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Positioning and interventions of National Public Service Organizations on HR matters


Challenges facing HR planning, management and development in the Public Sector in Germany and mandate, functional location, strategies / responses developed by BMI

September 26th, 2016
Pretoria, South Africa

Federal Ministry of the Interior
Germany
Dr. Henrike Voet



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Agenda

1. Structure of public administration – Overview
2. The Public Service in Germany – Overview
3. Key HR changes and challenges
4. Countermeasures & Strategies


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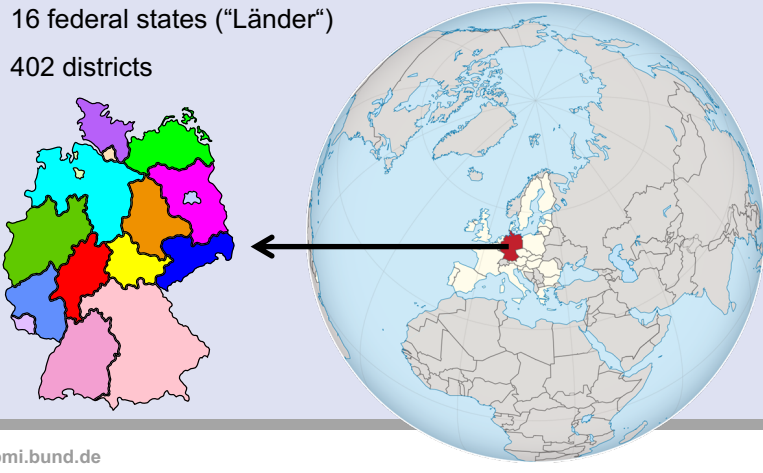
Structure of public administration in Germany - Overview -

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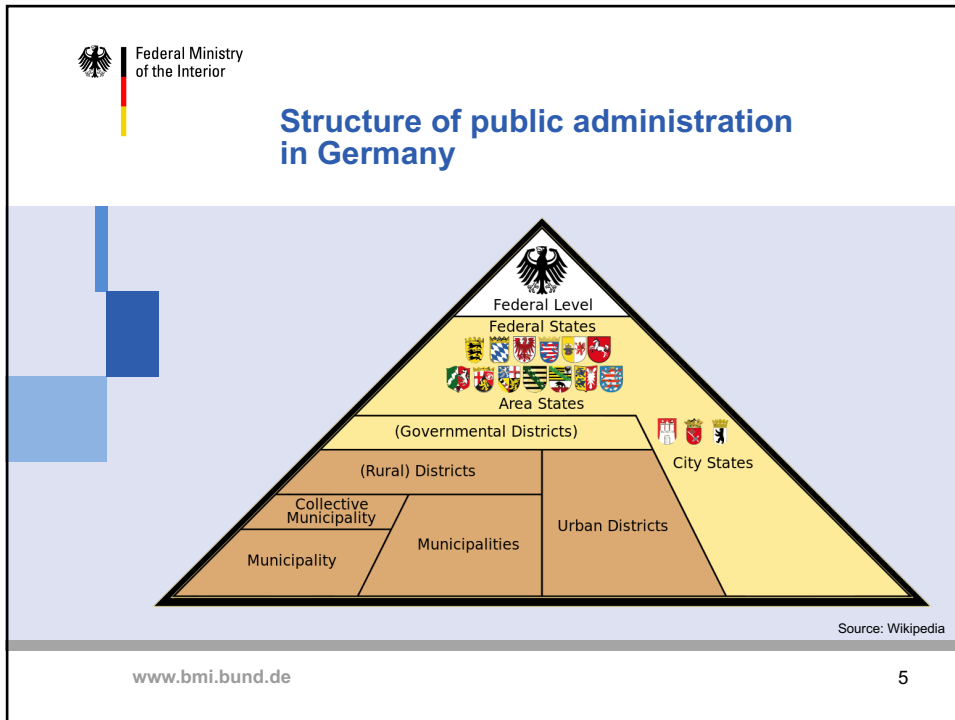
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Federal Republic of Germany

16 federal states ("Länder")
402 districts




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The Public Service in Germany - Overview -

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Public service in Germany: Two status groups

Public service personnel

- **Salaried employees**
(contracted) 
- **Civil servants**
(by appointment) 

Soldiers / Judges


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Four service classes for civil servants

- **ordinary service**
school-leaving certificate
- **intermediate service**
school-leaving certificate and successful completion of
appropriate vocational training or the equivalent
- **higher intermediate service**
university entrance qualification or equivalent (Bachelor)
- **higher service**
appropriate university degree (Master)

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Statistics

A total of about 4,6 million employees work in the public service in Germany.

- administration of the federal states (“Länder”) and of the local authorities: about 4,1 million employees
- federal level: about 430,000 employees


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The Public Service at a glance

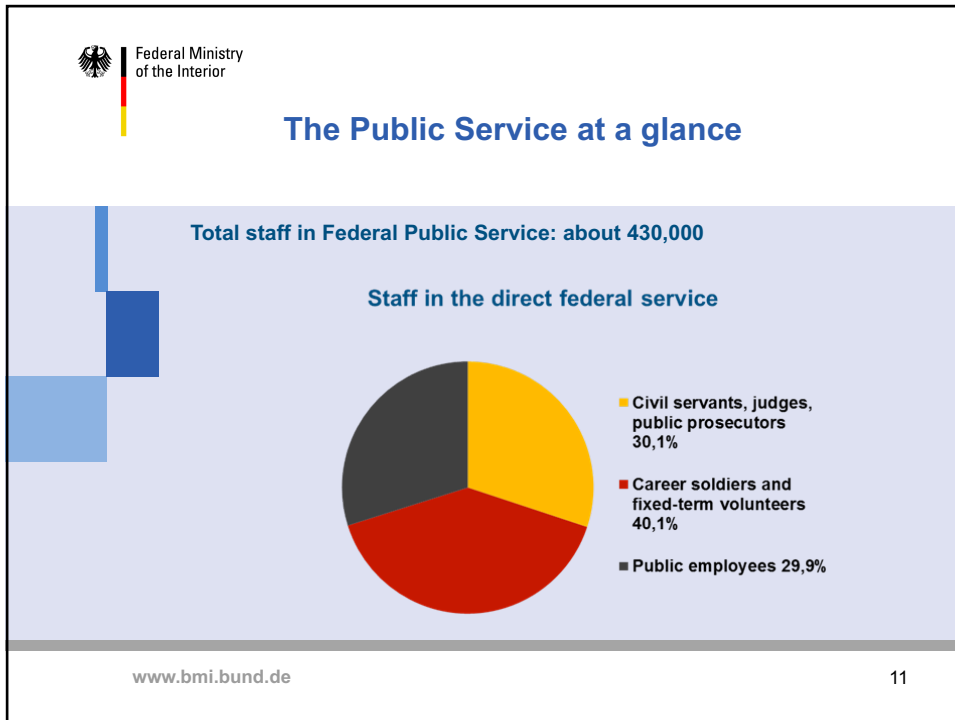
Total staff in public service: about 4,600,000
(Federal administration, administration of the states, Municipalities, military)


Groups of public service staff




Group	Percentage
Civil servants, judges, public prosecutors	36,6%
Career soldiers and fixed-term volunteers	3,8%
Public employees	59,7%




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HR changes and challenges in Germany




- Population is over-ageing 
- Population becomes multi ethnic
- Demographic development
- Fewer young people, fewer skilled personnel
- Information technology 
- Globalization 

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Demographic development I



Germany until 2030:

- total population is stagnating on today's level (about 81 Mio; 2060: 73.1 Mio)
- high level of childlessness (fertility rate: 1.47 in 2014; needed: 2.1)
- age group of people older than 67 years grows by 27 %
- increasing life expectancy
- working population decreases by 3.5 Mio. (6.9 %)

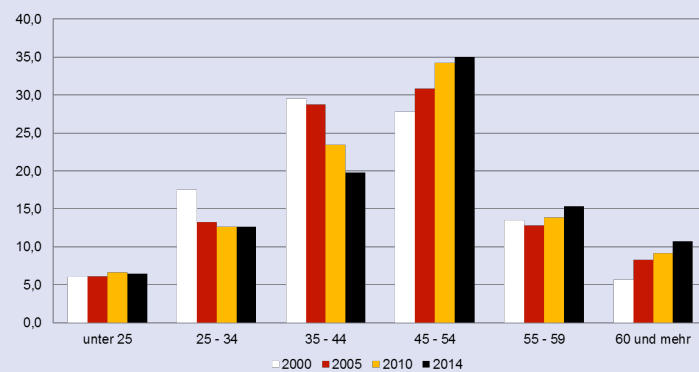
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Demographic development II

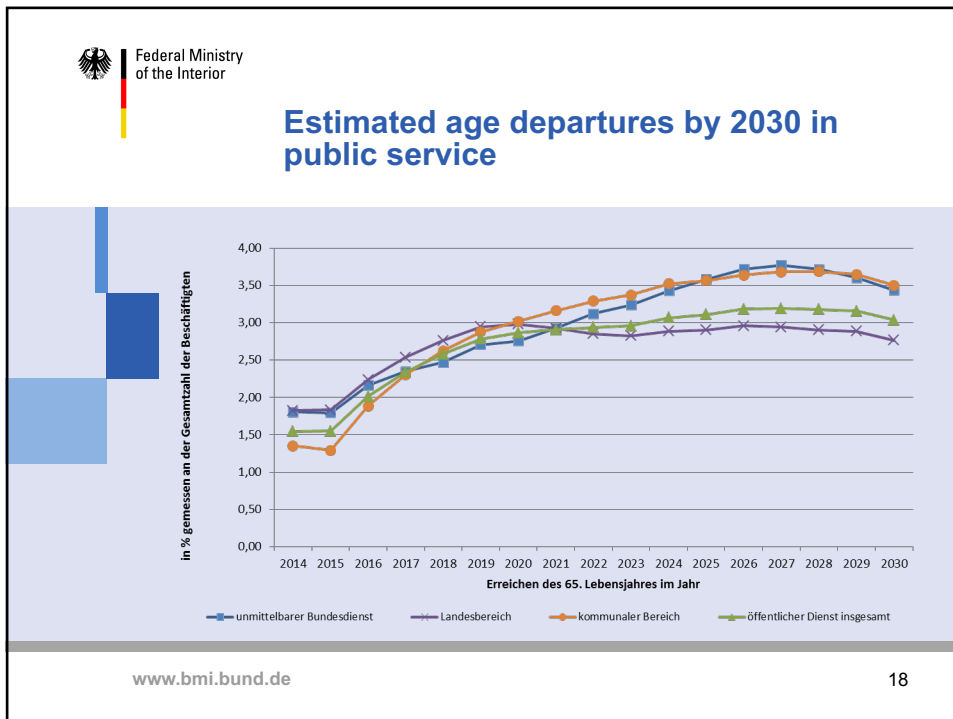
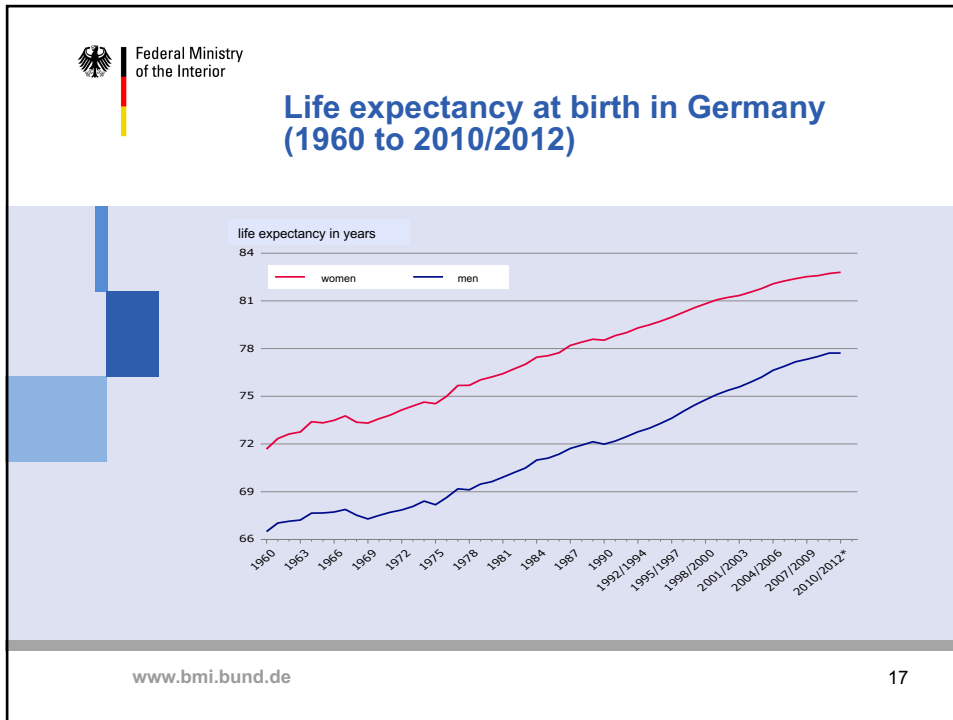
Situation at Federal administration:

- job cuts since 1993 (1.5 % a year), stopped in 2013
- rising average age of employees
2000: 43.1 years
2014: 45.8 years
- most age departures between 2025 und 2030 (more than 3.5 % of all employees a year)

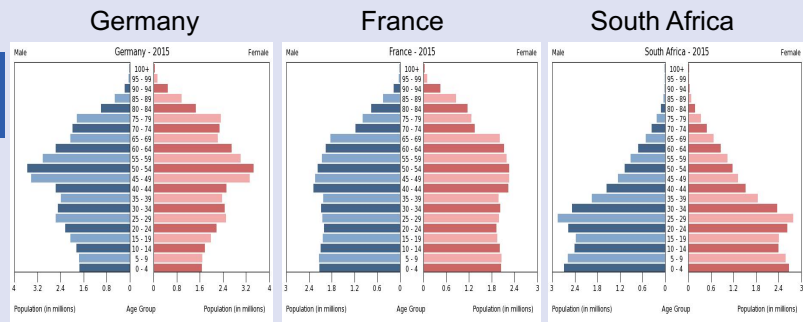
Employees in federal administration by age




Quelle: Destatis, Berechnungen: BMI




Demographic Decline in Germany



Countermeasures & Strategies


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Demographic decline – Countermeasures



- encourage women
- open jobs for skilled foreign workers
- Adjust human resources and staffing policy
- Adjust pension system

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 **Jedes
Alter
zählt**
Die Demografiestrategie
der Bundesregierung

Demographic decline – Countermeasures


Demographic Strategy of the Federal Government

“Every Age Counts” (2012)

“Greater prosperity and better quality of life for all generations” (2015)

- 10 working groups on different fields of action to manage demographic change
- e.g. „The public service as an attractive and modern employer“

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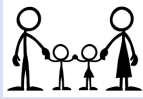
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Appointment of Working Group “The public service as an attractive and modern employer“


Key objectives

1. ensure know-how transfer of leaving personnel
2. optimize family-friendly work conditions
3. maintain personnel's working ability (during complete working life)

→ Enhancing the attractiveness of public service employment






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To ensure the timely transfer of know-how, to promote the potentials of employees, their skills and expertise

- strategic personnel planning according to demographic requirements
- Establishment of central job pool of all federal ministries
- Human resources development: Rotations to promoting diversity of assignment
- Assignments abroad, particularly with the European Union




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To ensure the timely transfer of know-how, to promote the potentials of employees, their skills and expertise

- Qualification of personnel:
 - increasing training and further education at federal institutions
 - enhancing skills
 - promotion of informal learning (e-learning)


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To ensure the timely transfer of know-how, to promote the potentials of employees, their skills and expertise

- Increasing recruitments of applicants with migration background
campaign „www.wir-sind-bund.de“ 
- Improve integration of skilled migrant employees
- Promotion of public service in order to recruit skilled personnel
(e.g. joint website of three levels of administration in preparation)


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Survey on employees with immigrant background in federal administration (2015)

Employees with immigrant backgrounds

- raised to 14.8%
- younger
- lower service classes
- more non-permanent employment relationships
- less civil servants



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Optimize family-friendly work conditions

Balancing family and career: Encourage part-time work (also in leading positions), tele and mobile working independent from an office


Balancing family and studies: promoting e-learning with flexible time management, distance learning and in-service training courses

since 2015: right to leave to care for family members in need of care or to change to part-time work

flexible transition to retirement




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Maintain employees working ability according to the employees individual phase of life

- retirement age raised to 67 years
- Health promotion at work
- Since 2015: long-term working time accounts possible (pilot project until 2020)

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Surveys on choice of future employers among students

Survey among 4,300 students (EY, 2014):

- 30 % say public service is an attractive employer (first choice)
- important criteria for future job:
 - job security (61 %)
 - good salary (59 %)
 - work-life balance (57 %, among women even 65 %)
- Private sector: very time-consuming, insecure, difficult to achieve work-life balance

Same survey among 3,500 students (EY, 2016):

- 32 % want to work in the public service (again first choice)

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Additional links and further information:

www.demografie-portal.de
www.bmi.bund.de
www.wir-sind-bund.de

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**Thank you very much
for your attention.**

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Do you have
any questions?

