[11] The appointment to external manager positions takes into account the following criteria: i) technical and management skills; ii) previous results obtained and assessments received; and iii) previous experience in managerial positions, inside or outside the public administration.
[12] Civil servants are appointed/appealed by the government, the National Council, the President of the National Council, the Chairperson of the Constitutional Court.
[13] But Slovakia reports both cases.

3.2. Mobility Management Tools and Obligations

Mobility and HRM

The final part of the MC-PA questionnaire (section F) deals with **labour mobility**. The implicit definition of the concept is very large indeed, as it includes job rotation and the change of office, department, and administration on the part of employees. Furthermore, it encompasses moving from central to local levels (or in the reverse sequence), from different branches of public administrations or public services, and from the public to the private sector. Mobility is also a term used for career improvement: the common definition is "vertical mobility", that is promotion in the grade scale of internal labour market organization, or "professional mobility", moving up in the several steps of a professional career.

An important role is then played by the personnel policies connected to mobility. In this case, it is important to know how mobility is managed, which tools are available for support, and also the guidelines, procedures and at least the criteria when selecting people, not only for "vertical mobility" but also for "horizontal mobility". Promotion and "vertical mobility" in management science is known as an instrument to encourage and motivate employees; on the contrary, "horizontal mobility" is known as a tool to relocate the workforce in a flexible way, as a strategic HRM policy in the rationalization and innovation of public services in time of economic crisis. In such a scenario, methods and practices to measure the personnel needs, as well as to assess the performance of single services and units, become crucial.

Last but not least, mobility can either be required and compulsory, or can be required but voluntary. The difference between compulsory and voluntary mobility is important within both the public and the private sector. That notwithstanding, crucial differences exist in many European countries in terms of mobility rules from the public to the private sector. A strict institutional regulation in the public sector gives special rights to employees, since they may be free whether to agree or not with the employer's demand. Mobility measures – from one geographical area to another, from one administration, department, office to another and even, in some cases, from job to job – may need the acceptance of single employees. Thus, institutional contexts make important differences: mandatory mobility leaves more room to a management action into flexibility, while as regards voluntary regulation, personnel management needs to foster the involvement of employees, in order to enact a clear cut public policy.

Managing mobility

The questionnaire mainly focuses on "horizontal mobility"[14]. As regards eighteen European countries, specific **tools to support mobility** are available: three of them utilize **outplacement agencies**, eleven use **demand-supply web portals**, and ten **other kinds of support**[15]. The three countries that use outplacement agencies (Sweden, the Netherlands

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[14] The questions it raises are the following: i) Are there specific tools to support mobility (F1)?; ii) Are there specific guidelines or procedures to make sure the staff has the necessary skills to apply for voluntary mobility (F2)?; iii) Are there specific mobility obligations for managers/senior officials (F3)?; iv) Are there formal procedures and consolidated calculation methods to assess labour redundancies (F4)?; v) Are there planned organizational mobility measures for job rotation, for mobility among units, departments, administrations or other planned mobility types (F5)?

[15] These "other tools" are various. For one respondent, the other tool is the specific legislation that provides various instruments to reinforce and facilitate staff mobility (Cyprus). In Slovenia, the Civil Servants Act provides staff mobility among State administration authorities and other institutions. The issue is to locate the

and Portugal) also practice all others tools, like demand-supply portals and other instruments. Two countries (Austria and Spain) utilize both demand-supply portals and other instruments. Half of them (13 countries) use a web portal or other instruments. Eight report to have no specific tool to support mobility (Denmark, Norway, Estonia, Latvia, Poland, Slovakia, Italy and Turkey). All these countries have different institutional backgrounds and are located in different geographical areas throughout Europe.

The number of countries that provide **specific guidelines or procedures** to make sure the staff has the necessary skills to apply **for voluntary mobility** (F2) are seven (Ireland, Spain, Belgium, Germany, Greece, Slovenia and Croatia). The use of guidelines, however, is not very widespread. For some countries guidelines are perhaps included in the law; for some others the possibility for voluntary mobility does not exist (compulsory mobility is prevailing); for still others, specific guidelines are part of the regulations of single units or agencies, or it is left to a competitive process or a professional role to fill vacant posts.

In a time of reinventing organization and management personnel policy all over Europe, **mobility obligations for manager and senior officials** (F3) are a strategic issue. Highest length of designation, dismissals based on performance evaluation, standard rotation rules, procedures of interchange between the public and the private sector, other mobility measures were the various possibilities surveyed by the questionnaire. Respondents could give a score to each of them from 1 (low relevance) to 5 (high relevance).

The highest score (3.8 on average) is achieved by maximum length of the assignment, followed by the possibility of termination as a consequence of a negative performance evaluation (2.6), rotation procedure (2.0), interchange between public and private sector (1.6)[16]. A respondent could give a score to more than one tool. Three countries (Sweden, the Netherlands and Spain) use all obligations (maximum length, confirmation based on performance, standard rotation, interchange with private sector and other obligations). Sweden and the Netherlands assign the highest score (5) to maximum length of assignment, and Ireland to interchange with the private sector (4) and standard rotation procedures (3). Belgium gives the highest score (5) to both maximum length and performance evaluation. Nine countries report no sort of obligation (Denmark, Norway, Estonia, Poland, Slovakia, Bulgaria, Slovenia, Croatia and Turkey). Most of them are the same countries that have no specific tools to support mobility (see above F1).

Portugal, Germany, Italy and Greece are the only European countries that report to have a **formal procedure and/or a consolidated calculation method to assess labour redundancy** (F4). The diffusion of the instrument (4 on 26) is undoubtedly modest in a time of rationalizing and reforming the Public Administration. No better is the diffusion of planned mobility measures (F5). Seven countries state to have planned organizational mobility in the form of **job rotation** (Ireland, Sweden, Latvia, the Netherlands, Germany, Greece and Cyprus), but only for four of them job rotation is mandatory (Ireland, Sweden, the Netherlands and Germany).

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right person in the right post, ensuring career development and employment, even when no appropriate posts are available within the authority where people are currently employed. Other tools are short-term committees in the case of heavy redundancy of the workforce (Sweden); units in the Treasury to relocate redundant staff (Finland); special central services for job mobility giving advice and support, providing training and orientation (the Netherlands). Special attention is given, in many cases, to top managers and senior civil servants.

[16] However, an important issue requiring further investigation is the high relevance (3.4) of other mobility tools, not specified by the questionnaire.

The use of such a procedure is anyhow limited. In the Netherlands it is in place only within the Ministry of Foreign Affairs, in Sweden the use of job rotation is rare[17]. Only in Germany and Ireland planned job rotation seems to work for most employees. In both countries the move frequency stands from three to five years.

France seems to be a separate case. No rotation plan is in charge, but some ministries have decided a specific policy orientation and organise annual planning with the aim of increasing the mobility rate. Agents have no obligation to take part in this global rotation of staff members on an annual basis, or every two or three years. Nonetheless, empirical findings show that the average length which is encouraged by HR managers is three or four years per job.

Planned **organizational rotation measures among units, administrations, departments** are used in seven countries (Ireland, Sweden, Germany, Austria, Portugal, Greece and Cyprus). Only for Austria mobility among structures is mandatory. In Ireland and Portugal frequencies vary from three to five years. In Austria and Sweden, the frequency is not linked to any fixed period, as it varies along with organizational needs. France reports no planned organizational rotation among structures, but a lot of agents may be subject to this kind of mobility as they have to leave their administrations. All those type of changes and rotations are managed without specific obligation to make a plan[18].

3.3. Performance Evaluation

Performance and competency evaluation

The management of performance evaluation plays an important role in the public sector employment system. In the second part of last century there was large interest for assessment instruments and procedures. At the beginning, the focus was on **individual result** for career development and for performance pay, but soon after a growing interest was placed on **organizational performance appraisal**. The economic and financial crisis emphasizes this last issue: appraisal not only as a way to manage personnel, but also to manage organizations and units.

The data from section E of the questionnaire give an idea of the different practices in use. Most European countries have some sort of performance evaluation system; only two countries report not having one (Slovakia and Turkey[19]). Fourteen assess **the results of the whole organization**, eleven those of the **single unit**, nine of the **working team**, fifteen evaluate **individual competencies**, and twenty-three **individual results**. These data confirm the historical tradition: assessment practices in Europe are mainly used to check individual

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[17] It applies, for example, to the Ministry of Foreign Affairs for services abroad (frequency at 3-5 years), and to the National Tax Office to prevent close relations and the risk of corruption.

[18] Other mobility types are not linked to a specific plan: in case of redundancy in the Netherlands and Ireland, people have to move to another position within or outside the national Public Administration; in Greece a mobility scheme is part of the economic programme; in Spain the mobility framework is provided by the "Report of the Commission for the Reform of Public Administrations" (2013); in Romania there is a mobility plan for senior civil servants; in Estonia the Civil Service Act allows senior civil servants to rotate, in order to develop their competencies and increase their motivation.

[19] The case of Norway needs clarification, as the country has answered *No* to question E.1 (“*Is performance evaluated within the national public employment system? If yes, at what level?*”), but has answered *Yes* in question E.2, “*Is evaluation linked to identification of training needs and training?*”, and the same in question E.4, “*Is career development linked to evaluation?*”.

work activities and responsibility. In fact, all the countries that have an individual performance assessment, appraise individual results. Nevertheless, it is important, for the aim of this work, to underline the high number of countries (more than half of the sample) that practice individual competence assessment (Table 1).

Table 1. Performance evaluation and the impact on training, pay, career and bonuses

Country	Y	O	U	T	C	Ir	Tr	F	Cr	Bn
Belgium	●	●	●	●	●	●	●	0	●	0
Denmark	●	●	●	●	●	●	●	0	●	●
Ireland	●	●	●	●	●	●	●	0	●	0
Luxembourg	●	●	●	●	●	●	●	0	0	●
The Netherlands	●	●	●	●	●	●	●	●	●	0
Portugal	●	●	●	●	●	●	●	●	●	●
Austria	●	●	●	0	●	●	●	0	0	0
Latvia	●	●	●	0	●	●	●	0	●	●
Greece	●	●	●	0	0	●	●	0	●	0
Italy	●	●	●	0	0	●	0	●	●	0
Estonia	●	●	●	0	0	●	●	0	●	0
Poland	●	●	0	0	●	●	●	0	●	0
Romania	●	●	0	0	●	●	●	0	●	0
Sweden	●	●	0	0	0	●	●	●	●	0
Bulgaria	●	0	0	●	●	●	●	●	●	0
Germany	●	0	0	●	●	●	●	●	●	0
Spain	●	0	0	●	●	●	●	●	●	0
Cyprus	●	0	0	0	●	●	0	0	●	0
Croatia	●	0	0	0	●	●	●	0	●	0
Finland	●	0	0	0	0	●	●	0	0	0
France	●	0	0	0	0	●	●	●	●	●
Malta	●	0	0	0	0	●	●	●	●	0
Slovenia	●	0	0	0	0	●	●	●	●	0
Norway	●	0	0	0	0	0	●	0	●	0
Slovakia	0	0	0	0	0	0	0	0	0	0
Turkey	0	0	0	0	0	0	0	0	0	0

Legend

E.1 Performance evaluation	Evaluation linked to
Y – Yes	Tr – Training needs and training
O – Result of the organization	F – Financial reward
U – Result of each internal unit	Cr – Career development
T – On team result	Bn – Other forms of bonus and benefit
C – On individual competencies	
Ir - On individual results	

Looking at table 3 it is possible to make some preliminary and very rough considerations about clusters and correlations. The first consideration is about the difference between the countries that practice performance evaluation of the results of the whole organization and of internal units, and all the others. We can call these practices **structural evaluation** and the

others **individual and team evaluation**. These last ones (performance evaluation on team and individual results, and on individual competence) are all very close to personnel management practices. Fourteen countries do structural performance appraisal on results; nine only individual and team evaluation; three do not have any sort of performance evaluation.

Six out of the fourteen countries that practice structural evaluation use **all the dimensions and procedures of assessment**, i.e. evaluation on organization, on each internal unit and on teams, on individual competencies and results. These countries are: Ireland, Denmark, the Netherlands, Belgium, Luxemburg and Portugal. Five (Austria, Latvia, Estonia, Italy, Greece), **use both structural and individual evaluation by results**, but do not practice team appraisal. In this group, competence appraisal exists only in Austria and Latvia. Three countries (Poland, Romania and Sweden) apply only **organization result assessment, beside the evaluation of individual results**: they do not exercise evaluation on single units or teams, and only two of them (Poland and Romania) assess individual competencies.

Three countries that do not practice any structural assessment (Spain, Germany and Bulgaria) use, by contrast, **all the assessment procedures of team and individual evaluation** (competence and results), with close regard to work performance. Cyprus and Croatia assess only individual competence and results but do not assess team results; Finland, France, Malta and Slovenia evaluate only individual results.

The evaluation impact on personnel management tools

The right side of Table 1 reports the impact of the various types of performance evaluation on personnel management tools. These **personnel management tools** are: the identification of training needs and training (question E.2); economic rewards to spur performance (E.3); career development (E.4); bonuses or benefits (E.5).

A large majority of respondent countries (22) use performance evaluation to identify **training needs and provide training opportunities**. Only in two countries (Italy and Cyprus) evaluation is not linked to training needs and training supply. Largely diffused is also the impact of evaluation on **career development**. Twenty-one are the European countries where career development depends on evaluation. Only in Luxemburg, Austria and Finland such link does not exist. At the opposite side of the coin, in only ten countries performance evaluation has an impact on **pay and financial rewards**, and in only five on **bonuses and benefits**. The European countries that link pay to performance assessment are Sweden, the Netherlands, Portugal, Spain, France, Germany, Bulgaria, Italy, Malta and Slovenia. Bonuses and benefits are practiced in Denmark, Latvia, Portugal, France and Luxemburg. Half the countries make no use of any incentive instruments.

All the six countries that exercise both structural evaluation and team and individual evaluation link their appraisal systems to the identification of training needs and training. In five (with the exclusion of Luxemburg) evaluation affects career development; but only in the Netherlands and Portugal it may imply financial rewards, and only in Luxemburg and Portugal it may entail bonuses or benefits. In other words, there is no correlation between doing in the meantime organizational and team/individual appraisal of competence and results, and letting evaluation have an impact on all the personnel management tools.

The same phenomenon is found in countries that do not have any structural results evaluation (only team and individual competencies and results). Notwithstanding this, it may be worthy to note that Bulgaria, Germany and Spain have **similar behaviour in managing**

team and individual evaluation (they do not practice the structural ones) **and in the impact that evaluation has on all personnel management tools** (excluding bonus and benefit management policies).

3.4. Knowledge Management and Learning Organization

The third section of the questionnaire (section D), devoted to **knowledge management and the learning organization**, is quite limited: it includes only five questions. However, its issues are all important and the outcomes – commented in this paper only in terms of aggregate data – provide interesting hints for further reflections and inquiries.

The whole section concerns an important macro-question: "Are there **specific programmes for fostering Learning Organization practices or High-Performance Work Organization**?". The answers seem to provide a first rough idea of the state of the art at European level with reference to such an issue in a lively and realistic manner.

Knowledge management programmes

The highest rate of positive answers (20 countries out of 26 plus the Commission) is obtained by the question regarding "**Sharing information, learning and knowledge through specific knowledge management organizational tools** (i.e. job rotation, coaching, tutoring, mentoring, quality circles, thematic forums, focus groups, etc.)". The exemplifications in parenthesis may be too many in terms of quantity and rather disparate in terms of quality, so that they cannot allow for a clear distinction of policies, practices and interventions. Nevertheless, the number of positive responses conveys a confident idea of what is going on in HRM/HRD of public administrations all over Europe. HR practices seem to be quite developed or, at least, under development: it seems reasonable, therefore, to expect that future and more detailed talks about these practices will draw attention from several sides, and will contribute to deepening the issues that can be considered as the core of modern HR strategies.

The fourth question in section D1 also scores significantly high: 15 respondents out of 26 report the implementation of policies and practices in their contexts, aimed at the "**recurrent involvement and consultation of employees - climate surveys - on the quality of their position, job, workplace, management etc.**". Like the previous ones, this kind of results seems to witness significantly open managerial approaches and styles, with an evident effort for overturning traditional, bureaucratic, top-down organisational arrangements, which disregard consensus and bottom-up opportunities for improvement. Also the answers to the question about "**establishment of inter-functional working groups to ensure control and accountability in one or more processes**" – although they stand exactly upon the threshold of 50% (13 countries) – witness a significant average advancement of managerial practices.

Such trends seem to be confirmed *a contrario* by the limited number of countries (slightly more than one out of four) regarding "**short-term financial incentives to reward learning, continuous improvement, innovation and skills development**". HR management in European public administrations seems to be mainly inspired by participatory criteria, while financial incentives represent kinds of tools of limited use in the sphere of current managerial practices. It might be reasonable to suppose, however, that handling such tools

in public systems is structurally very different in comparison to private business environments.

The focus group discussion on this theme, held during the HRWG Rome meeting of October 16, 2014, was very fruitful. From several voices a common idea clearly emerged, whereby the implementation of **learning organization/high-performance work organization models in public administrations is mostly a *cultural* matter**, primarily liaised to updated managerial mind-sets. The role of top management, therefore, appears to be the key factor when promoting and supporting new trends within such an important field. Meanwhile, formal guidelines and regulations often prove to be ineffective ways to implement the new models. Moreover, such new models are anyhow deemed capable of contributing to actual competence development, especially when the growth of reflective attitudes in individual employees is targeted as the main goal.

Good practices

Together with the above general hints, some relevant cases and observations were presented by the participants. In the Netherlands, the learning organization (LO) approach has been adopted by various ministries. Such an approach is mainly conceived in terms of **new attitudes in work relationships**, especially as far as the reshaping of hierarchical relations is concerned. The LO approach entered public administrations because of the direct interest and involvement of top managers, who attended seminars in universities and/or with consulting firms. No official document was issued on this topic; no specific training programme has been put in place. But the introduction of LO processes was made possible by the direct engagement of committed managers, with the support of experts in the field as consultants/facilitators. The **most relevant arrangements for the implementation** of such processes have been the following:
- the creation of "**safe areas**" in working contexts has been encouraged. "Safe areas" are activity areas in which mistakes are tolerated or, in other terms, learning by mistake is a viable managerial paradigm;
- different opportunities have been put in place, in order to boost **self-reflection of single employees and friendly discussions** about critical events and development perspectives within ad hoc working groups;
- **horizontal cooperation** has been strongly encouraged also as a means for the circulation of different approaches in decision-making, problem-solving and communication;
- **coaching** has also been encouraged, as well as both a specific management style and a recurrent support activity (provided by consultants through the implementation of specific tools, such as shadowing and subsequent analyses of its outcomes).

In Germany, many public administrations participate in the broad-scope nationwide programme "Initiative for New Quality of Work". In different ways, this results to be an updating of the famous *Humanisierung* programme, launched in the seventies and subsequently developed in the long term, given that it allowed for reaching important goals. The Ministry of Labour promotes the Initiative for both the private and the public sector. A specific unit within the ministry is in charge of monitoring the participation of public employees, who can however feel free to take part or not (unless the management in specific settings takes a particular decision in this regard). The Initiative is related to a vast set of main themes such as **leadership, quality, diversity, health, competencies and personal development**. All these issues are in many ways learning-related and learning-

oriented. One of the tasks of the abovementioned unit is monitoring – through specific research – the progresses in relation to such themes in different public organisations.

In Norway, the digitalisation processes carried out throughout public bodies and institutional communities, which are scattered over the large national territory, represent the backbone of broader development initiatives conducted by the agency in charge of digitalisation. Such a process is not at all to be assumed only as a technological endeavour. The agency tends to learn continuously from real situations, according to a logic that tends to match democracy and effectiveness. The agency's activities are driven by questions such as: "**Are we good enough in satisfying people needs?**", "**How do we deal with our power?**". In many ways, the adopted logic seems to have something in common with the value-chain and customer-satisfaction approaches[20].

3.5. Strategic Workforce and Competence Planning

SWCP: a process in four steps

Questions B1, C1 and C2 of the MC-PA questionnaire refer to practices allowing for a process of **Strategic Workforce and Competence Planning** (SWCP). Ideally, such a complex process – a cornerstone for continuous institutional capacity development – can be thought of as being made up of four steps (Table 2).

Table 2. The four steps of Strategic Workforce and Competence Planning

Steps	Activities
1	In the time frame of the planning exercise (typically 3-5 years), forecasting population (by size, age, health, etc.) and, accordingly, population needs for public services (quality and quantity).
2	Mapping present public employees' competencies.
3	Based on 1 and 2, finding out competency gaps and planning the needed competences (quality and quantity).
4	Based on 3, planning public employees' capacity in terms of both mobility, turnover, recruitment, and training and competency development.

Step 1 consists in **monitoring population needs for public services and projecting them through time**, based on population forecasting in terms of size, age, health etc. Step 2 requires tools for **job and competency classification**, as well as periodical reports on their present distribution among employees. Jobs and competencies should then be **linked to population needs**, so to pass from step 2 to step 3, that is from the mapping of present

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[20] The focus group has collected other interesting practices in the area of learning organization. In Portugal **self-learning** and **self-reflection** are increasingly encouraged within performance appraisal/assessment activities. Employees are asked to review their own competencies and attitudes both through specific tools (self-evaluation questionnaires, also used for identifying competence gaps and training needs), and within open discussions between evaluators (superiors) and evaluated persons. **Individual reflection through performance appraisal** techniques is supported also in Spain, while self-assessment is becoming a widespread cultural habit. In France, trends towards learning can be identified in public organisations, for instance in terms of creation of spaces aimed at fostering the **dialogue between younger and older employees**. Some kinds of formal education and training activities are available for learning development but not widely attended.

competency endowment to the envisaging of present and future competency needs with respect to population needs. This exercise, in turn, allows for the **identification of competency gaps**, and opens up the way to step 4, that properly requires an SWCP exercise, i.e. planning the ways to fill both the present and the expected competency gaps so to improve the administrations' institutional capacity. In order to reach this goal, it is necessary to plan the use of HRM instruments, with reference to both **workforce adjustment** (mobility, careers, turnover and recruitment, etc.), and **competency adjustment** (training, knowledge management, competency development, etc.). As regards this second adjustment, the capacity frontier can be extended also by using technologies that empower public employees' competencies.

Such a complex exercise can be conducted centrally, in order to define targets and promote regulations and guidelines for the whole public sector, or for relevant areas of it. But it can be also made at local level, where each single administration confronts itself directly and continuously with population needs.

Jobs and competencies mapping and training needs

The questionnaire provides some information to monitor the presence of the needed SWCP tools. Population forecast (step 1) is generally granted by National Statistical Institutes, and therefore it is not inquired. Question C1 surveys the presence of **competency mapping tools** (reports, periodical surveys etc.), but it does not look into job classification systems. Such tools are quite common throughout Europe: almost three quarters of the respondent countries (19) report the existence of "**guidelines, reports and/or periodical surveys on public employees' jobs and competencies**"[21]. In six countries (Ireland, Latvia, Austria, Luxembourg, Italy and Portugal) job and competency mapping is under the sole responsibility of the authority regulating the competencies of central government employees, while in other eight cases similar tasks are also performed by each administration for their own workforce, and in three cases (Estonia, Greece and Romania) still other tools are in place, in addition to the ones provided by central authorities and local administrations. Finally, in Greece, Spain and Sweden public employees' job and competency mapping is also performed by universities or research centres.

The most common **frequency for updating the competency maps** is every year (Ireland, Sweden, Latvia, Austria, Bulgaria, Romania and Portugal), while the second common frequency is every three years, and other countries update their repertoires only when needed. The most diffused tool is a report on jobs and competencies (10 countries plus the Commission), meanwhile statistical surveys with CAWI, CAPI or CATI questionnaires are reported by five countries (Norway, Sweden, the Netherlands, Italy and Romania). Finally, nine countries declare the presence of further tools, i.e. guidelines, competency dictionaries, information systems, 360-degree assessments, focus groups, seminars and debates.

A special task that competency mapping practices may try to accomplish is to ascertain the diffusion among public employees of specific competencies and, in particular, of **key-competencies**, or competencies **that play a strategic role in favouring learning and**

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[21] The Italian DPA has very recently acquired an instrument of this type through the project Organization, Learning and Competencies in the Public Administration (OLC-PA), aimed at providing the Public Administration with a key knowledge tool for strategic human resource planning, namely the first Italian sample survey on public employees' competencies (see the text below). Furthermore, DPA, with the aid of the National School of Administration, FormezPA, the regional governments and G. Tagliacarne Institute, the Research Institute of the Chambers of Commerce, publishes a yearly Report on Training in Public Administration.

performance[22]. Similar competencies are usually transversal to more administrations, job positions and roles, and are related to the organizational innovation processes in the logic of learning organization. Their strategic nature depends on the fact that they are crucial to mould workplaces, where processes and practices are effectively implemented, by adopting information and communication organization tools and technologies for the purpose of generating and spreading continuous learning.

During the Rome focus group on SWCP, the Commission has informed the EUPAN HRWG members that a comprehensive job analysis was undertaken by EPSO (the European Personnel Selection Office) in 2009 for all entry grades of EU-officials. The purpose was to identify common core competencies and to create a solid competency framework for selection of permanent EU staff[23]. In Italy, the Department for Public Administration of the Italian Presidency of the Council of Ministers (DPA) run in 2014 a sample survey on public employees aimed at mapping the distribution of their competencies with specific reference to those relevant to knowledge management and organizational learning[24].

In the area of **jobs and competencies repertoires**, very relevant is the French experience gained with RIME (*Répertoire Interministériel des Métiers de l'État*[25]), and the more recent realization of the JFS (Job Family System[26]) by the Dutch. The first one, originally published in 2006 and updated in 2010, identifies jobs and competencies that enable the public employer to perform its tasks, and has become a core tool of HR managers, whether to successfully recruit personnel, to increase professional training or to facilitate mobility. RIME currently covers 261 ministerial jobs and specifies for each of them activities, knowledge, competencies etc. The second, implemented since 2010, has allowed for switching from 10 ministries with 10 separate job description systems to one single Job Family System for all ministries; and from 30,000 job descriptions to 8 job families subdivided into only 57 job

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[22] The forerunner of this approach to competency mapping is the survey entitled *Skills at Work in Britain*, which has been repeatedly conducted in the United Kingdom since 1986 to present (cfr. Felstead A., Gallie D., Green F. and Zhou Y., 2007, "Skills at Work in Britain, 1986 to 2006", Oxford: ESRC Centre on Skills, Knowledge and Organisational Performance; Felstead A., Gallie D., Green F. and Inanc H., 2013, "Skills At Work In Britain: First Findings from the Skills and Employment Survey 2012", London: Centre for Learning and Life Chances in Knowledge Economies and Societies, Institute of Education). The same approach is followed by the Italian OLC-PA project and, in part, by the OECD PIAAC project.

[23] The EC competency framework is now being used in assessing the blend of skills and professional/field competencies essential for effective performance within the main recruitment profiles (e.g. lawyers, economists, statisticians, auditors, translators, interpreters). The seven core competencies identified are as follows: i) analysis and problem solving; ii) communicating; iii) delivering quality and results; iv) learning and development; v) prioritising and organizing; vi) resilience; vii) working with others. a further competency specific to the administrator entry level is leadership. See European Commission, 2010, "EPSO Development Programme", European Personnel Selection Office, Brussels: http://europa.eu/epso/doc/edp_11_2010.pdf.

[24] The OLC-PA survey (Organization, Learning and Competencies), has interviewed about 2,000 civil servants from all government levels and sectors. The survey has analyzed the cross-cutting competencies acted out by civil servants while performing their work. These are: i) taking care of others; ii) literacy; iii) teamwork; iv) analysis and programming; v) problem-solving; vi) mathematical competencies; vii) international interaction; viii) autonomy. The survey has also mapped the key competencies for learning organization, i.e. communication and professional relationships among colleagues, problem-solving, and teamwork; and five distinctive practices of high performance work organization (HPWO): i) belonging to quality clubs with the involvement of citizens; ii) participation in work meetings once or more in a typical month; iii) providing suggestions often or sometimes that are taken in consideration by managers; iv) receiving formal performance assessment on a regular basis through an interview with the evaluator; v) work in a team permanently or for some months over a year with consequent competency empowerment.

[25] See the webpage: http://rime.fonction-publique.gouv.fr/index.html.

[26] See the webpage: http://www.functiegebouwrijksoverheid.nl.

groups. A specific job profile has been drafted for each of the job groups, consisting of one core profile, and one or more qualifications profiles. Altogether, the core profile and the qualifications profile indicate the essential job content in terms of results to be achieved and qualifications required. A third very interesting practice, provided to the EUPAN HRWG discussion during the 16 October meeting in Rome, is the one mentioned by the European Commission, where the jobs and competencies repertoire is indeed a continuously updating information system. This is updated locally, at the opening of every vacancy, by entering the job vacancy description and the competencies required into the system.

Coming to the third SWCP step, the large majority of European countries (23 respondents plus the Commission) report to regularly ascertain public employees' **training needs**, five of them only at central level, 10 in individual administrations, and 13 at both levels. And almost everywhere (20 cases out of 23) the collected knowledge on employees' training needs is used as an input for planning training courses, and facilitating employees' careers and mobility.

SWP and SWCP

Turning to question B1, 18 countries (plus the Commission) declare to recruit staff through some form of **Strategic Workforce Planning** (SWP). The modal time horizon for the programming process is three to four years (8 countries), while only two countries adopt a five-year or longer planning period, five countries make two-year plans and seven just annual ones. Austria and the Netherlands adopt more than one time frame in multi-level planning exercises. For half of the countries hiring public personnel through a form of SWP, the procedure is carried out at both central and local level, while five countries (Portugal, Austria, Luxembourg, Greece and Cyprus) use it only at central level, and four others (Finland, Latvia, Spain and France) just at decentralized level.

The high number of countries adopting SWP procedures is about the same as of those mapping jobs and competencies (question C1); but the countries are not. Four of them (Slovenia, Croatia, Slovakia and Cyprus) hire personnel through strategic plans without having general tools for competency mapping, so that the presence of both instruments is the prerogative of 14 countries[27].

The picture is even less homogeneous if we take into consideration another key element of the SWCP process, that is SWP based on the **assessment of population needs** (Table 3). In this case, only eight countries i.e. a little less than one third, could make use of all three key elements (Sweden, the Netherlands, Latvia, Ireland, Spain, France, Belgium and Luxembourg), being all in the hands of the same authority and fit to be used together. Whereas six countries (Finland, Austria, Romania, Portugal, Italy and Greece) map employees' competencies and could possibly hire them according to a SWP procedure. Other two countries (Slovakia and Cyprus) recruit public employees through a SWP procedure based on population needs assessment, without the support of jobs and competency maps. Seven countries enact just one key element of SWCP: five of them (Norway, Estonia, Germany, Bulgaria and Malta) competency mapping only, and two (Slovenia and Croatia) some form of SWP. Three countries report the absence of generalized tools for all the three key elements of SWCP[28].

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[27] Further four countries (Norway, Estonia, Germany and Malta) produce competency maps but do not hire public employees in accordance with strategic workforce plans.
[28] These, according to the answers given to the questionnaire, are Denmark, Poland and Turkey.

Table 3. Key Elements of Strategic Workforce and Competence Planning

Country	Competency mapping	Strategic Workforce Planning	SWP based on population needs
SW, NL, LV, IR, SP, F, BE, LX	●	●	●
FIN, AT, RO, PT, IT, GR	●	●	
CY, SK		●	●
NO, EST, D, BG, MT	●		
KR, SLO		●	
Total answers	**26**	**26**	**26**
Yes	**19**	**18**	**10**
No	**7**	**8**	**16**

4. Concluding Remarks

The MC-PA survey (Managing Competencies in Public Administrations), launched at the end of July 2014 by DPA (the Department for Public Administration of the Italian Presidency of the Council of Ministers) through the EUPAN network, has encountered a high response rate (72.2% among the 36 contacted countries and 85.7% among the European Union member states). The survey aimed at ascertaining the role of competence assessment and management as crucial to HRM relevant areas, such as personnel recruitment and selection, organizational learning, performance assessment, mobility management, and strategic workforce planning. The collected data have conveyed relevant information about the ways adopted by European countries to manage civil servants' competencies.

With reference to the area of *personnel recruitment and selection*, the scenario provided by MC-PA of the institutions responsible in each European country for assessing candidates' competencies is manifold and interesting. In six cases (Ireland, Belgium, Luxembourg, Portugal, Greece and Cyprus) candidates' competency assessment is centralized and performed by the Ministry of Public Administration, or by specific central institutions or commissions. On the contrary, for half the respondent countries (13), competency assessment for public employment candidates is decentralized to single administrations and agencies, even if it is always ruled by norms or guidelines issued by central bodies or by delegations from the reference ministries. Even more interesting is that Scandinavian and Nordic countries, as well as Slovenia, report the absence of standardized procedures aimed at assessing candidates' competencies. This happens because the selection processes and channels differ according to the competencies needed, and both ministries and agencies are free to choose the most suitable method, so that different institutions use various tools and procedures.

As regards the instruments used, the large majority of respondent countries (20 out of 26) assess candidates' competencies through tests or interviews with formal assessment reports, two thirds require that candidates take public competitive examinations, and only

one out of three organize for candidates training courses based on competitive entry exams[29]. But once again, no generalized tools exist for Denmark and Estonia, since recruitment and competence development of central government personnel may be delegated to local workplaces. Central authorities provide general guidelines and frameworks, but to manage and implement them is up to the local level, according to relevant local circumstances.

Another significant difference is found in the use of direct recruitment practices, given that for the large majority of European countries this channel is exceptional and related to filling particular and often temporary vacant positions, while it seems to be the standard procedure for a small number of countries. Public recruitment is open for all posts except for military and diplomatic careers in Finland, whilst tests or interviews with formal assessment reports are only occasionally used in the Netherlands .

Further interesting information, certainly deserving additional investigation, is about the role of local trade unions in the selection process. In Denmark, for instance, works councils deciding local crosswise strategies for employment are transversal across single administrations. In Norway, the union/staff representatives within administrations participate in the recruitment procedures according to the Civil Service Law, either taking part in the interviews or assessing the selection process based on the interview reports.

Coming to *labour mobility management*, the results of the survey give at this stage a quite fragmented view of the approach to tools and measures by European countries. There is a cluster of countries that are just marginally involved in specific and formal mobility procedures. Among them, Denmark and Norway in Scandinavia; Estonia, Latvia, Poland and Slovakia in Eastern Europe; Turkey in the Southern area.

On the opposite side, a few countries make intensive use of tools and instruments to manage mobility. Remarkable are the cases of Sweden and the Netherlands, which use different kinds of tools to support mobility (outplacement agencies, web portals, and others), and have also access to some planned organizational mobility measures, as well as to a wide range of solutions for mandatory manager mobility.

Most European countries, however, have specific tools to support public employees' mobility, as well as specific obligations for managers' mobility; but the ways to use these tools differ from country to country. Moreover, the diffusion of guidelines for appraising the competencies of staff members applying for voluntary mobility is quite limited, and so is it in the case of planned organizational mobility measures and of formal procedures, or consolidated calculation methods, to assess labour redundancies.

Within the area of *performance assessment*, MC-PA data allow for separating the countries that practice performance evaluations of the results of the whole organization and of internal units from the other countries, which practice the assessment of team and individual results and individual competence. We call the first practices *structural evaluation* and the second *individual and team evaluation*. These last ones are all very close to personnel management practices. Fourteen countries do structural performance evaluation; nine only individual and team evaluation; three do not apply any sort of performance evaluation.

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[29] Six countries report the use of all three tools (test or interview, competitive examination and selective training courses).

Evaluation affects many different personnel management tools. A large majority of respondent countries use performance evaluation to identify training needs and, consequently, to plan training rounds. Only in two countries (Italy and Cyprus) evaluation is not linked to training needs and training supply. Largely diffused is also the impact of evaluation on career development. Twenty-one are the European countries where career development depends on evaluation. At the opposite side of the coin, in only ten countries performance evaluation has an impact on pay and financial rewards, and in only five on bonuses and benefits. Half of the countries make no use of any incentive instruments.

Six countries have a thorough system of appraisal (organization, unit, team, individual, competencies and results), but the impact of this system on personnel management tools is different from country to country. The same lack of correlation is shown in the countries that do not practice any structural evaluation. Only in few European countries there is a strong coherence among individual and team evaluation and personnel policies. Bulgaria, Germany and Spain assess individual and team performance, and link the assessment results to training, pay, and careers. For these countries individual and team evaluation are very close to the whole toolbox of personnel management.

The topics covered by MC-PA within the area of *learning organization and high-performance work* are of paramount importance for developing effective and efficient public administrations in Europe. Knowledge management practices seem to be quite developed or, at least, under development. The largest diffusion is reported for organizational tools aimed at sharing information, learning and knowledge (i.e. job rotation, coaching, tutoring, mentoring, quality circles, thematic forums, focus groups, etc.). Also significantly wide is the presence of practices aimed at recurrently involving and consulting employees, through "climate surveys", on the quality of their positions, jobs, workplaces, management etc. The presence of inter-functional working teams to ensure control and accountability as regards one or more processes is reported by half the respondents. Slightly more than one out of four countries refer the presence of short-term financial incentives to reward learning, continuous improvement, innovation and skill development.

Such data seems to witness significantly open managerial approaches and styles, with an evident effort to overturn traditional organisational arrangements, characterised by a bureaucratic, top-down perspective, which disregards consensus and bottom-up improvement opportunities. HR management in European public administrations appears to be mainly inspired by participatory criteria, while financial incentives represent kinds of tools of limited use in the current managerial practices. The focus group discussion has conveyed a common idea, whereby the implementation of learning organization/high-performance work organization models in public administrations is mostly a *cultural* matter, primarily linked to updated managerial mind-sets. The role of top management, therefore, appears as the key factor when promoting and supporting new trends in such an important field.

The last topic addressed in this draft report is the process of *Strategic Workforce and Competency Planning (SWCP)* and the spread of its key elements: *competency mapping*, *strategic workforce planning* (SWP) and *population need assessment*. Competency mapping tools are quite common throughout Europe: almost three quarters of the respondent countries refer the existence of guidelines, reports and/or periodical surveys on public employees' jobs and competencies. In six countries competency mapping is under the sole responsibility of the central authority, while in other eight cases similar tasks are also performed by each administration at the benefit of their own workforce.

Over two thirds of the respondent countries also declare to recruit staff through a form of *strategic workforce planning*. The high number of countries adopting SWP procedures is about the same as of those mapping jobs and competencies; but the countries are not. Five of them hire personnel through strategic plans without having general tools for competency mapping, so that the presence of both instruments is the prerogative of just 14 countries. The modal time horizon for the programming process is three to four years (8 countries), while only two countries adopt a five-year or longer planning period. For half the countries hiring public personnel through a form of SWP, the procedure is carried out at both central and local level.

Only eight countries i.e. a little less than one third, combine all three elements of the SWCP process, even if the survey data do not assess if they are all in the hands of the same authority and fit to be used together; whereas six countries map employees' competencies and hire them according to a SWP procedure, but do not have formal assessments of population needs. And other seven countries enact just one element of SWCP: five of them competency mapping only, while two a form of SWP.

As a concluding remark, it seems useful to emphasize the existing need to explain why European countries with different cultural and institutional backgrounds sometimes show common features in the area of competence management, while countries with similar cultural and institutional backgrounds may do the opposite. The EUPAN network could help at inquiring the most relevant HRM experiences, starting from those briefly discussed here, and help to clarify the conundrum. The aim could be not only to disseminate relevant information, but also to establish useful benchmark reference points for common European action lines. The preliminary results of the survey make more detailed comments and talks within the EUPAN network about these practices clearly desirable, thus contributing to deepening the knowledge about the core issues and the most effective solutions in modern HR strategies.

5. Statistical Annex

Respondent universe as of October, 29 2014

ID	Country		Participation	
1	European Commission	Commission		Yes
2	Albania	Candidate country		
3	Austria	EU country		Yes
4	Belgium	EU country		Yes
5	Bulgaria	EU country		Yes
6	Cyprus	EU country		Yes
7	Croatia	EU country		Yes
8	Denmark	EU country		Yes
9	Estonia	EU country		Yes
10	Finland	EU country		Yes
11	France	EU country		Yes
12	Germany	EU country		Yes
13	Greece	EU country		Yes
14	Ireland	EU country		Yes
15	Iceland	Candidate country		
16	Italy	EU country		Yes
17	Latvia	EU country		Yes
18	Lithuania	EU country		
19	Luxembourg	EU country		Yes
20	Macedonia	Candidate country		
21	Malta	EU country		Yes
22	Montenegro	Candidate country		
23	Norway	Non-EU country	Yes	
24	Netherlands	EU country	Yes	
25	Poland	EU country	Yes	
26	Portugal	EU country	Yes	
27	United Kingdom	EU country		
28	Czech Republic	EU country		
29	Romania	EU country		Yes
30	Serbia	Candidate country		
31	Slovakia	EU country		Yes
32	Slovenia	EU country		Yes
33	Spain	EU country		Yes
34	Sweden	EU country		Yes
35	Switzerland	Non-EU country		
36	Turkey	Candidate country		Yes
37	Hungary	EU country		
		Invited countries		**37**
		Respondent countries as of October, 29		**27**
		Respondent coverage rate		**72.9%**

A. INSTITUTION/BODY RESPONSIBLE FOR REGULATING AND ISSUING GUIDELINES ON THE MANAGEMENT OF COMPETENCIES IN CIVIL SERVICE

A.1 - Can you please mention which institution/body in your country is responsible for regulating the competencies of people employed in central government (ministries, government, constitutional bodies, agencies)?

Country	Institution/body
European Commission	For the European Commission, the Directorate general Human Resources and Security is responsible of this matter.
Austria	Federal Chancellery - DG III - Public Administration and Administrative Innovation; Director General: Ms Angelika Flatz
Belgium	Federal Public Service Personnel and Organisation
Bulgaria	Administration of the Council of Ministers (ACM)
Cyprus	The Public Administration and Personnel Department, which is subject to the Ministry of Finance. Specifically, the required qualifications for each civil service post, including some generally defined competencies, are included in the corresponding Scheme of Service (job description) of each post. Schemes of Service are actually regulations approved by the Council of Ministers and the House of Representatives that prescribe the general duties and responsibilities as well as required qualifications of the post. The Public Administration and Personnel Department (PAPD) is responsible for formulating policies and providing consultation with regards the preparation of Schemes of Service, including setting a common framework for the competencies that are included. For other posts in the wider public sector, the PAPD has an advisory role with regards the preparation of Schemes of Service.
Croatia	Ministry of Public Administration - only for state bodies (civil service)
Denmark	See attached cover letter with supplementary comments to Questionnaire.
Estonia	Ministry of Finance (in the framework of secondary acts of Civil Service Act and recommendatory guidelines), Government Office (the secondary act of Civil Service Act regulating top officials)
Finland	Office for the Government as Employer
France	GENERAL DIRECTORATE FOR PUBLIC ADMINISTRATION AND CIVIL SERVICE (DGAFP) Ministry of Devolution and Civil Service
Germany	Federal Ministry of the Interior, Division for Public Services Law
Greece	Ministry of Administrative Reform and eGovernment, Supreme Council for the Selection of Personnel (ASEP)
Ireland	Department of Public Expenditure and Reform.
Italy	The Department for Public Administration promotes the reform initiatives for public administrations towards efficiency, effectiveness and cost-effectiveness of administrative action. The role of the Department for Public Administration in the field of public personnel is to overcome the formalistic administrative model, not providing only guidance through legal advice and directives. The mission of the Department is also to take steps to empower the management in every Public Administration and to improve Human Resources development, in collaboration with the Ministry of Economics and Finance (the General State Account Department).Every Public Administration manages its own staff, but has to observe general rules established by the law, such as for the staff recruitment, but also to observe clauses fixed in collective agreements, such as for the career advancement or necessary skills for specific posts.
Latvia	Competencies in Latvian Public Sector are set by the Regulation of the Cabinet of Ministers on Performance Appraisal. State Chancellery is responsible for the Human Resources policy development and for setting the scope of competencies and competency management. Ministries and subordinated institutions can select particular competencies from the competency framework developed for the public sector.
Luxembourg	Ministry of Civil Service and Administrative Reform
Malta	The Public Administration HR Office (PAHRO) in consultation with the Public Service Commission (PSC) - an autonomous body appointed in terms of article 109 of the Constitution of Malta, to regulate staffing and discipline in the Public Service of Malta.
Norway	We have no such institution in Norway. Government bodies are themselves responsible for defining the competencies needed. The recruitment procedures, included the transparency rules, are regulated in the Civil Service Law.
Netherlands	NL: Ministry of the Interior and Kingdom Relations/ Directorate General for Organisation & Operational management of national/central public administration/Department for Organisational and HR policies for central public administration.
Poland	Head of the Civil Service.
Portugal	INA - Directorate General for the Qualification of Public Employees
Romania	For general civil service positions - the National Agency of Civil Servants; for specific civil service positions regulated by special statutes - line ministries or authorities responsible for the regulating the special statutes, usually with the endorsement of the National Agency of Civil Servants (the rule applies according to the category and the level of theregulatory act; for the decisions adopted by the Government, the endorsement is binding, while for internal ministerial decisions, it is not)
Slovakia	The Government Office of the Slovak Republic since November 2013.
Slovenia	The Public Sector Directorate within the Ministry of Public Administration.
Spain	First, there must be taken into account, that there is no regulation of managing competences implementing further the Basic Statute of Public Employees in CPA in Spain. Managing competences is implicit in public employment management. Also, there is a Public employment strategic reform plan, in which managing competences has an important role. In this context, the Ministry of Finances and Public Administrations should be the institution responsible for regulating the competencies of public employees in CPA. Besides, the General Directorate of the Public Service, within the State Secretariat for Public Administrations, deals with these issues, as well.
Sweden	In Sweden there are many. The Government Offices for Director Generals, judges and a few other positions. Each agency for all personnel under the DG. The agency is defined as a unique last employment authority in court as well. Over the years it is more and more rare that the Central Government is counted for as one legal person.
Turkey	State Personnel Department- associated with Ministry of Labour and Social Security

A.2.a - Is the same institution responsible for regulating competencies: also in local administrations?

Country	Yes/No
European Commission	0
Austria	0
Belgium	0
Bulgaria	Yes
Cyprus	0
Croatia	0
Denmark	0
Estonia	0
Finland	0
France	Yes
Germany	0
Greece	Yes
Ireland	0
Italy	0
Latvia	0
Luxembourg	0
Malta	0
Norway	0
Netherlands	0
Poland	0
Portugal	Yes
Romania	Yes
Slovakia	0
Slovenia	0
Spain	0
Sweden	Yes
Turkey	Yes
Total answers	**27**
% Yes	**25.9%**
% No	**74.1%**
Total %	**100.0%**

A.2.b - Is the same institution responsible for regulating competencies: For all public employment?   If not (For all public employment)

Country	Yes/No	Senior Officials (yes/No)	For others (yes/No)
European Commission	0	0	0
Austria	Yes	0	0
Belgium	0	Yes	0
Bulgaria	Yes	0	0
Cyprus	0	0	0
Croatia	0	0	0
Denmark	0	0	0
Estonia	0	0	0
Finland	0	Yes	0
France	Yes	0	0
Germany	0	Yes	Yes
Greece	Yes	0	0
Ireland	0	Yes	Yes
Italy	0	0	0
Latvia	0	Yes	Yes
Luxembourg	0	0	0
Malta	0	0	0
Norway	0	0	0
Netherlands	0	Yes	0
Poland	0	0	0
Portugal	Yes	0	Yes
Romania	0	Yes	Yes
Slovakia	0	0	Yes
Slovenia	0	Yes	0
Spain	Yes	0	0
Sweden	Yes	0	0
Turkey	Yes	0	0
Total answers	**27**	**27**	**27**
% Yes	**29.6%**	**29.6%**	**22.2%**
% No	**70.4%**	**70.4%**	**77.8%**
Total %	**100.0%**	**100.0%**	**100.0%**

A.3 - Can you briefly describe the Institution?

Country	Institutional mission
European Commission	The European Commission is one of the main institutions of the European Union. It represents and upholds the interests of the EU as a whole. It drafts proposals for new European laws. It manages the day-to-day business of implementing EU policies and spending EU funds. (cf.europa.eu)
Austria	Fields of Activity of DG III 1) Legal framework - staff regulations 2) Participation and Co-ordination: Staffing Plan; Participation in human resources management (grading and allocation of posts, service allowances, special contracts etc.) 3) Human
Belgium	The FPS Personnel and Organisation works out a dynamic and strategic federal policy for human resources and provides products and services that answer to the trends and needs of its clients, the federal public services. The FPS P&O supports and accompanies its clients in the realisation of their HR politics so that they shall be attractive employers and good service providers.
Bulgaria	The Administration of the Council of Ministers performs coordination of the central and the local executive administration. The ACM supports the current activity of the Council of Ministers and the preparation of its meetings.
Cyprus	The PAPD is responsible for the formulation and implementation of the human resource management policies for the public service and the wider public sector, including learning, training &development policies offered through the Cyprus Academy of Public Administration which is also subject to the PAPD, with the strategic goal of maximising the performance, efficiency and effectiveness of the public sector.
Croatia	The mission of the Ministry of Public Administration is permanent enhancement of the public administration system with a view to ensuring and protecting the public interest, legality of operations and provision of services which enable citizens and business entities to exercise their rights.
Denmark	The Ministry of Finance supports the government in pursuing a sound economic policy, enhance growth and productivity and ensure efficiency in the public sector.
Estonia	Mission of the Ministry of Finance is to implement tax, financial and fiscal policies, setting economic goals and develop public governance policy. Department of Public Administration and Civil Service of the ministry is responsible for civil service development - namely implementation of Civil Service Act, development of recruitment, selection, evaluation, organising central training programme, developing remuneration system, developing civil service ethics.
Finland	Responsible for State personnel and employment policy
France	The general directorate is in charge of central government human resource management. In addition to its missions to ensure regulatory consistency and unity within the civil service, the general directorate provides coordination and steering services for various ministries and three civil services branches
Germany	All domains of home affairs
Greece	The Ministry's mission is the continuous improvement of personnel, organization and functioning of public administration by designing and implementing reform policies. Many aspects of HRM in the public sector are under its responsibility. The Supreme Council for the Selection of Personnel (ASEP) is a constitutionally guaranteed independent authority which standardises recruitment, defines skills profiles and designs HR strategy.
Ireland	To serve the country, its people and the Government by delivering well-managed and well-targeted public spending, through modernised, effective and accountable public services.
Italy	
Latvia	State Chancellery - excellence centre of public administration
Luxembourg	To promote innovation in public services by effective HRM and use of ICT and to coordinate initiatives of reduction of administrative burdens for citizens and businesses
Malta	PAHRO's mission is to formulate, develop and promote in close collaboration with the Ministries and Departments, progressive human resource policies, strategies and management systems in support of the business of Government and to assist and support line
Norway	
Netherlands	Future-proof and balanced organisational and HR policies for an adaptive, service-oriented, effective and cost-conscious national public administration
Poland	The Head of the Civil Service guards professional, reliable, impartial and politically neutral execution of the State tasks, which are performed in the government offices by the civil service corps members.
Portugal	To promote the integration of human resources public policies (recruitment, selection, training, mobility and dismissal of public employees).
Romania	The National Agency of Civil Servants was established in 1999 by the entry into force of the Civil Servants Statute, the institutional mission being the development of a professional, well stable and impartial civil servants body.
Slovakia	The Government Office is except of other competencies central public administration body responsible for legislation in the area of Civil Service and Public Service.
Slovenia	The Public Sector Directorate within the Ministry of Public Administration aims to co-ordinate the management of human resource policies in the central public administration and administrations of self governing local communities by: a. providing leadership and guidance on human resources at national level of government; b. preparing regulations on civil services systems; c. keeping the central personnel records; d. conducting analysis on personnel; e. providing training to civil servants; and, f. preparing the joint personnel plan for the different public administration bodies.

	The Public Sector Directorate is also responsible for the public sector salary system, i.e., for setting the salary system regulations, interpretation of legislation, and supervision of the implementation of the regulations. Responsibility for the proper implementation of the salary system and paying salaries is devolved to individual budget users.
Spain	
Sweden	As described in A1 there are many different institutions.
Turkey	-to organize the main principles and policies of the public personnel regime; the structure, responsibilities and duties of public organizations and institutions; the personnel system of public employees, so that they fit the country's conditions - to apply and revise the personnel policies which are set down; to monitor and supervise the application -to maintain the harmony, balance and coordination among the personnel regimes

Can you briefly describe the Institution?

Country	Institutional position
European Commission	International Organisation
Austria	DG III of the Austrian Federal Chancellery
Belgium	One of the 14 federal public services (ministerial departments)
Bulgaria	Central administration.
Cyprus	The PAPD is a Department under the Ministry of Finance.
Croatia	The MoPA was established by the Act on Organisation and Scope of Ministries and Other Central State Administration Bodies. The Ministry performs professional tasks related to: the system and organisation of state administration and local and regional self-government; political and electoral system; registration of political parties, trusts, foundations and other registers established by special laws; planning and supervision of employment in state administration; professional training and development and the labour status of state administration and local and regional self-government employees; tasks of the administrative and inspectional supervision of all state administration and local and regional self-government bodies; application of ethical principles; monitoring how work resources are used and application of modern work methods in state administration; the development of the state administration IT system; establishment of information technology and security infrastructure in state administration bodies; monitoring and coordination of projects in the ICT field implemented in state administration bodies and performs other tasks related to general administration and tasks which fall under its scope under special law.
Denmark	Agency as part of the Ministry of Finance
Estonia	Ministry
Finland	Department in the Ministry of Finance
France	The general directorate has been put under the authority of the minister in charge of the public service. Created in 1945, our general directorate is a component of the national and central level of administration.
Germany	Federal Ministry
Greece	
Ireland	Government Ministry.
Italy	
Latvia	Direct public administration institution under the Prime Minister
Luxembourg	Ministry
Malta	PAHRO forms part of the Office of the Prime Minister and is led and coordinated by a Director General, supported by the workings of three directorates, namely, Resourcing, Employee Relationship Management and HR Management Systems.
Norway	
Netherlands	Part of the Ministry of Interior and Kingdom relations
Poland	The Head of the Civil Service is a central organ of government administration competent in civil service issues. S/he is subordinated directly to the Prime Minister. The service to the Head of the Civil Service is provided by the Civil Service Department
Portugal	Directorate General
Romania	The National Agency of Civil Servants is a specialized body of the central public administration, with legal personality, subordinated to the Ministry of Regional Development and Public Administration.
Slovakia	The Government Office is other central public administration body. Within the organizational structure of the Government Office there is Department of Civil Service and Public Service, which directly deals with the public employment.
	Ministry
Spain	
Sweden	The various institutions can be on many different levels.
Turkey	Associated with Ministry of Labour and Social Security

Can you briefly describe the Institution?

Country	Total staff by 31 December 2013	Overall expenditure in 2013
European Commission	Fonctionnaires 22726 Agents temporaires 1050 Agents contractuels 5808 Agents locaux 2014 Agents sous contrat local 1307 Conseillers spéciaux 61 TOTAL 32966 Middle Managers (ad personam) 968 Senior Managers (ad personam) 276 TOTAL 1244	On 30 July 2014, the Commission adopted the consolidated annual accounts of the EU for the financial year 2013. They provide a comprehensive view over last year´s EU finances. The EU annual accounts comprise financial statements of the EU and aggregated reports on the implementation of the EU budget in 2013.
Austria	Current - September 2014: 90 (counted by heads)	
Belgium	470	54 698 000 €
Bulgaria	Total number - 428; Real busy - 407	
Cyprus	216 (89 employees working at PAPD, 22 at the Cyprus Academy of Public Administration and 105 at the Citizen Service Centres that operate all over the country)	129 million (total approved budget). However, it is noted that this number includes the salaries of a large category of interchangeable staff (around 3600 employees) for which the PAPD is responsible for but these employees are posted all over the public service and their tasks (administrative/secretarial) are not directly related to PAPD's
Croatia	140	around 5.930.000,00 euro
Denmark		
Estonia	323, including people on parental leave	Operational costs of ministry 12,9 mln euros + 1,5 mln euros European Social Fund (most of the activities related to the competencies management were financed from ESF).
Finland	45	not available
France	near 154 staff members and 74% are in the middle and top civil service categories	
Germany	About 1.500 employee in total	About 1,741 milliards €.
Greece	387	
Ireland	387	32,715,000
Italy		
Latvia	Total positions: 117 (7 vacancies), filled 110 from which 84 civil servants and 33 employees.	EUR 3 778 570
Luxembourg	50	5
Malta	61 (in respect of PAHRO)	Euro 1.4 million (recurrent expenditure) (in respect of PAHRO)
Norway		
Netherlands	Department for Organisational and HR policies for national public administration: approximately 40 persons.	Approximately E 6.500.000,-
Poland	The Civil Service Department at the Chancellery of the Prime Minister employed - as of 31.12.2013 - 57 persons.	n/a
Portugal	108	6.000.000€
Romania	On 31 December 2013, the National Agency of Civil Servants had a total of 198 positions, out of which 190 were filled up, respectively: - 2 political positions (President - secretary of state and Vice-president - undersecretary of state)	According to the budget execution for 2013, the National Agency of Civil Servants had a total expenditure of 9,091,029 RON (approximately 2,027,120 EUR given the official currency valid on 31.12.2013)
Slovakia	5	Data are not available because Department of Civil Service and Public Service has been a part of the Government Office since november 2013. Before, the department was a part of Ministry of Labour, Social Affairs and Family of the Slovak Republic.
	895 employees (Ministry of the Interior) ● The Ministry responsible for public administration was part of the Ministry of the Interior from 20 March 2013 to 18 September 2014. 30 employees of the Public Sector Directorate deal, among other HRM tasks, with competencies.	64.395,569 EUR (budget of the Ministry of the Interior - without Police) 1.054.800 EUR (budget for work expenses for 30 employees dealing with competencies in the Public Sector Directorate)
Spain		
Sweden	Not available for personnel working with these specific procedures, as they are decentralised to each agency for most positions.	Not available for these specific procedures, as they are decentralised to each agency for most positions.
Turkey	252; 4 Managers- 10 Middle man.- 104 tech. staff- 134 employees	6.2 million euro

B. STAFF RECRUITMENT

B.1.a - Are staff recruited through Strategic Workforce Planning? If yes, is the procedure carried out at central or decentralized level?

Country	Yes/No	Central (Yes/No)	Decentralized (Yes/No)	Both (Yes/No)
European Commission	Yes	0	0	Yes
Austria	Yes	Yes	0	0
Belgium	Yes	0	0	Yes
Bulgaria	0	0	0	0
Cyprus	Yes	Yes	0	0
Croatia	Yes	0	0	Yes
Denmark	0	0	0	0
Estonia	0	0	0	0
Finland	Yes	0	Yes	0
France	Yes	0	Yes	0
Germany	0	0	0	0
Greece	Yes	Yes	0	0
Ireland	Yes	0	0	Yes
Italy	Yes	0	0	Yes
Latvia	Yes	0	Yes	0
Luxembourg	Yes	Yes	0	0
Malta	0	0	0	0
Norway	0	0	0	0
Netherlands	Yes	0	0	Yes
Poland	0	0	0	0
Portugal	Yes	Yes	0	0
Romania	Yes	0	0	Yes
Slovakia	Yes	0	0	Yes
Slovenia	Yes	0	0	Yes
Spain	Yes	0	0	Yes
Sweden	Yes	0	Yes	0
Turkey	0	0	0	0
Total answers	**27**	**27**	**27**	**27**
% Yes	**70.4%**	**18.5%**	**14.8%**	**37.0%**
% No	**29.6%**	**81.5%**	**85.2%**	**63.0%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**

B1.b - Based on estimated population's needs?

Country	Yes/No
European Commission	1
Austria	0
Belgium	1
Bulgaria	0
Cyprus	1
Croatia	0
Denmark	0
Estonia	0
Finland	0
France	1
Germany	0
Greece	0
Ireland	1
Italy	0
Latvia	1
Luxembourg	1
Malta	0
Norway	0
Netherlands	1
Poland	0
Portugal	0
Romania	0
Slovakia	1
Slovenia	0
Spain	1
Sweden	1
Turkey	0
Total answers	**27**
% Yes	**40.7%**
% No	**59.3%**
Total %	**100.0%**

B.1.c - Which is the time frame for the planning procedure?

Country	One year (yes/No)	2 years (yes/No)	3 to 4 years (yes/No)	5 or more years (yes/No)
European Commission	0	0	Yes	0
Austria	Yes	0	Yes	0
Belgium	Yes	0	0	0
Bulgaria	0	0	0	0
Cyprus	0	Yes	0	0
Croatia	Yes	0	0	0
Denmark	0	0	0	0
Estonia	0	0	0	0
Finland	0	0	Yes	0
France	0	0	Yes	0
Germany	0	0	0	0
Greece	0	0	Yes	0
Ireland	0	Yes	0	0
Italy	0	0	Yes	0
Latvia	Yes	0	0	0
Luxembourg	0	0	0	Yes
Malta	0	0	0	0
Norway	0	0	0	0
Netherlands	Yes	Yes	Yes	Yes
Poland	0	0	0	0
Portugal	0	0	Yes	0
Romania	Yes	0	0	0
Slovakia	Yes	0	0	0
Slovenia	0	Yes	0	0
Spain	0	Yes	0	0
Sweden	0	0	Yes	0
Turkey	0	0	0	0
Total answers	**27**	**27**	**27**	**27**
% Yes	**25.9%**	**18.5%**	**33.3%**	**7.4%**
% No	**74.1%**	**81.5%**	**66.7%**	**92.6%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**

B.1.d - Are there guidelines or publications (possibly in English or in French) on the methods and results of the planning procedure?

Country	Yes/No
European Commission	Yes
Austria	0
Belgium	Yes
Bulgaria	0
Cyprus	0
Croatia	0
Denmark	0
Estonia	0
Finland	0
France	Yes
Germany	0
Greece	Yes
Ireland	Yes
Italy	0
Latvia	0
Luxembourg	Yes
Malta	0
Norway	0
Netherlands	Yes
Poland	0
Portugal	0
Romania	0
Slovakia	0
Slovenia	Yes
Spain	Yes
Sweden	0
Turkey	0
Total answers	**27**
% Yes	**33.3%**
% No	**66.7%**
Total %	**100.0%**

B.2 - Are there specific tools for selecting candidates for public employment?   If yes, please specify tools

Country	Yes/No	Selection of curricula (Yes/No)	Preliminary interviews (Yes/No)	Recommendation by schools/Specialized Agencies (Yes/No)	Other (Yes/No)
European Commission	Yes	Yes	Yes	0	Yes
Austria	Yes	Yes	Yes	0	Yes
Belgium	Yes	Yes	Yes	0	Yes
Bulgaria	Yes	0	Yes	0	Yes
Cyprus	Yes	Yes	Yes	0	Yes
Croatia	Yes	Yes	Yes	0	Yes
Denmark	0	0	0	0	0
Estonia	Yes	Yes	Yes	0	Yes
Finland	0	0	0	0	0
France	Yes	0	0	0	Yes
Germany	Yes	Yes	Yes	0	0
Greece	Yes	0	0	0	Yes
Ireland	Yes	0	Yes	0	0
Italy	Yes	0	0	0	Yes
Latvia	Yes	0	Yes	0	0
Luxembourg	Yes	Yes	Yes	0	Yes
Malta	Yes	0	0	0	Yes
Norway	0	0	0	0	0
Netherlands	0	0	0	0	0
Poland	Yes	Yes	Yes	Yes	0
Portugal	Yes	Yes	Yes	0	Yes
Romania	Yes	Yes	Yes	0	Yes
Slovakia	Yes	0	0	0	Yes
Slovenia	Yes	Yes	Yes	0	Yes
Spain	Yes	Yes	0	0	Yes
Sweden	Yes	Yes	Yes	0	Yes
Turkey	Yes	0	Yes	0	Yes
Total answers	**27**	**27**	**27**	**27**	**27**
% Yes	**85.2%**	**51.9%**	**63.0%**	**3.7%**	**70.4%**
% No	**14.8%**	**48.1%**	**37.0%**	**96.3%**	**29.6%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

B.3.a - Are there standard procedures to assess candidates' competencies? If yes, which institutions is responsible for assessing them?

Country	Yes/No	Institutions
European Commission	Yes	EPSO - European Personnel Selection Office
Austria	Yes	According to the Act of Advertisement (Ausschreibungsgesetz) recruitment is done decentralized. Nevertheless the Act foresees that the Federal Chancellery (DG III) has to provide the computer based tests (CBT) which have to be used. For each level of qualification a specific set of tests is available.
Belgium	Yes	SELOR - Selection office of the federal administration
Bulgaria	Yes	Each administration should make a selection based on the Law on Civil Servants. The Institute of Public Administration organized the national competition for junior experts.
Cyprus	Yes	The Public Service Commission
Croatia	Yes	Every institution independently - monitoring by appointed representative of the Ministry of Public Administration.
Denmark	0	
Estonia	0	There is no standard procedures, Estonia has very decentralised system, but Ministry of Finance as responsible of developing civil service is advocating for open and transparent recruitment process and assessing competencies in the recruitment process.
Finland	0	
France	Yes	People, who want to become civil servants in France, must pass a competitive examination. Involved institutions: Ministries at central level and decentralized administrations to which Ministers have transferred a part of their competencies and authority
Germany	Yes	Each Federal Agency for their own employees, Agencies share information through working group
Greece	Yes	Mainly, the Supreme Council for the Selection of Personnel (ASEP)
Ireland	Yes	Public Appointments Service
Italy	Yes	The Appropriate Selection Committee Made Up For Each Competition. It Is Important To Underline That In Italy Each Public Administration, At National Or Local Level, Organizes Own Recruitment Procedures, Following The General Rules Indicated In The Legislative Decree N. 165 Of 30 March 2001 (So Named "Labour Code") And Following The Guidelines (Directives And Advices) Provided By The Department For Public Administration.
Latvia	0	
Luxembourg	Yes	Ministry of Civil Servicee, recruitment division
Malta	Yes	Candidates are assessed by a Selection Board which is appointed by the head of department where the respective vacancies exist, under a delegated mechanism as provided in the Public Service Commission Regulations. A Selection Board is composed of a Chairperson and 2 more members; at least one person on the Board must be a serving public officer, whilst the others may be retired public officers or other persons forming part of the Ministerial Standing Selection Panel. The Selection Board is responsible for ensuring that the selection proceedings are conducted in accordance with the procedures established by, and subject to the general direction of, the Public Service Commission.
Norway	0	
Netherlands	Yes	Every organisation should use the competencies framework as guide for selection or development assessments but can use different methods or tools to do so
Poland	0	Not applicable.
Portugal	Yes	INA - Directorate General for Qualification of Public Employees
Romania	Yes	In order to organize and conduct competitions to enter civil service there are nominated independent commissions for the exams and resolution of appeals, directly responsible for assessing candidates, composed of representatives of public institutions and at least one representative of the National Agency of Civil Servants.
Slovakia	Yes	Each Service Office (organization).
Slovenia	0	
Spain	Yes	Selection bodies
Sweden	0	
Turkey	Yes	Each institution's human resources department
Total answers	**27**	
% Yes	**70.4%**	
% No	**29.6%**	
Total %	**100.0%**	

B.3.b - Is competencies' assessment mandatory?

Country	Yes/No
European Commission	Yes
Austria	Yes
Belgium	Yes
Bulgaria	Yes
Cyprus	Yes
Croatia	Yes
Denmark	0
Estonia	0
Finland	0
France	0
Germany	Yes
Greece	Yes
Ireland	Yes
Italy	Yes
Latvia	0
Luxembourg	Yes
Malta	Yes
Norway	Yes
Netherlands	Yes
Poland	Yes
Portugal	0
Romania	Yes
Slovakia	Yes
Slovenia	Yes
Spain	0
Sweden	Yes
Turkey	Yes
Total answers	**27**
% Yes	**74.1%**
% No	**25.9%**
Total %	**100.0%**

B.3.c - Which are the tools for competencies' assessment? *(One or more answers are possible)*

Country	Public competitive examination (Yes/No)	Training course based on competitive entry exam (Yes/No)	Test or interview with formal assessment report (Yes/No)	Direct recruitment (Yes/No)
European Commission	Yes	0	Yes	0
Austria	0	0	Yes	0
Belgium	Yes	0	Yes	0
Bulgaria	Yes	0	Yes	Yes
Cyprus	Yes	0	Yes	0
Croatia	Yes	0	Yes	0
Denmark	0	0	0	0
Estonia	0	0	0	0
Finland	0	0	0	Yes
France	Yes	Yes	Yes	0
Germany	0	0	Yes	Yes
Greece	Yes	Yes	Yes	0
Ireland	Yes	0	Yes	Yes
Italy	Yes	Yes	0	Yes
Latvia	0	0	Yes	0
Luxembourg	Yes	0	Yes	Yes
Malta	Yes	Yes	Yes	Yes
Norway	0	0	Yes	0
Netherlands	0	0	0	Yes
Poland	0	0	Yes	0
Portugal	Yes	Yes	Yes	0
Romania	Yes	Yes	Yes	0
Slovakia	Yes	0	Yes	Yes
Slovenia	0	0	Yes	0
Spain	Yes	Yes	0	Yes
Sweden	Yes	Yes	Yes	Yes
Turkey	Yes	Yes	Yes	Yes
Total answers	**27**	**27**	**27**	**27**
% Yes	**63.0%**	**33.3%**	**77.8%**	**44.4%**
% No	**37.0%**	**66.7%**	**22.2%**	**55.6%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Country	Cases of direct recruitment
Bulgaria	In the cases of mobility or an internal competitive selection.
Finland	Open public recruitment for all posts except for military and diplomatic careers is the standard procedure.
Germany	e.g. experts, speechwriter
Ireland	Direct recruitment for all grades, both general service and specialised/technical.
Italy	The Labour Code Of 2001 Gives The Possibility To Public Administrations To Appoint External Managers For Specific Positions And According To A Fixed Percentage Related To Their Own Headcount, So That It Is Not A Real Recruitment Procedure. The Appointment To External Manager Positions Will Take Into Account The Following Criteria: I) Technical And Management Skills, Ii) Previous Results Obtained And Assessments Received, And Iii) Previous Experience In Management Positions, Inside Or Outside The Public Administration. In Central Government High Level Managers Are Appointed By The President Of The Council Of Ministers, Upon A Proposal Of The Minister
Malta	Direct recruitment is resorted to, invariably through the Public Service Commission, when calls for applications for the filling of vacancies prove unproductive. An assessment is carried out of the prospective employee's qualifications and work experience
Norway	Test or interview with assessment report is the normal procedure for recruitment within the government bodies/ agencies/ministries. These reports, together with CV; education, former job career/ experience and personal qualifications constitutes the knowledge base for selecting the best qualified candidate to the specific position. The union/staff representatives within the government bodies are included in the recruitment procedures according to the Civil Service Law. They will either take part in the interviews or assess the selection process on the basis of these reports.
Netherlands	All. But for traineeships (recently graduated from higher education) the first selection is done by a web test for all applicants. Sometimes test or interviews with formal assessment report for individuals are used.
Slovakia	Directly recruited are only: - temporary civil servants in political functions (civil servants appointed/appealed by: the government, the National Council, the president of the National Council, the Chairman of the Constitutional Court) - temporary civil servants (non-managers) up to a maximum of 6 months, - temporary civil servants (non-managers) on positions of civil servants on maternity/parental leave or when from some reason cannot provide civil service for some period of time.
Spain	At certain political levels
Sweden	County Governors, short term subject experts (ämnessakkunniga) for time-limited commissions in Government Offices
Turkey	Exceptional public officers such as advisers

B.4 - Is there any standard training for newly recruited staff? If yes, how long is it?

Country	Yes/No	A month (Yes/No)	2 to 3 months (Yes/No)	4 or more months (Yes/No)
European Commission	Yes	Yes	0	0
Austria	Yes	0	0	Yes
Belgium	0	0	0	0
Bulgaria	Yes	Yes	0	0
Cyprus	Yes	Yes	0	0
Croatia	Yes	Yes	0	0
Denmark	0	0	0	0
Estonia	Yes	0	0	0
Finland	Yes	0	0	0
France	Yes	Yes	Yes	Yes
Germany	Yes	Yes	0	0
Greece	Yes	Yes	0	0
Ireland	0	0	0	0
Italy	Yes	0	Yes	0
Latvia	Yes	0	0	0
Luxembourg	Yes	0	0	Yes
Malta	Yes	Yes	0	0
Norway	0	0	0	0
Netherlands	0	0	0	0
Poland	Yes	0	0	Yes
Portugal	Yes	0	0	Yes
Romania	0	0	0	0
Slovakia	Yes	Yes	0	Yes
Slovenia	Yes	Yes	0	0
Spain	Yes	Yes	Yes	Yes
Sweden	Yes	Yes	0	0
Turkey	0	0	0	0
Total answers	**27**	**27**	**27**	**27**
% Yes	**74.1%**	**44.4%**	**11.1%**	**25.9%**
% No	**25.9%**	**55.6%**	**88.9%**	**74.1%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**

B.5 - Are there specific procedures to assess the competencies for recruiting and assigning positions to managers/senior officials? If yes, can you specify them?

Country	Yes/No	Public competitive examination (Yes/No)	Training course based on competitive entry exam (Yes/No)	Public examination of curriculum (Yes/No)	Test or interview with formal assessment report (Yes/No)	Direct recruitment (Yes/No)
European Commission	Yes	0	0	Yes	Yes	0
Austria	Yes	0	0	0	Yes	0
Belgium	Yes	Yes	0	Yes	Yes	0
Bulgaria	Yes	0	0	0	Yes	Yes
Cyprus	Yes	0	0	0	Yes	0
Croatia	Yes	0	0	0	Yes	0
Denmark	0	0	0	0	0	0
Estonia	0	0	0	0	0	0
Finland	0	0	0	0	0	Yes
France	Yes	Yes	Yes	Yes	Yes	0
Germany	Yes	0	0	0	Yes	0
Greece	Yes	Yes	0	0	Yes	Yes
Ireland	Yes	0	0	0	Yes	Yes
Italy	Yes	Yes	Yes	Yes	0	Yes
Latvia	0	0	0	0	0	0
Luxembourg	Yes	Yes	0	0	0	0
Malta	Yes	0	0	0	Yes	0
Norway	Yes	0	0	0	Yes	0
Netherlands	Yes	0	0	0	0	Yes
Poland	Yes	0	0	0	Yes	0
Portugal	Yes	Yes	Yes	Yes	Yes	Yes
Romania	Yes	Yes	Yes	0	Yes	0
Slovakia	Yes	Yes	0	0	Yes	Yes
Slovenia	Yes	0	0	0	Yes	0
Spain	Yes	0	0	Yes	0	0
Sweden	Yes	0	Yes	Yes	Yes	Yes
Turkey	0	0	0	0	0	0
Total answers	**27**	**27**	**27**	**27**	**27**	**27**
% Yes	**81.5%**	**29.6%**	**18.5%**	**25.9%**	**66.7%**	**33.3%**
% No	**18.5%**	**70.4%**	**81.5%**	**74.1%**	**33.3%**	**66.7%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Country	Cases of direct recruitment
Bulgaria	In the cases of mobility or an internal competitive selection.
Estonia	To specify the question B.4: We have 3 days training programme for newly recruited civil servants in central and local government. B.5. - there are specific procedures for assessing the competencies of top managers.
Finland	Open public recruitment for all posts except for military and diplomatic careers is the standard procedure.
Ireland	All positions at Assistant Secretary (Deputy Director General) and upwards.
Italy	(See above)
Norway	Same procedures as B3. It's even more common to use tests in addition to what is described i B3 in recruiting managers/senior official. And it is also rather common to use private consultancy firms to perform the tests and interviews. But the selection and decision procedures and processes are held within the agencies according to the Civil Service Law..
Netherlands	All. Incidently, a formal development assessment is used.
Portugal	Direct recruitment is only provided for in situations of absence or impediment of the position's holder when it is predicted that these constraints remain for more than 60 days or in the case of position's vacancy. The substitution terminates on the date in which the position's holder resumes functions or after 90 days on the date of the position's vacancy, unless a procedure intended to the designation of a new holder is in progress.
Slovakia	Directly recruited are only: - temporary civil servants in political functions (civil servants appointed/appealed by: the government, the National Council, the president of the National Council, the Chairman of the Constitutional Court)
Sweden	County Governors direct recruitment by the Government

B.6 - Is there any standard training for newly recruited mangers? If yes, how long is it?

Country	Yes/No	A month (Yes/No)	2 to 3 months (Yes/No)	4 or more months (Yes/No)
European Commission	Yes	Yes	0	0
Austria	0	0	0	0
Belgium	0	0	0	0
Bulgaria	Yes	Yes	0	0
Cyprus	0	0	0	0
Croatia	Yes	0	0	Yes
Denmark	0	0	0	0
Estonia	0	0	0	0
Finland	0	0	0	0
France	Yes	0	0	Yes
Germany	Yes	Yes	0	0
Greece	Yes	Yes	0	0
Ireland	0	0	0	0
Italy	Yes	0	0	Yes
Latvia	0	0	0	0
Luxembourg	Yes	0	Yes	0
Malta	Yes	Yes	0	0
Norway	0	0	0	0
Netherlands	0	0	0	0
Poland	0	0	0	0
Portugal	Yes	0	Yes	0
Romania	0	0	0	0
Slovakia	Yes	Yes	0	Yes
Slovenia	Yes	Yes	0	0
Spain	Yes	0	0	Yes
Sweden	Yes	0	0	Yes
Turkey	0	0	0	0
Total answers	**27**	**27**	**27**	**27**
% Yes	**51.9%**	**25.9%**	**7.4%**	**22.2%**
% No	**48.1%**	**74.1%**	**92.6%**	**77.8%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**

C. MANAGEMENT OF COMPETENCIES

C.1 - Are there guidelines, reports and/or periodical surveys on public employees' jobs and competencies? If yes, who does that?

Country	Yes/No	The institution mentioned in A) (Yes/No)	Each Administration, for their own employees (Yes/No)	Universities or Research Centres (Yes/No)	Other (Yes/No)
European Commission	Yes	0	Yes	0	0
Austria	Yes	Yes	0	0	0
Belgium	Yes	Yes	Yes	0	0
Bulgaria	Yes	Yes	Yes	0	0
Cyprus	0	0	0	0	0
Croatia	0	0	0	0	0
Denmark	0	0	0	0	0
Estonia	Yes	Yes	Yes	0	Yes
Finland	Yes	Yes	0	0	0
France	Yes	Yes	Yes	0	0
Germany	Yes	0	Yes	0	0
Greece	Yes	Yes	0	Yes	Yes
Ireland	Yes	Yes	0	0	0
Italy	Yes	Yes	0	0	0
Latvia	Yes	Yes	0	0	0
Luxembourg	Yes	Yes	0	0	0
Malta	Yes	Yes	Yes	0	0
Norway	Yes	0	Yes	0	0
Netherlands	Yes	Yes	Yes	0	0
Poland	0	0	0	0	0
Portugal	Yes	Yes	0	0	0
Romania	Yes	Yes	Yes	0	Yes
Slovakia	0	0	0	0	0
Slovenia	0	0	0	0	0
Spain	Yes	0	0	Yes	Yes
Sweden	Yes	0	Yes	Yes	Yes
Turkey	0	0	0	0	0
Total answers	**27**	**27**	**27**	**27**	**27**
% Yes	**74.1%**	**55.6%**	**40.7%**	**11.1%**	**18.5%**
% No	**25.9%**	**44.4%**	**59.3%**	**88.9%**	**81.5%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Country	How Often?
Austria	Once a year
Bulgaria	one per year - the report on the state of the public administration
Estonia	Job classification catalogue in civil service.
Finland	On ad hoc bases.
France	The inter-ministerial State's Jobs Directory. No particular periodicity has been established for updating this repertoire. It is updating when it's necessary to be done. That is to say when changes are numerous enough to justify the updating
Ireland	Competency framework are reviewed annually.
Latvia	There is a competency framework developed for public sector institutions. Information on competencies of public employees is gathered once per year when annual performance appraisal is carried out. All public sector institutions use IT based performance appraisal tool, State Chancellery as system owner can see overall competency assessment results and competency gaps thereof.
Luxembourg	Introduction of job descriptions and competency profiles, to be reviewed in a 3 year cycle
Norway	Difi, Agency for Public Management and eGovernment carry out a job satisfaction survey for the central government as a whole, every third year. In addition, the government bodies/agencies/ministries also carry out in-house surveys on job satisfaction. This is decided upon within each organization, and the practice varies between the organizations.
Netherlands	Centrally, we have developed and maintain a web-based competence framework for all jobs and a web-based performance & appraisal system. Centrally and on ministerial level, we do strategic analyses of future competences needed for specific job groups or job
Poland	Not applicable.
Portugal	Once a year.
Romania	Annually, the National Agency of Civil Servants prepares and publishes a report on the management of civil service and civil servants (including data and details on civil service positions during the reporting period) and a Report on training / professional development of civil servants. Occasionally, usually as part of the assessment and / or substantiation of strategic planning processes and / or regulation, or of dedicated projects, both the National Agency of Civil Servants and other public authorities or institutions and private bodies conduct and publish surveys including on the mentioned topics.
Spain	Recently, the Public Administration National Institute has published a Catalogue of the generic competencies of the posts. This catalogue contributes to the develop the management of competencies in Central Public Administration, and it will be used to improve training activities programming. Also, to foster performance appraisal.
Sweden	Yearly basis.

C1.b - What tools are used?

Country	Reports on jobs and competencies (Yes/No)	Questionnaires CAWI (Yes/No)	Questionnaires CAPI (Yes/No)	Questionnaires CATI (Yes/No)	Other (Yes/No)
European Commission	Yes	0	0	0	0
Austria	Yes	0	0	0	0
Belgium	0	0	0	0	Yes
Bulgaria	Yes	0	0	0	Yes
Cyprus	0	0	0	0	0
Croatia	0	0	0	0	0
Denmark	0	0	0	0	0
Estonia	Yes	0	0	0	Yes
Finland	0	0	0	0	0
France	Yes	0	0	0	0
Germany	0	0	0	0	Yes
Greece	Yes	0	0	0	0
Ireland	0	0	0	0	Yes
Italy	0	0	Yes	0	0
Latvia	0	0	0	0	Yes
Luxembourg	0	0	0	0	0
Malta	Yes	0	0	0	0
Norway	0	Yes	0	0	0
Netherlands	Yes	Yes	Yes	0	Yes
Poland	0	0	0	0	0
Portugal	0	0	0	0	Yes
Romania	Yes	Yes	Yes	Yes	Yes
Slovakia	0	0	0	0	0
Slovenia	0	0	0	0	0
Spain	Yes	0	0	0	0
Sweden	Yes	0	0	Yes	0
Turkey	0	0	0	0	0
Total answers	**27**	**27**	**27**	**27**	**27**
% Yes	**40.7%**	**11.1%**	**11.1%**	**7.4%**	**33.3%**
% No	**59.3%**	**88.9%**	**88.9%**	**92.6%**	**66.7%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Country	Specify other
Belgium	guidelines, competencies dictionary, supporting tools
Bulgaria	Information system to complete reports on public administration
Estonia	Organisations classify their jobs and then centrally it is reviewed with a consultant.
Germany	e.g. Guidelines on staff development
Ireland	No specific framework.
Latvia	Performance appraisal IT system
Norway	Difi offers a CAWI - tool for free to the government bodies. The CAWI consists of some basic questions equal to the central survey, and in addition there are possibilities of adding specific questions of interest for the organization. The basic questions means that the different bodies can make a "best practice" assessment and compare themselves to the average of the central government.
Netherlands	360 degree methods and career development assessments
Poland	Not applicable.
Portugal	Online questionnaire to identify professional staff's needs (university degree).
Romania	focus groups, interviews, seminars and debates

C.2 Are there guidelines or publications (possibly in English or in French) on the methods and results of surveys?

Country	Yes/No
European Commission	0
Austria	Yes
Belgium	Yes
Bulgaria	0
Cyprus	0
Croatia	0
Denmark	0
Estonia	0
Finland	0
France	Yes
Germany	Yes
Greece	0
Ireland	0
Italy	Yes
Latvia	0
Luxembourg	0
Malta	0
Norway	0
Netherlands	Yes
Poland	0
Portugal	0
Romania	0
Slovakia	0
Slovenia	0
Spain	Yes
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**29.6%**
% No	**70.4%**
Total %	**100.0%**

C.2.b - Is information on public employees' training needs regularly gathered?

Country	Yes/No	At central level (Yes/No)	Individual Administrations (Yes/No)
European Commission	Yes	Yes	Yes
Austria	Yes	0	Yes
Belgium	Yes	Yes	Yes
Bulgaria	Yes	Yes	0
Cyprus	Yes	0	Yes
Croatia	0	0	0
Denmark	Yes	0	Yes
Estonia	Yes	Yes	Yes
Finland	Yes	0	Yes
France	Yes	Yes	Yes
Germany	Yes	Yes	0
Greece	Yes	Yes	0
Ireland	Yes	0	Yes
Italy	Yes	0	Yes
Latvia	Yes	Yes	Yes
Luxembourg	Yes	0	Yes
Malta	0	0	0
Norway	Yes	Yes	Yes
Netherlands	Yes	0	Yes
Poland	Yes	Yes	Yes
Portugal	Yes	Yes	0
Romania	Yes	Yes	Yes
Slovakia	Yes	0	Yes
Slovenia	Yes	Yes	0
Spain	Yes	Yes	Yes
Sweden	Yes	0	Yes
Turkey	0	0	0
Total answers	**27**	**27**	**27**
% Yes	**88.9%**	**51.9%**	**70.4%**
% No	**11.1%**	**48.1%**	**29.6%**
Total %	**100.0%**	**100.0%**	**100.0%**

C.3 - Which is the purpose of gathering and then using information on acquired competencies? *(One or more questions are possible)*

Country	Evaluation of individual performance (Yes/No)	Certification of employees' skills (Yes/No)	Planning training courses (Yes/No)	Facilitating career development (Yes/No)	Facilitating mobility (Yes/No)
European Commission	Yes	0	Yes	Yes	Yes
Austria	0	0	0	0	0
Belgium	Yes	Yes	Yes	Yes	Yes
Bulgaria	0	Yes	Yes	Yes	0
Cyprus	0	Yes	Yes	Yes	Yes
Croatia	0	0	0	0	0
Denmark	Yes	0	Yes	Yes	Yes
Estonia	0	0	Yes	Yes	0
Finland	0	Yes	0	0	0
France	Yes	0	0	Yes	Yes
Germany	Yes	Yes	Yes	Yes	Yes
Greece	0	Yes	Yes	Yes	Yes
Ireland	Yes	0	0	Yes	0
Italy	0	0	Yes	0	0
Latvia	Yes	0	Yes	Yes	Yes
Luxembourg	Yes	0	Yes	Yes	Yes
Malta	0	0	Yes	0	Yes
Norway	0	0	Yes	0	0
Netherlands	Yes	Yes	Yes	Yes	Yes
Poland	Yes	0	Yes	Yes	0
Portugal	Yes	Yes	Yes	Yes	Yes
Romania	0	0	Yes	Yes	Yes
Slovakia	0	Yes	Yes	Yes	0
Slovenia	Yes	0	Yes	0	0
Spain	Yes	0	Yes	Yes	Yes
Sweden	Yes	Yes	Yes	Yes	Yes
Turkey	0	0	0	0	0
Total answers	**27**	**27**	**27**	**27**	**27**
% Yes	**51.9%**	**37.0%**	**77.8%**	**70.4%**	**55.6%**
% No	**48.1%**	**63.0%**	**22.2%**	**29.6%**	**44.4%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

D. LEARNING ORGANIZATION AND HIGH-PERFORMANCE WORK ORGANIZATION

D.1 Are there specific programmes for fostering learning organization practices or High-Performance Work Organization (HPWO), such as:

D.1.a - Establishment of inter-functional working groups to ensure control and accountability in one or more processes

Country	Yes/No
European Commission	0
Austria	0
Belgium	Yes
Bulgaria	0
Cyprus	Yes
Croatia	Yes
Denmark	0
Estonia	Yes
Finland	0
France	Yes
Germany	Yes
Greece	0
Ireland	Yes
Italy	0
Latvia	Yes
Luxembourg	Yes
Malta	Yes
Norway	0
Netherlands	Yes
Poland	0
Portugal	0
Romania	Yes
Slovakia	0
Slovenia	0
Spain	0
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**48.1%**
% No	**51.9%**
Total %	**100.0%**

D.1.b - Sharing information, learning and knowledge through specific knowledge management organizational tools (i.e. job rotation, coaching, tutoring, mentoring, quality circles, thematic forums, focus groups, etc.)

Country	Yes/No
European Commission	Yes
Austria	Yes
Belgium	Yes
Bulgaria	0
Cyprus	Yes
Croatia	Yes
Denmark	Yes
Estonia	Yes
Finland	Yes
France	Yes
Germany	Yes
Greece	Yes
Ireland	Yes
Italy	0
Latvia	Yes
Luxembourg	Yes
Malta	Yes
Norway	Yes
Netherlands	Yes
Poland	Yes
Portugal	0
Romania	Yes
Slovakia	0
Slovenia	0
Spain	Yes
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**77.8%**
% No	**22.2%**
Total %	**100.0%**

D.1.c - Systematic collection of suggestions from staff for improving processes, services and organisation

Country	Yes/No
European Commission	Yes
Austria	Yes
Belgium	Yes
Bulgaria	0
Cyprus	0
Croatia	0
Denmark	Yes
Estonia	Yes
Finland	0
France	0
Germany	Yes
Greece	0
Ireland	0
Italy	0
Latvia	Yes
Luxembourg	0
Malta	0
Norway	0
Netherlands	Yes
Poland	Yes
Portugal	0
Romania	0
Slovakia	0
Slovenia	Yes
Spain	Yes
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**44.4%**
% No	**55.6%**
Total %	**100.0%**

D.1.d - Recurrent involvement and consultation of employees (climate surveys) on the quality of their position, job, workplace, management etc.

Country	Yes/No
European Commission	Yes
Austria	Yes
Belgium	Yes
Bulgaria	0
Cyprus	0
Croatia	0
Denmark	Yes
Estonia	Yes
Finland	Yes
France	Yes
Germany	Yes
Greece	0
Ireland	Yes
Italy	0
Latvia	Yes
Luxembourg	0
Malta	0
Norway	Yes
Netherlands	Yes
Poland	0
Portugal	0
Romania	0
Slovakia	Yes
Slovenia	Yes
Spain	Yes
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**59.3%**
% No	**40.7%**
Total %	**100.0%**

D.1.e - Short-term financial incentives to reward learning, continuous improvement, innovation and skills development

Country	Yes/No
European Commission	0
Austria	0
Belgium	0
Bulgaria	0
Cyprus	0
Croatia	0
Denmark	Yes
Estonia	0
Finland	0
France	Yes
Germany	0
Greece	0
Ireland	0
Italy	0
Latvia	Yes
Luxembourg	0
Malta	0
Norway	0
Netherlands	Yes
Poland	0
Portugal	0
Romania	0
Slovakia	Yes
Slovenia	0
Spain	Yes
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**25.9%**
% No	**74.1%**
Total %	**100.0%**

E. COMPETENCIES, PERFORMANCE AND EVALUATION

E.1 - Is performance evaluated within the national public employment system? If yes, at what level?

Country	Yes/No	On the results of the organisation as a whole (Yes/No)	On the results of each individual internal unit (Yes/No)	On team results (Yes/No)	On individual competencies (Yes/No)	On individual results (Yes/No)
European Commission	Yes	0	0	0	Yes	Yes
Austria	Yes	Yes	Yes	0	Yes	Yes
Belgium	Yes	Yes	Yes	Yes	Yes	Yes
Bulgaria	Yes	0	0	Yes	Yes	Yes
Cyprus	Yes	0	0	0	Yes	Yes
Croatia	Yes	0	0	0	Yes	Yes
Denmark	Yes	Yes	Yes	Yes	Yes	Yes
Estonia	Yes	Yes	Yes	0	0	Yes
Finland	Yes	0	0	0	0	Yes
France	Yes	0	0	0	0	Yes
Germany	Yes	0	0	Yes	Yes	Yes
Greece	Yes	Yes	Yes	0	0	Yes
Ireland	Yes	Yes	Yes	Yes	Yes	Yes
Italy	Yes	Yes	Yes	0	0	Yes
Latvia	Yes	Yes	Yes	0	Yes	Yes
Luxembourg	Yes	Yes	Yes	Yes	Yes	Yes
Malta	Yes	0	0	0	0	Yes
Norway	0	0	0	0	0	0
Netherlands	Yes	Yes	Yes	Yes	Yes	Yes
Poland	Yes	Yes	0	0	Yes	Yes
Portugal	Yes	Yes	Yes	Yes	Yes	Yes
Romania	Yes	Yes	0	0	Yes	Yes
Slovakia	0	0	0	0	0	0
Slovenia	Yes	0	0	0	0	Yes
Spain	Yes	0	0	Yes	Yes	Yes
Sweden	Yes	Yes	0	0	0	Yes
Turkey	0	0	0	0	0	0
Total answers	**27**	**27**	**27**	**27**	**27**	**27**
% Yes	**88.9%**	**51.9%**	**40.7%**	**33.3%**	**59.3%**	**88.9%**
% No	**11.1%**	**48.1%**	**59.3%**	**66.7%**	**40.7%**	**11.1%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

E.2 - Is evaluation linked to the identification of training needs and training?

Country	Yes/No
European Commission	Yes
Austria	Yes
Belgium	Yes
Bulgaria	Yes
Cyprus	0
Croatia	Yes
Denmark	Yes
Estonia	Yes
Finland	Yes
France	Yes
Germany	Yes
Greece	Yes
Ireland	Yes
Italy	0
Latvia	Yes
Luxembourg	Yes
Malta	Yes
Norway	Yes
Netherlands	Yes
Poland	Yes
Portugal	Yes
Romania	Yes
Slovakia	0
Slovenia	Yes
Spain	Yes
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**85.2%**
% No	**14.8%**
Total %	**100.0%**

E.3 - Are financial rewards provided to foster performance improvement?

Country	Yes/No
European Commission	0
Austria	0
Belgium	0
Bulgaria	Yes
Cyprus	0
Croatia	0
Denmark	0
Estonia	0
Finland	0
France	Yes
Germany	Yes
Greece	0
Ireland	0
Italy	Yes
Latvia	0
Luxembourg	0
Malta	Yes
Norway	0
Netherlands	Yes
Poland	0
Portugal	Yes
Romania	0
Slovakia	0
Slovenia	Yes
Spain	Yes
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**37.0%**
% No	**63.0%**
Total %	**100.0%**

E.4 - Is career development linked to evaluation?

Country	Yes/No
European Commission	Yes
Austria	0
Belgium	Yes
Bulgaria	Yes
Cyprus	Yes
Croatia	Yes
Denmark	Yes
Estonia	Yes
Finland	0
France	Yes
Germany	Yes
Greece	Yes
Ireland	Yes
Italy	Yes
Latvia	Yes
Luxembourg	0
Malta	Yes
Norway	Yes
Netherlands	Yes
Poland	Yes
Portugal	Yes
Romania	Yes
Slovakia	0
Slovenia	Yes
Spain	Yes
Sweden	Yes
Turkey	0
Total answers	**27**
% Yes	**81.5%**
% No	**18.5%**
Total %	**100.0%**

E.5 - Does evaluation affect other forms of bonuses or benefits (i.e. advanced training, car or other means of transportation, health insurance, etc.)?

Country	Yes/No
European Commission	0
Austria	0
Belgium	0
Bulgaria	0
Cyprus	0
Croatia	0
Denmark	Yes
Estonia	0
Finland	0
France	Yes
Germany	0
Greece	0
Ireland	0
Italy	0
Latvia	Yes
Luxembourg	Yes
Malta	0
Norway	0
Netherlands	0
Poland	0
Portugal	Yes
Romania	0
Slovakia	0
Slovenia	0
Spain	0
Sweden	0
Turkey	0
Total answers	**27**
% Yes	**18.5%**
% No	**81.5%**
Total %	**100.0%**

F. MOBILITY

F.1 - Are there specific tools to support mobility. If yes, can you mention them

Country	Yes/No	Outplacement agencies (Yes/No)	Demand-supply web portals (Yes/No)	Other (Yes/No)
European Commission	Yes	0	0	Yes
Austria	Yes	0	Yes	Yes
Belgium	Yes	0	0	Yes
Bulgaria	Yes	0	Yes	0
Cyprus	Yes	0	0	0
Croatia	Yes	0	Yes	0
Denmark	0	0	0	0
Estonia	0	0	0	0
Finland	Yes	0	0	Yes
France	Yes	0	Yes	0
Germany	Yes	0	Yes	0
Greece	Yes	0	0	Yes
Ireland	Yes	0	Yes	0
Italy	0	0	0	0
Latvia	0	0	0	0
Luxembourg	Yes	0	Yes	0
Malta	Yes	0	0	Yes
Norway	0	0	0	0
Netherlands	Yes	Yes	Yes	Yes
Poland	0	0	0	0
Portugal	Yes	Yes	Yes	0
Romania	Yes	0	0	Yes
Slovakia	0	0	0	0
Slovenia	Yes	0	0	Yes
Spain	Yes	0	Yes	Yes
Sweden	Yes	Yes	Yes	Yes
Turkey	0	0	0	0
Total answers	**27**	**27**	**27**	**27**
% Yes	**70.4%**	**11.1%**	**40.7%**	**40.7%**
% No	**29.6%**	**88.9%**	**59.3%**	**59.3%**
Total %	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Country	specify other
European Commission	demand-supply portal
Austria	Career data base - data base for public employees interested in internal mobility as well as for all citizens.. Mobility management - special unit within DG III to support internal mobility.
Belgium	Web-based support by SELOR
Cyprus	The Public Service Laws and other relevant legislation provide for various tools aiming to reinforce/facilitate mobility of staff within the public service. Specific measures include (a)the possibility of "seconding" staff from one Division or Department or Service or Ministry or Independent Office to another, following a decision by the Public Service Commission and (b) the possibility of "assigning duties" (by the Permanent Secretary of the relevant Ministry) to an officer holding a non-interchangeable post at admission level in order to cover service needs in another Division of the same Ministry (including Departments) or Independent Office or Service without the need for a decision of the Public Service Commission. In addition, there is also the large category of interchangeable staff for administrative/secretarial tasks (around 3,600 employees) as well as various interchangeable categories of casual (contract) staff that can move within and across Ministries/Departments depending on service needs.
Finland	Unit within State Treasury to relocate redundant staff.
Greece	reassignment from unit to unit within the same ministry or agency, transfer between ministries and agencies, secondment from one authority to another
Malta	Mobility is exercised factoring in data collected through skills profiling exercises, also taking into account individual competencies, personal aptitudes and work experience as well as the exigencies of the Service.
Netherlands	Shared Service centres for job mobility; offering advice and support to use internal and external labour market and to advice about or provide training modules and orientation tools
Poland	Not applicable.
Portugal	www.bep.gov.pt
Romania	For senior civil servants, mobility for public interes can be done including based on a mobility plan approved by Government decision, when considered necessary and / or appropriate the existence of such a decision.
Slovenia	The Civil Servants Act introduced an internal labour market wich should provide for a flow of staff among state administration authorities and other institutions included in the labour market due to a better usage of human resources, ensuring the asignment of the right people to the rigt posts, ensuring career development of employees and ensuring employment safety to civil servants when, from any reason, there is no appropriate post for them at the authority they are currently employed.
Spain	Competitive process for filling positions.
Sweden	Short term committees have been used in some cases of larger redundancies

F.2 - Are there specific guidelines or procedures to make sure staff have the necessary skills to apply for voluntary mobility?

Country	Yes/No
European Commission	0
Austria	0
Belgium	Yes
Bulgaria	0
Cyprus	0
Croatia	Yes
Denmark	0
Estonia	0
Finland	0
France	0
Germany	Yes
Greece	Yes
Ireland	Yes
Italy	0
Latvia	0
Luxembourg	0
Malta	0
Norway	0
Netherlands	0
Poland	0
Portugal	0
Romania	0
Slovakia	0
Slovenia	Yes
Spain	Yes
Sweden	0
Turkey	0
Total answers	**27**
% Yes	**25.9%**
% No	**74.1%**
Total %	**100.0%**

F.3 - Are there specific mobility obligations for managers/senior officials? *(If more than one, please give a score between 1=low relevance and 5=high relevance).*

Country	Maximum length of assignment (Yes/No)	Confirmation or dismissal based on the outcome of evaluation (Yes/No)	Standard rotation procedure (Yes/No)	Procedure of interchange between private and public sector (Yes/No)	Other (Yes/No)
European Commission	5	3	4	1	0
Austria	0	0	0	0	5
Belgium	5	5	0	0	0
Bulgaria	0	0	0	0	0
Cyprus	1	1	2	1	0
Croatia	0	0	0	0	0
Denmark	0	0	0	0	0
Estonia	0	0	0	0	0
Finland	4	0	0	0	0
France	3	1	1	1	0
Germany	0	0	3	0	0
Greece	5	0	0	0	0
Ireland	3	1	3	4	0
Italy	2	3	1	1	0
Latvia	5	4	1	1	0
Luxembourg	0	1	0	0	0
Malta	0	5	0	0	0
Norway	0	0	0	0	0
Netherlands	5	4	2	1	3
Poland	0	0	0	0	0
Portugal	0	3	0	3	0
Romania	0	0	0	0	5
Slovakia	0	0	0	0	0
Slovenia	0	0	0	0	0
Spain	1	1	1	1	1
Sweden	5	3	1	1	3
Turkey	0	0	0	0	0
Total answers	**27**	**27**	**27**	**27**	**27**
Score average	**3.8**	**2.6**	**2.0**	**1.6**	**3.4**

F.4 - Are there formal procedures and consolidated calculation methods to assess labour redundancies?

Country	Yes/No
European Commission	0
Austria	0
Belgium	0
Bulgaria	0
Cyprus	0
Croatia	0
Denmark	0
Estonia	0
Finland	0
France	0
Germany	Yes
Greece	Yes
Ireland	0
Italy	Yes
Latvia	0
Luxembourg	0
Malta	0
Norway	0
Netherlands	0
Poland	0
Portugal	Yes
Romania	0
Slovakia	0
Slovenia	0
Spain	0
Sweden	0
Turkey	0
Total answers	**27**
% Yes	**14.8%**
% No	**85.2%**
Total %	**100.0%**

F.5.a - Are there planned organizational mobility measures? Which of the following: Job rotation

Country	Yes/No	measures obligatory Yes/No
European Commission	0	0
Austria	0	0
Belgium	0	0
Bulgaria	0	0
Cyprus	Yes	0
Croatia	0	0
Denmark	0	0
Estonia	0	0
Finland	0	0
France	0	0
Germany	Yes	Yes
Greece	Yes	0
Ireland	Yes	Yes
Italy	0	0
Latvia	Yes	0
Luxembourg	0	0
Malta	0	0
Norway	0	0
Netherlands	Yes	Yes
Poland	0	0
Portugal	0	0
Romania	0	0
Slovakia	0	0
Slovenia	0	0
Spain	0	0
Sweden	Yes	Yes
Turkey	0	0
Total answers	**27**	**27**
% Yes	**25.9%**	**14.8%**
% No	**74.1%**	**85.2%**
Total %	**100.0%**	**100.0%**

Country	standard frequency
France	Some ministries have decided as a policy orientation, to organise an annual planning in aim of increasing the rate of mobility (but it is not the general case). There is no obligation for an agent to take part annually or every two or three years to this global rotation of the staff. In spite of that, findings show that the average length which is encouraged by HR managers is three or four years per job.
Germany	3 - 5 years
Ireland	3-5 years, but Departmental policies may vary.
Netherlands	Only in the Ministry of Foreign affairs: every 4 year.
Sweden	Rare, but used in for example the Ministry of Foreign Affairs for services abroad. 3-5 years frequency, and in National Tax office for services against client groups to prevent to close relations/corruption.

F.5.b - Are there planned organizational mobility measures? Unit, Department, Administration rotation

Country	Yes/No	Measures mandatory (Yes/No)	Which is the standard frequency?	The obligation of diagonal career paths? (Yes/No)
European Commission	0	0		0
Austria	Yes	Yes	flexible	0
Belgium	0	0		0
Bulgaria	0	0		0
Cyprus	Yes	0		0
Croatia	0	0		0
Denmark	0	0		0
Estonia	0	0		0
Finland	0	0		0
France	0	0		0
Germany	Yes	0		0
Greece	Yes	0		0
Ireland	Yes	0	3-5 years	0
Italy	0	0		0
Latvia	0	0		0
Luxembourg	0	0		0
Malta	0	0		0
Norway	0	0		0
Netherlands	0	0		0
Poland	0	0		0
Portugal	Yes	0	Every 3 years.	0
Romania	0	0		0
Slovakia	0	0		0
Slovenia	0	0		0
Spain	0	0		0
Sweden	Yes	0	Very different.	0
Turkey	0	0		0
Total answers	**27**	**27**		**27**
% Yes	**25.9%**	**3.7%**		**0.0%**
% No	**74.1%**	**96.3%**		**100.0%**
Total %	**100.0%**	**100.0%**		**100.0%**

Country	which cases
France	Changing their jobs, a lot of agents can be concerned by the fact that they have also to leave their administration to an other one. All those type of changes and rotations are managed in the same way. There are no specific obligation to make a plan..

F.5.c - Other forms of planned mobility

Country	Yes/No	Specify
European Commission	Yes	Specific rules for personel in Delegations, Representations or occuping a sensitive post.
Austria	0	
Belgium	0	
Bulgaria	0	
Cyprus	Yes	Please refer to q. F.1. above
Croatia	0	
Denmark	0	
Estonia	0	The Civil Service Act allows officials to rotate within civil service in order to develop their competencies and increase motivation. The transfer is for assigned period and can be renewed one time, after what the official can return to the original position.
Finland	0	
France	0	
Germany	0	
Greece	Yes	Mobility scheme of public officials as foreseen in the economic adjustmnet programme
Ireland	Yes	Redeployment to cater for staff released by reorganisation.
Italy	0	
Latvia	0	
Luxembourg	0	
Malta	0	
Norway	0	
Netherlands	Yes	In case of redundancy, people have to move to another position within or outside the natioonal public administration
Poland	0	
Portugal	Yes	www.bep.gov.pt
Romania	Yes	For senior civil servants, mobility for public interes can be done including based on a mobility plan approved by Government decision, when considered necessary and / or appropriate the existence of such a decision.
Slovenia	0	
Slovakia	0	
Spain	Yes	Organizational adjustments have implied an planned adjustment of its employees. Its framework is the "Report of the Commission for the Reform of Public Administrations" (2013)..
Sweden	0	
Turkey	0	
Total answers	**24**	
% Yes	**34.8%**	
% No	**65.2%**	
Total %	**100.0%**	