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**Direction générale
de l'administration et
de la fonction publique**

Transforming the French Civil Service to Meet the Challenges of the 21st Century



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The French civil service model

In France, the civil service includes all public employees holding a tenured or contract position in any of the three civil service branches (central government, local government and the public hospital system). The civil service workforce totals **5.66 million employees**¹ working in these organisations, either as civil servants (a status governed by public laws and orders) or otherwise (contract employees).

General principles

The French civil service model is built on three core principles:

- **Continuity:** A constitutional principle based on the obligation to meet the needs of the public interest continuously.
- **Equality of access to public services,** from which stems the duty of neutrality for public service employees: A constitutional principle under which everyone is equally entitled to access public services, contributes equally to the financial cost of these services and receives the same treatment as all other users of these services. This duty of neutrality requires public employees to uphold the principle of secularism.
- **Adaptability:** A corollary of the principle of continuity, this is the principle that public services should meet the needs of users and keep pace with technical and technological developments.

Although the French model is that of a career-based civil service, there has been increased recruitment of contract employees. In 2019, one in five jobs across the French civil service was held by a contract employee.

¹ All figures in this document are from the 2021 edition of the *Rapport annuel sur l'état de la fonction publique* (data as at 31 December 2019).

Focus

THE THREE BRANCHES OF FRANCE'S CIVIL SERVICE

France's civil service is made up of three branches, each with its own rules:

- ▶ The **central government civil service** employs some **2.49 million employees** (both tenured and non-tenured). These employees work in government ministries, devolved government departments and national public establishments. Recruitment is governed by public law.
- ▶ The **local government civil service** has **1.94 million employees** who work for local and regional authorities such as regional councils, *département* councils and municipalities.
- ▶ The **hospital civil service** comprises **1.18 million employees** who work for public healthcare facilities (public hospitals) and medical/social care facilities (retirement homes, etc.).

The main distinguishing factor between a civil servant and a contract employee is that civil servants are recruited for the duration of their career, whereas contract employees are hired for a specific position or project. This distinction gives rise to the principle that permanent government jobs should be held by civil servants. Under this principle, civil servants are recruited via competitive examination, a process designed to ensure equal access to public employment. Competitions are open to anyone with citizenship from a European Union or European Economic Area country (with exceptions for positions of a "sovereign" nature). Contract employees are hired through transparent recruitment processes, which are also designed to ensure equal access to public employment.

In all branches of the civil service, positions are categorised into three grades according to the recruitment level and the nature of responsibilities.

- **A Grade: General education, planning or management roles (37% of all employees)**
- **B Grade: Executive duties (18%)**
- **C Grade: Operational tasks (45%)**

Focus

THE LEGAL FRAMEWORK FOR FRANCE'S CIVIL SERVICE

Representing a significant drafting effort, France's new civil service code unifies all the laws (and eventually all the regulations) applicable to public employees. The code covers the **four acts establishing the general civil service regulations** (the Civil Servants' Rights and Obligations Act of 13 July 1983, known as the "general regulations", which covers all three branches; the Central Government Civil Service Act of 11 January 1984; the Local Government Civil Service Act of 26 January 1984; and the Hospital Civil Service Act of 9 January 1986). The code also covers **more recent amending instruments**, such as Order 2021-702 of 2 June 2021 on senior management reform in the central government civil service and the **Civil Service Transformation Act of 6 August 2019**, which introduced changes to labour relations bodies, expanded recruitment through contract positions, enhanced support for career development and strengthened measures for gender equality in the workplace.

Designed with usability and accessibility in mind, the code is structured around the core principles of the civil service that apply to some 5.6 million public employees. For the first time, the rights, responsibilities and protections of both employers and employees are all laid out in a single document.

Published on 1 March 2022, the code will also be of great use to professionals and practitioners of civil service law.

It is accompanied by regulatory texts that outline the implementing rules.

Joining the civil service

Every civil service competitive examination has its own rules and conditions based on the profession being recruited for and the anticipated recruitment levels. To ensure diversity in hiring, there are three types of competition:

- **External competitions** are open to all candidates who meet the educational requirements (level of education, area of study). These are often used to recruit recent graduates just starting out in their career.
- **Internal competitions** are restricted to current employees with a specific level of seniority.
- **"Third" competitions** are open to candidates with work experience in the private or non-profit sector or in local public office.

If they pass the examination, successful candidates become probationary civil servants, usually undergoing a comprehensive training period, either as part of their first assigned position or at a civil service college, before becoming officially tenured. Of the 81 public service schools, the National Institute of Public Service (INSP), which succeeded the National School of Administration (ENA) as of 1 January 2022, is where current and future senior civil servants are educated and recruited. There are also five Regional Institutes of Administration (IRAs), in Bastia, Nantes, Lille, Metz and Lyon, which provide training for administrative executives.

Online, the [Place de l'emploi public](#) is the official job platform for all three branches of the civil service. It is home to nearly 45,000 job postings open to both contract employees and civil servants looking for an employment opportunity anywhere in France. It has a search function and users can create their own account.

Focus

THE DIRECTORATE GENERAL FOR ADMINISTRATION AND THE CIVIL SERVICE

The Directorate General for Administration and the Civil Service (DGAFP) was created in 1945 to provide a cross-ministry perspective of civil service issues. It steers civil service policy, particularly in the area of human resources, and has had its scope expanded to cover all government modernisation initiatives. Since 2020, it has been part of the Ministry for Government Transformation and the Civil Service (MTEP), where its primary role is to oversee the HR function for the central government and coordinate dialogue between the three civil service branches. It is also responsible for ensuring consistency among the three branches and steering inter-ministry and inter-civil service HR projects through its five primary missions:

- ▶ The DGAFP drafts and amends **legislative texts** relating to the civil service (civil service code, acts, decrees, etc.).
- ▶ The DGAFP is responsible for fostering healthy and balanced **labour relations** in national bodies as a representative of the civil service as employer.
- ▶ To adapt the HR function to the government transformation, the DGAFP contributes its **expertise** by regularly publishing and disseminating practical guides and data compilations on the state of the civil service and its HR policies. It also proactively seeks out HR best practices across Europe and the rest of the world.
- ▶ The DGAFP encourages, supports and advances **innovation** in the civil service, by promoting and funding innovative projects led by government departments (via an HR innovation fund).

- ▶ The DGAFP convenes and **coordinates** networks of experts within the civil service to support the transformation of HR policy. It also organises practice-sharing sessions between the public and private sectors involving a wide range of stakeholders (public-private committees, scientific board, HR policy advisory board). The DGAFP organises events such as conferences for HR professionals in order to share innovative practices. It also holds regular dialogue with a network of EU and international partners, whether through bilateral projects or dedicated organisations (Organisation for Economic Co-operation and Development (OECD), European networks).

In 2022, the DGAFP had around 180 employees (civil servants and contract employees combined).

Focus

ENCOURAGING HR INNOVATION IN THE CIVIL SERVICE

Introduced in 2017, the central government civil service HR innovation support fund (FIRH) aims to bankroll innovative HR initiatives developed by departments in all three branches of the civil service, not just the central government. To date, 210 projects have been funded.

Through an annual call for projects, the fund supports initiatives that help foster an innovative HR and management culture, introduce novel ways of working and offer new HR tools.

In 2021, areas of focus for winning projects included the execution of the local government reform programme and departmental reorganisations, the impacts of the COVID-19 crisis and the expansion of work-from-home arrangements, and the introduction of new management methods in response to lessons learned from the crisis.

The initiatives are published online in an [HR initiative library](#), where they can be shared with all HR professionals looking for inspiration from innovative practices in the civil service.

Transformations underway in France's civil service

As the HR department for the central government, the DGAFP is responsible for leading transformation projects within the civil service.

The modernisation of public services goes hand in hand with a more flexible, more agile civil service that keeps pace with the developments in public administration. This ability to adapt helps strengthen the relationship between the government and citizens. Measures aim to address challenges encountered in the field by giving public employees the latitude they need.

The most recent reforms have introduced new measures for the civil service with this in mind.

The new legal framework established by the Civil Service Transformation Act of 6 August 2019 equips employers with new HR management tools and offers employees better recognition for their work with the creation of new rights. It authorises the government to issue orders to address organisational issues regarding the senior civil service, supplementary health insurance and collective bargaining, in order to bring about major change where it is needed.

As part of this reform, public employees and employers are at the forefront of the transformation. The goal is to make the civil service a model, equal-opportunity employer by recruiting people from a diversity of backgrounds, supporting employees and modernising the management of supervisory staff.

The HR function is also being adapted to support the transformation of public services. This involves providing financial and material support for innovative projects, as well as decentralising HR functions at the level of local services.

A meaningful transformation to equip France with a civil service for the 21st century: more agile, more open, more enticing

The Civil Service Transformation Act of 6 August 2019 introduced several big changes in the areas of labour relations, human resources management, harmonising the management framework, job mobility, equality in the workplace and the expansion of supplementary health insurance.

The goal of **reforming labour relations bodies** was to make labour relations more effective and responsive, while guaranteeing public employees the right to provide input on and determine their own working conditions. With this goal in mind, the reform, undertaken as part of the Civil Service Transformation Act, introduced changes to streamline labour relations bodies for better consistency. Changes were made to the powers of the joint administrative commissions (CAPs), with the elimination of mandatory consultations on employee transfers and promotions as of 1 January 2021. Additionally, a single labour relations body (*le comité social*) will be established to coincide with the 2022 workplace elections.

The act also authorises the government to issue orders to help reach negotiated agreements, particularly at local level, while granting some of them legal force. The Order of 17 February 2021 on civil service collective bargaining agreements allows labour and management to work together to find the most suitable solutions to issues considering the specifics of their administrative department and geographic location. The new legal framework has already led to the signing of a first agreement in July 2021 on work-from-home arrangements in all three branches of the civil service, and a second in January 2022 on supplementary health insurance for civil service employees.

The Civil Service Transformation Act also ushered in improvements to labour relations tools by introducing a mandatory annual report (*rapport social unique*) of labour-related information and data, which is then used to establish management guidelines for determining a multi-year HR steering strategy.

Another aim of the act is to streamline and transform HR management. This involves measures to facilitate the hiring of contract employees for civil service jobs, in a shift away from the principle that permanent jobs should be held by civil servants. Provided a recruitment procedure is followed that is designed to ensure equal access to public employment (in accordance with Article 6 of France's Declaration of the Rights of Man and of the Citizen), contract employees can be hired for most permanent jobs, including management roles.

The act has also streamlined the professional ethics screening process for public employees who want to work in the private sector after temporarily or permanently leaving their public position (*contrôle départ* or post-public employment restrictions) or who want to do part-time work to create or resume a business (*cumul d'activités* or multiple job-holding). Screening has been made stricter for public employees in positions particularly exposed to professional ethics risks, but simplified for others. Under the previous rules, all public employees would have to undergo mandatory screening by an independent government commission. Now, public employees in exposed positions are automatically vetted by an independent administrative authority, the High Authority for Transparency in Public Life (HATVP), when they leave their employment for the private sector or decide to hold multiple jobs. The act also introduced a new screening measure, for public employees having worked in the private sector in the previous three years, which is conducted

before they are appointed to an exposed position. For other public employees, who are only subject to screening when they leave for the private sector or combine multiple jobs, screening is performed by their administration. It may decide to involve an ethics officer (available in all administrations) if there is serious cause for concern and, where needed, the HATVP.

To improve the quality of public services, enhance the **careers of public employees** and **attract more people to public employment**, the government is seeking to improve **job mobility** for civil servants, both within and between ministries and for transitioning from the public sector to the private sector. With this goal in mind, the act introduced the option of termination settlement agreements in the civil service. It also allows ministries to set minimum and maximum terms on some contracts to ensure more flexible HR management. Furthermore, management guidelines are expected to set out general parameters for promotions and career development and selection criteria for manager-initiated promotions. These guidelines are discussed with labour unions and made available to employees to ensure procedures remain transparent.

The act also introduced improved measures for **gender equality in the workplace**. Administrations must adopt a multi-year gender equality action plan, covering a maximum of three years, detailing actions for:

- identifying, preventing and addressing significant gender pay gaps
- ensuring women have equal access to the various job groups (*corps, cadres d'emploi, grades*) and positions in the civil service
- ensuring work-life balance
- preventing and addressing discrimination, violence, psychological and sexual harassment and sexism in the workplace

With regard to the last item, the act also provides for systems for reporting discrimination within all administrations so that these types of situations can be addressed. It also expanded and improved the system for gender balance in appointments, which requires appointments for management and supervisory roles to comprise no fewer than 40% of either men or women.

The act also redefines how public employers help cover **supplementary health insurance** for their employees. The Order of 17 February 2021 on supplementary health insurance in the civil service, which requires public employers to cover at least 50% of the cost of employees' supplementary health plan, is a major step forward. This requirement for government employers will gradually be phased in from 2024, as existing supplementary health plans (taken out under the previous system of approved providers) expire, and will apply no later than 2026 to all public employers in all three branches of the civil service. A unanimous agreement was signed on 26 January 2022 with labour unions to implement the new measure. Until it comes into effect, a tran-

sitional measure takes effect in 2022 to cover a portion of public employees' supplementary health plan costs, for an amount of €15 per month.

Reforming the senior civil service to promote openness, transparency, excellence and diversity

On the basis of Article 59 of the Civil Service Transformation Act of 6 August 2019, an order to reform senior civil service management was issued on 2 June 2021. It sets out the principles of a broad-based senior civil service reform to make it stronger, more open and more enticing. The reform has three complementary aims:

- To increase the openness, transparency and diversity of recruitment by (i) leveraging the *Talents du service public* programme (i.e. preparatory courses open to socially disadvantaged individuals and competitive examinations designed especially for them); (ii) focusing on candidates' skills and experience, **instead of their membership in a corps**, when hiring for senior-level positions; and (iii) expanding access to the **judicial corps** at every stage in a civil servant's career.
- To provide lifelong multidisciplinary training thanks to (i) a reform of the general education system in order to better promote **academic and international opportunities** and foster critical thinking and a spirit of initiative; (ii) the promotion of a **shared culture** through the creation of a **common core curriculum** at 14 public service schools and in 23 senior civil service corps focused on five areas (national values, green transition, digital transformation, public understanding of science and fighting poverty and inequality); (iii) the implementation of **lifelong training programmes** to allow civil servants to expand their knowledge and skills; and (iv) the set-up of a **high potential programme** for **the three civil service branches**.

Focus

THE NATIONAL INSTITUTE OF PUBLIC SERVICE

The National Institute of Public Service (INSP), founded on 1 January 2022 and replacing the National School of Administration (ENA), is France's new leading public institution specialising in the recruitment, education and professional development of central government senior civil servants and managers.

It was created within the broader framework of the senior civil service reform advocated by President Emmanuel Macron, with the aim of increasing the openness, diversity and appeal of the civil service.

The INSP is responsible for senior civil servants' education and professional development, programmes that have undergone sweeping changes. It primarily oversees the common core curriculum taught by public service schools, which work together to educate senior professionals of the three civil service branches and the judiciary, in order to create a common basis for a more efficient, citizen-focused public service.

Additionally, the INSP offers a range of professional development courses for senior civil servants, particularly those interested in central government jobs.

A professional school known for its excellence, the INSP is also on a mission to build partnerships with academia and post-secondary institutions, and to contribute to France's international reputation.

- ▶ To ensure every civil servant can have a stimulating career, without the need to follow one set path, thanks to the fostering and creation of a shared senior civil service management culture, i.e. a **foundational corps of central government directors** (with a competitive salary and benefits package, while affording an opportunity to deepen **professional skills**), regular **performance reviews** to help civil servants advance their career, more **guidance** on career building and additional assistance for civil servants wanting to **make a career change**.

Focus

THE INTERMINISTERIAL DELEGATION FOR SENIOR CIVIL SERVICE MANAGERS

The Interministerial Delegation for Senior Civil Service Managers (DIESE), which has been set up to provide, in coordination with the Human Resources Directorate of each ministry, a high standard of service and support to senior civil servants, gives visibility to the best support programmes to guide their career development and upskilling efforts.

The DIESE sets out, coordinates and drives human resources policy for senior central government managers. It also promotes and ensures the rollout, at interministerial level, of initiatives that facilitate access to senior management roles and improve hiring practices for future senior executives and managers.

Fostering diversity and equal employment opportunities in government

The French civil service must overcome two major challenges: attracting new graduates to the civil service and retaining them once they are on the job. In 2016, 10% of new graduates surveyed expressed an interest in civil service jobs.

Several initiatives have been put in place in an effort to draw more young talent to the civil service.

Talents du service public programme

The purpose of the *Talents du service public* programme is twofold: motivate more candidates to take part in competitive examinations, which new graduates often perceive to be overly selective, and attract a more diverse pool of applicants to senior civil service roles. It is a known fact that students with parents working in higher-level occupations are overrepresented at elite public service schools, compared to students from working-class backgrounds. The programme provides full support to students, from the secondary level all the way up to competitive examinations, through several sub-programmes:

- *Cordées du service public*, in which partnerships are established between secondary institutions and public service schools with the goal of developing students' educational ambitions, motivating them to put themselves out there and piquing their interest in competitive examinations.
- *Prépas Talents* preparatory courses enable the highest-achieving university students to study for management-level civil service examinations. Some 1,700 spots were made available in 2021. It is a means-tested and merit-based programme, and students receive enhanced tutoring and scholarship funding.
- The pilot *Concours Talents* initiative, which offers participants of *Prépas Talents* a new way to sit for six different civil service entrance exams.
- Improved tutoring opportunities are available thanks to the launch of an online platform that connects young people in need of tutoring with volunteer tutors from the civil service.

Launch of an employer branding campaign

The *Choisir le service public* (“Choose Public Service”) campaign, an interministerial-initiated effort, is doing its part to attract more people to civil service careers and boost job mobility across various public-sector employers, particularly in the same job categories. The campaign communicates a common message which highlights the values and commitments shared by all public-sector employers and put into action day to day by civil servants. This message is conveyed through the employer promise “Sustaining the ties that bind us and building a fair, sustainable and innovative society”, while the online platform choisirleservicepublic.gouv.fr features information about the civil service as well as links to various public-sector employer recruitment websites.

Apprenticeships as a valuable driver of openness and diversity in recruitment

In May 2021, Prime Minister Jean Castex set a target to recruit 15,000 apprentices for positions in the central government civil service for the 2021–2022 year (compared to 8,336 in 2020–2021).

A number of resources have been set up to meet this target:

For employers:

- The [PASS website](#) lists all civil service apprenticeship and internship opportunities
- Apprenticeship contracts have become paperless
- Civil servants who oversee an apprentice will receive a €500 benefit per year as from 1 January 2022

For apprentices:

- They are systematically offered the opportunity to take training designed to help them prepare for recruitment exams, which boosts their chances of becoming a tenured civil servant.
- If they meet the required special status conditions, apprentices can access competitive examinations through the “third” process, with the term of their apprenticeship counting as real job experience, whether they worked in the public or private sector.
- Under the Civil Service Transformation Act, disabled apprentices may be offered civil servant status at the end of their apprenticeship. This provision is valid for six years.

Increasing the attractiveness of public-sector jobs in regions outside Paris

To address the difficulty of attracting workers to certain French regions, numerous tools are available (relocation bonuses, changes to programmes designed to facilitate professional mobility and promotions, etc.) as well as more comprehensive measures (support measures for spouses, housing and childcare assistance, partnerships with employment services, etc.). This policy relies primarily on conducting assessments and forecasting as part of a project financed by the European Commission's Technical Support Instrument for Structural Reforms. Carried out in conjunction with the OECD and focused on four representative regions, it seeks to better assess the factors and challenges of regional attractiveness, geographic disparities, tools/solutions that can be deployed, and the objectives and capabilities of interministerial regional HR platforms (PFRHs).

Place de l'emploi public

This official job platform publishes job postings for all three branches of the civil service in one place, in order to foster the job mobility of civil servants and to attract new workers to the civil service. More than 40,000 job offers are available on the site and just under 200,000 people have created an account. A new version will be released in early 2022.

Supporting civil servants as they navigate career development and government transformation efforts

Operational implementation of civil servants' right to personalised job mobility support services

This policy relies on a network of advisers, chiefly career mobility advisers, interministerial resources (guides, mock interviews) and regional "public-sector employment and mobility" events, in coordination with PFRHs.

Professional training

Each ministry implements a professional training policy for its respective civil servants. However, the DGAFP coordinates such policy through a common framework which sets out future professional training priorities and initiatives aimed at modernising the central government's professional development system. For the 2021–2023 period, the emphasis is on French values and principles, supporting the digital transformation, management skills and the professional development of central government employees. Additionally, Mentor, an interministerial training platform, has been created to pool existing training resources and to provide a wider range of training programmes to civil servants, while making them easier to access. By the end of 2021, access will be given to nearly 70 training programmes focused on cross-cutting skills and priority topics. All these training initiatives mean implementing support measures for trainers, managers and civil servants to help them get acquainted with the new hybrid training format, which offers a mix of in-person and remote training courses.

Improving the onboarding experience of new hires

Retaining new hires in the public sector is another priority of the DGAFP to encourage the development of lasting ties between public employees and their employers. Through an interministerial effort, the DGAFP has made a toolkit freely available to human resource managers and professionals, which has been rounded out by an online training course covering onboarding issues and how to get the process right, available on Mentor, the interministerial training platform.

Providing local governments with better human resources support

With every public employee in mind, the DGAFP assists local authorities and HR players across all regions with implementing HR policies and programmes. In an effort to increase mobility between ministries and branches, a programme was established to ensure that central government civil servants maintain their pay grade if they take up a position in a different ministry.

In terms of recruitment, the remit of local authorities has been expanded to help them hire local workers and find candidates with the skills they need.

Focus

INTERMINISTERIAL REGIONAL HR PLATFORMS

Fostering a human resources management culture focused on the reality on the ground means that the DGAFP needs local-level support to carry out transformation initiatives: this role is fulfilled by interministerial regional HR platforms (PFRHs) attached to regional prefectures. The DGAFP is responsible for steering core activities and coordinating at national level. There are 15 PFRHs in total, providing support, guidance and expertise to all central government departments in the following respects:

- ▶ Facilitating interministerial and inter-branch mobility paths (central government civil service, local government civil service and hospital civil service)
- ▶ Implementing national training guidelines at local level and promoting the interministerial training offering
- ▶ Change management, planning, supporting HR innovation and management developments
- ▶ Promoting programmes to enhance the quality of life in the workplace and social initiatives

In addition, PFRHs are tasked with two local government reform (OTE) projects:

- ▶ Assisting departments with HR-related preparatory work and processes
- ▶ Assisting supervisory staff and providing guidance and support on transformation management

As the DGAFP's liaison for implementing HR policies at local level, PFRHs pass on its guidance to local leadership in charge of HR policies:

- ▶ HR decentralisation efforts: providing technical support and local expertise regarding priorities and issues, and communicating and promoting information on HR programmes
- ▶ Attractiveness initiative: preparing local-level assessments on critical skills and labour shortages in specific occupations

PFRHs draw on the partnerships they build and the networks they coordinate in central government departments and the other two civil service branches.

The COVID-19 pandemic has demonstrated just how pivotal their support is when it comes to changing how work is organised (teleworking, developments in management methods, creation of new tools, online career fairs).

Adapting to teleworking and other novel ways of working

An agreement governing the practice of teleworking in the civil service was signed on 13 July 2021. Taking into account the impact of the COVID-19 pandemic on how work is organised, it incorporates the following:

- Measures regarding the right to disconnect
- Conditions for teleworking from a location other than home
- A lump-sum payment of up to €220 per year to cover teleworking costs for central government and hospital civil servants
- In some instances (family caregivers, pregnant civil servants), teleworking may be possible more than three days a week with the employer's consent
- Provisions related to training and supervisory staff support
- The need for cooperative labour relations

Promoting the French civil service model in Europe and abroad

European and international administrative cooperation is key to the openness, development and reach of the French administration and civil service. Such cooperation provides France with an opportunity to push its diplomatic, economic and cultural agenda in relation to topics such as the modernisation of human resources, management and governance.

DGAFP's approach to cooperation aims to create or strengthen civil service partnerships and share expertise and best practices. It seeks to address the common challenges facing public administration and give greater visibility to the French civil service model.

DGAFP's European and international initiatives involve:

- Participating in various civil service and HR policy bodies at EU level (e.g. the European Public Administration Network and the sectoral social dialogue committee for central government administrations), as well as in the **OECD's** Working Party on Public Employment and Management and its Public Governance Committee
- Contributing to numerous bilateral cooperation projects, such as:
 - ➔ Regular meetings and discussions on targeted topics with France's European neighbours (Belgium, Germany, Italy, Portugal, Spain, etc.)
 - ➔ Targeted partnerships in priority geographic areas, especially with French-speaking countries (institutional support/twinning arrangement with Tunisia's civil service launched in 2019, structured partnership with Quebec)
 - ➔ Assisting the Ministry of Public Administration and Local Self-Government of the Government of Serbia to modernise and reform Serbia's administration in view of the country's candidate status for EU membership
- Promoting French expertise abroad in conjunction with the French Development Agency (AFD) and Expertise France
- Working with various partners at national level to give structure to France's approach to international cooperation in the area of public administration and the civil service

This strategy of European and international openness is meant to achieve two goals: inform the DGAFP's forward-looking vision and encourage the sharing of HR expertise by way of various partnerships and European and international bodies.

Public service schools offer training courses for foreign participants, which helps promote the French civil service model and spur discussion at the EU and international level. The INSP offers a **long international cycle (CIL)**, a **French-German bilingual degree course for current civil servants (European master's degree in Governance and Administration, or MEGA)**, which is jointly delivered by partner universities in France and Germany, as well as an **executive course in European studies (CHEE)**. The Regional Institutes of Administration (IRAs) also host foreign participants as part of its **international cycle (CiIRA)**.

Focus

ENCOURAGING EUROPEAN AND INTERNATIONAL MOBILITY AMONG CIVIL SERVANTS

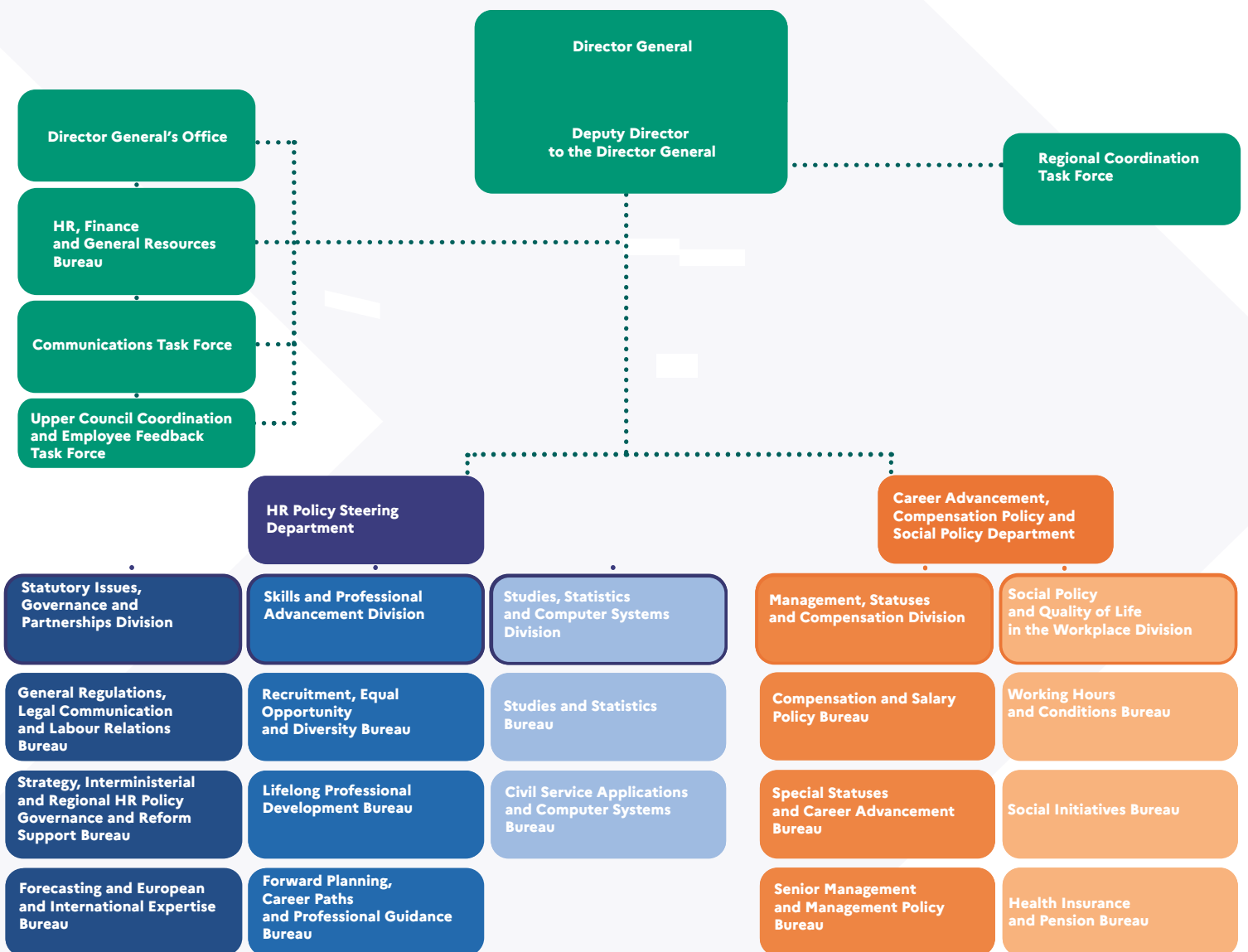
Promoting the European and international mobility of public employees is one of the civil service's transformation goals and is essential for employees and governments in that it bolsters mutual understanding and fosters personal development, the sharing of expertise and the use of foreign languages.

In its capacity as the HR department for the central government, the DGAFP has found various ways to spur and support greater mobility opportunities:

- ▶ Strengthen mobility options by providing easy access to existing programmes and diversifying mobility opportunities, both in Europe and abroad
- ▶ Highlight the career-boosting benefits of mobility and skills acquisition
- ▶ Identify barriers to mobility and ensure that employees receive adequate support throughout their mobility experiences

Appendix

Organisational chart for the Directorate General for Administration and the Civil Service



Abbreviations

AFD	French Development Agency (<i>Agence française de développement</i>)
CAP	Joint administrative commission (<i>commission administrative paritaire</i>)
CHEE	Executive course in European studies (<i>cycle des hautes études européennes</i> , at INSP)
CIL	Long international cycle (<i>cycle international long</i> , at INSP)
CiRA	International cycle (<i>cycle international</i> , at IRA)
DGAFFP	Directorate General for Administration and the Civil Service (<i>Direction générale de l'administration et de la fonction publique</i>)
DIESE	Interministerial Delegation for Senior Civil Service Managers (<i>délégation interministérielle à l'encadrement supérieur de l'État</i>)
ENA	National School of Administration (<i>École nationale d'administration</i>)
EU	European Union
FIRH	HR innovation support fund (<i>fonds de soutien à l'innovation en matière de ressources humaines</i>)
HATVP	High Authority for Transparency in Public Life (<i>Haute autorité pour la transparence de la vie publique</i>)
HR	Human resources
INSP	National Institute of Public Service (<i>Institut national du service public</i>)
IRA	Regional Institute of Administration (<i>Institut régional de l'administration</i>)
MEGA	European master's degree in Governance and Administration (<i>master européen de gouvernance et d'administration</i>), jointly delivered by partner universities in France and Germany
MTFP	Ministry for Government Transformation and the Civil Service (<i>Ministère de la Transformation et de la Fonction publiques</i>)
OECD	Organisation for Economic Co-operation and Development
OTE	Local government reform (<i>organisation territoriale de l'État</i>)
PFRH	Interministerial regional HR platform (<i>plate-forme régionale d'appui interministériel à la gestion des ressources humaines</i>)

For more details

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