



EUPAN eNews

ISSUE 5



How are you building and ensuring the
attractiveness of jobs in your public
administration?



December 2021





Austria

Belgium

Croatia

Cyprus

Czech
Republic

Denmark

Estonia

European
Commission

Finland

France

Germany

Greece

Hungary

Italy

Latvia

Lithuania

Luxemburg

Netherlands

Poland

Portugal

Serbia

Slovakia

Spain

Sweden

Switzerland



AUSTRIA



In order to provide young people with more information on career opportunities in the public administration and thus strengthen the attractiveness of the civil service as an employer, a separate landing page on apprenticeships in the public administration

<https://www.jobboerse.gv.at/einstieg-perspektiven/einstieg/lehre-im-bund/> was set up recently. The page provides general information on apprenticeships and the broad range of career fields in the civil service and presents selected apprenticeships in form of videos. The landing page ensures an easy and low-threshold access to central information and is oriented towards the realities of young people's lives.

BELGIUM



FPS BOSA recently developed a new employer brand (Travailler pour .be / Werken voor .be) for the Belgian federal administration, together with the federal departments to improve our attractiveness towards potential candidates. We are implementing this new brand in our job site, our communication channels, and in our recruitment campaigns. The core of the concept is the social impact you can have as a civil servant. In order to show this, we spread testimonials of current employees via several communication channels (online & offline).

CROATIA

The attractiveness of jobs in Croatian public administration is ensured within the National Recovery and Resilience Program 2021-2026, specifically through the development of a new central selection system, a new salary system, digitalization of processes within the HRM, and the introduction of hybrid ways of working, which are expected to improve work-life balance and increase the motivation of civil servants.

Also, the principle of equal pay for equal work, the introduction of a system of rewarding employees for outstanding performance, and online testing of candidates are expected to improve the attractiveness.



CYPRUS



All the vacant posts in the public service are published in the Official Journal of the Republic of Cyprus, which is issued on a weekly basis (every Friday) and is available online. Additionally, these posts are published on the website of the Public Service Commission, which is the competent authority for the filling of the public service posts. The public service vacancies are usually being reproduced in online private job search sites. In general, public service posts attract significantly more candidates than the number of vacancies, and every year, a large number of candidates participate in the annual exams for the listing of successful candidates for the filling of the entry-level posts.

CZECH REPUBLIC



In addition to securing recent wage growth, we also offer our employees special benefits, such as flexible working arrangements, extra 5 days off work a year and much more. Up to twice the salary scale can be granted for a civil servant who is assigned to a key job position (especially in legislation and IT). However, we believe that fair dealing and job stability is key value that the service offers in our public administration, not only to our employees but also to all job seekers.

DENMARK

The attractiveness of the workplaces in central governmental bodies is a key strategic focus. The Danish Employee and Competence Agency works directly through e.g. collective bargaining and supporting documents, advice and tools, and indirectly via interest representation in several forums to ensure cooperation between leaders and employees at the workplaces, a safe and healthy work environment, and ample competence development. Furthermore, a survey on motivation for employees in the public sector is currently being conducted which may initiate further actions.



ESTONIA



Civil service attractiveness in Estonia stands on three main pillars: 1) fair and transparent salary system; 2) leadership quality; 3) strategic employer branding. All those aspects are centrally regularly monitored. Job advertisements are available on a central portal, which we plan to improve with more information, EVP and stories of people who have built up their careers in the public sector. We regularly implement a pre-planned set of EB activities that covers media communication to build public awareness, activities for students (traineeship programmes, visits to schools/universities), and targeted recruitment marketing.

EUROPEAN COMMISSION



President von der Leyen requested the development of a new HR strategy to continue the modernisation of the Commission and ensure we remain an attractive employer for new and existing talent across all Member States. This new HR strategy will strengthen our attractiveness towards a broad geographical and diverse base by prioritising staff well-being and creating a flexible, inclusive and green work environment. Faster, simpler and more modern recruitment will also be introduced and actions will be implemented to ensure staff has the support they need to thrive throughout their careers.

FINLAND

The current personnel is the key as they are our daily brand ambassadors (mostly unconsciously). It is vital to ensure the smooth running and meaningfulness of their work, as well as well-being. Other measures are built on those, such as:

1. Common guidelines for the image work (agencies' performance targets include "reforming the state's employer image").
2. Common e-recruitment services and models for applicant communication, as recruitment is "the moment of truth" for the image,
3. Versatile brand work via traineeships, surveys, podcasts, trade fairs, social media, etc.



FRANCE



The French Government wishes to strengthen the attractiveness of the civil service in its territories by identifying the least attractive geographical areas, establishing a global strategy to strengthen their attractiveness, and conducting an experiment in selected territories. A specific action plan is initiated, using conclusions of general inspections. In addition, European funding's (TSI) have made it possible to entrust work to the OECD, which will diagnose the lack of attractiveness of certain French territories, offer a benchmark of best international practices and produce tools for managing territorial attractiveness.

GERMANY

Germany launched on the Federal level an interministerial agile working group (WG) that aims to draw up a future-oriented HR policy for all federal ministries regarding digital transformation and demographic change. Subgroups deal with the following topics: digital skills, optimising the hiring process, recruiting key skilled employees, new working methods, diverse school-leaving and training certificates, and higher-education degrees. In development: single employer identity for the federal administration; review of digital skills provided in training courses and in the system of dual training for the federal administration.



GREECE

Greece is designing and implementing a series of reforms in the area of human resource management, aiming to reshape the public sector, set public administration as an employer of choice, and improve the employee experience. The reforms concern all the stages of the employee life cycle, from recruitment to retirement. Major reforms include a new recruitment system, a new framework for talent and career management, and a new performance and reward management system. Emphasis is also given to developing the skills of employees and managers.



HUNGARY



The Act CCXXV/2018 on Governmental Administration put the legal status of government officials on a new base; among other things a different salary system was introduced, in which the employer has a wider latitude to decide the concrete amount of salary.

Nevertheless, government officials may be awarded different types of recognitions of merit (written praise, performance recognition, motivational recognition, etc.). The Act also determines benefits for government officials (housing, study, social type of benefits).

The Government Regulation 52/2019. on the Hungarian Public Administration Scholarship established by the government aims to ensure the suitably qualified, professionally dedicated, experienced younger generation supply in the administration workforce.

ITALY



Among the measures aimed at ensuring the attractiveness of public employment, Law Decree 80/2021 introduced a new category for highly skilled civil servants that will be defined through collective bargaining. More specifically, in order for employees to have a career progression and move up to the following professional area, there will be a comparative procedure based on positive performance evaluation in the previous three years, absence of disciplinary procedures, additional professional and educational qualifications compared to those needed to access the position, type and number of tasks accomplished. The purpose is to facilitate the career development of employees already working in the administration, by defining rigorous parameters to measure their level of adequacy.

LATVIA



On November 16th, 2021 Latvian Parliament adopted amendments to the Law on Remuneration of Officials and Employees of State and Local Government Authorities. This is an important public sector remuneration reform because the public sector remuneration system hasn't experienced fundamental changes since 2010. It will allow increasing salaries, which at present are not comparable to the private sector, thus making it difficult to attract new employees. The State Chancellery within its Innovation Laboratory has developed the Office of the Future concept that will help to organize work after the COVID-19 pandemic.

LITHUANIA

Attracting motivated professionals to the Lithuanian public sector has lately become a challenge – the state is struggling to compete with the private sector regarding competitive pay, conditions, career prospects.

Recognising the importance of a strong and professional public sector in today's context, the Government is currently implementing public administration reform. Aiming to increase its attractiveness and boost the prestige of serving the country, the Civil Service reform is focussing on four key aspects: Strengthening the managerial corps, Developing strategic competencies, Modernising HR management, Regularly assessing civil service effectiveness. The reform will be completed by 2025.



LUXEMBURG

Different elements contribute to fostering the attractiveness of jobs such as attractive working conditions, varied training courses, professional mobility, the promotion of work-life balance through flexible working hours, and the option of telework. The public administration is constantly evolving, especially in the field of digitalization, in parallel with a strong commitment to being at the service of the citizen and society. Additionally, in order to put a spotlight on the diversity and wide range of jobs in the public administration we are implementing an employer branding strategy in the coming months.



NETHERLANDS



Being an attractive employer is one of the pillars of the strategic HRM policy 2025 of the central government in the Netherlands. Being an attractive employer does not only mean being able to attract new and diverse talents, we also focus on talent and career development, and a healthy and safe work environment. For example, every employee is entitled to pursue education and training, in the context of personal development, professional development or vitality. Next to this, our executive agency is experienced in online and offline communication, employer branding, and the use of data.

POLAND

The Head of Civil Service is making work-life balance one of its several selling points in order to build and ensure the attractiveness of working in the civil service. A dedicated chapter in the Human Resources Management Standards in the Civil Service ensures that solutions aimed at balancing work with other aspects of the employees' life are a mainstay of the Civil Service organizational culture. To further promote best practices in this area the Head of Civil Service founded a competition for the Best Work-life Balance Solution, which had its grand finale on November 16th.



PORTUGAL



In order to attract young graduates to the public administration, while promoting its rejuvenation and facilitating the insertion of qualified young people into active life through paid practical training in a working environment, a traineeship programme called “EstágiAP XXI” was launched in 2021.

The programme registered 2540 candidates, with 443 being placed in the various participating public services at the national level. The traineeships have a duration of nine months, and the respective contract can be concluded on a full-time or part-time basis.

SERBIA



Since practice in Serbia showed that a very low number of the candidates are applying for a job position in the civil service, in the new PAR Strategy 2021-2030 and it's following AP 2021-2025 it was recognized the need to promote the state administration as a desirable employer through the development of a communication plan for promotional activities and its implementation through workshops, introducing citizens to various jobs in state administration, etc.

Ministry of Public Administration and Local Self Government developed a digital platform www.strucnapraksa.mduls.gov.rs and on Nov 4 and 5th organized the first Fair of student professional practice in public administration 2021/2022. The Fair has visited over 2,000 students during two days.

SLOVAKIA



The Civil Service Act allows employers to offer a wide range of financial and non-financial benefits. By offering a financial supplement to salary (for quality and performance), work and life benefits such as extra days off, reduced working hours, more holidays, the employers (offices/agencies) can increase the attractiveness of civil service positions (compared to the private sector). They can also offer an extra salary to applicants for highly qualified positions. In addition, we have also the tools to employ young people (graduates), who can gain valuable experience in various fields.

SPAIN



The Ministry for Finance and the Civil Service works to develop a set of working conditions for the present and the future public employees (adequate remuneration, possibilities of training and professional promotion, Ill equality plan with measures for reconciliation of personal, family and working life such as flexible timetables, licenses or remote work;) to encourage possible candidates – be they men, women or persons with disabilities, to become a civil servant, and join Public Administration as an organization that serves the general interest and provides public services to the citizen.

SWEDEN



The Swedish Agency for Government Employers (SAGE) has formulated a common employer branding communication for the central government. The site [jobba statligt In English \(arbetsgivarverket.se\)](http://jobba.statligt.se) communicates the benefits of employment within the sector: The Swedish central government sector provides plenty of rewarding opportunities for personal and career development, with jobs that use your qualifications and give you responsibility.

All the actual recruitments of the government agencies are published on the site which makes it easier for people to look and apply for specific professional positions in the central government sector.

SWITZERLAND



To meet the increased demands for work-life balance, the Swiss federal administration is increasingly relying on flexible work arrangements. In 2021, the Federal Council adopted a revision of the Federal Personnel Ordinance with the aim to reconcile the interests of employers and employees. One of the revised arrangements was mobile working. Managers may authorize their employees to work while commuting if the work content, the travel duration and the travel conditions make it possible to perform the given tasks. The working time performed in this manner will be credited in full.