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**HR forward planning & Training :
Policies & Steering**

Experience from the French civil service

International Exchange Seminar on
*"Role, positioning and interventions of
National Public Service Organisations
on HR matters"*

Pretoria, South Africa

27 September 2016



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SUMMARY

1. HR forward planning policy: a basic approach
 - Focus #1: The Inter-ministerial State Jobs Directory
 - Focus #2: The Inter-ministerial Dictionary of Central Government Skills
2. Training policy & steering
 - Focus #3: Induction training in public service schools
 - Focus #4: Ongoing training tools



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1. HR forward planning policy: a basic approach

1.1. Definition

- In France, HR forward planning is called “forecast management of workforce, jobs and skills”
- Conceived as a **pluriennial task** entailing:
 - **Determine** actual jobs, workforce and skills of an organization
 - Make of **projection** of those on short-term (1 year) and mid-term (3 years) taking one or several hypothesis
 - **Explore** future needs in jobs, workforce and skills and to identify a strategic target
 - **Analyze differences** between projected resources and future needs
- A risk-prevention approach: identify – evaluate – risks cartography**
- Deemed to:
 - **Prevent maladjustment:** foresee, anticipate and plan changes
 - Manage actual skills of agents to come to **profile/position matches**
 - Implement **action programs** answering the administrations needs and agents’ expectations

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1. HR forward planning policy: a basic approach

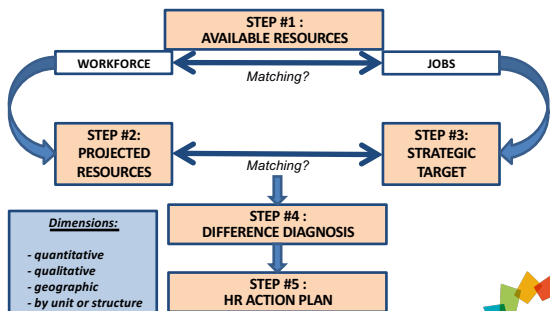
1.2. Method

- Beforehand: an auto-diagnosis of the HR function**
 - Gather quantitative and qualitative available information:
 - ✓ Quantitative data: workforce, flux, budgetary evolution
 - ✓ Qualitative data: evolution of missions/trades, available HR tools
 - Evaluate organizational and managerial context
 - ✓ Managerial degree of autonomy: internal reorganization and agents placement, modulation of bonuses, consequences of individual assessment, contractual staff hiring capacity, training policy definition, availability of an individual career adviser
 - ✓ Organization of HR management dialogue: degree of decentralization, formal/informal processes
- A 5 steps method**
 - Identify available HR data: to-day “photo” including territorial allocation
 - Project resources to short- and mid-terms: performance of statistic device and information systems
 - Determine a strategic target
 - Diagnose and analyze differences:
 - ✓ Evaluate impact of available resources and of expected organizational changes
 - ✓ Submit the results of the evaluation to trade unions prior to decision-making
 - Create, follow and evaluate the HR action plan

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1. HR forward planning policy: a basic approach



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1. HR forward planning policy: a basic approach

1.3. Five prerequisites to engaging into HR forward planning

1. A "Trades" approach
 - ✓ What trades does the State need?
 - ✓ What are the State's functions?

➔ A **trades directory** is a keystone for: HR forward planning and professional paths building
2. **Personalized management** through a skills & competences approach
 - ✓ **Job**: description of **required** skills & competences
 - ✓ **Agent**: description of **actual or potential** skills & competences

➔ **Make them match**: building and collecting the results of **individual assessments**
3. A **favourable budgetary framework**
 - ✓ Public finances legal framework has to provide for a **pluriennial approach**
 - ✓ Payroll budget **flows** from the designed HR forward planning scenario
4. **Reliable and powerful HR information systems**
 - ✓ DGAFP policy: make ministerial information systems **converge**
5. High level of **governmental support**



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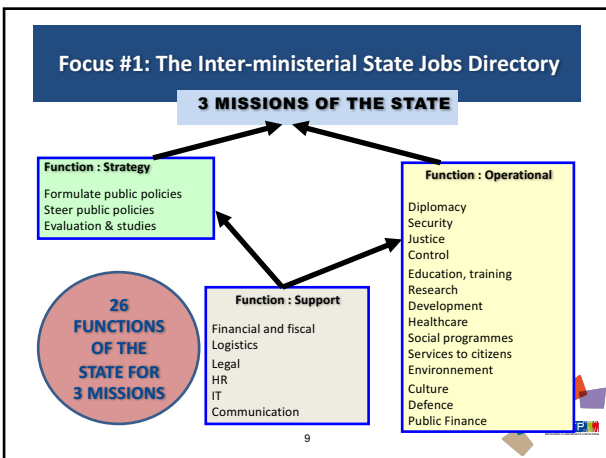
Focus #2: The Inter-ministerial Dictionary of Central Government Skills
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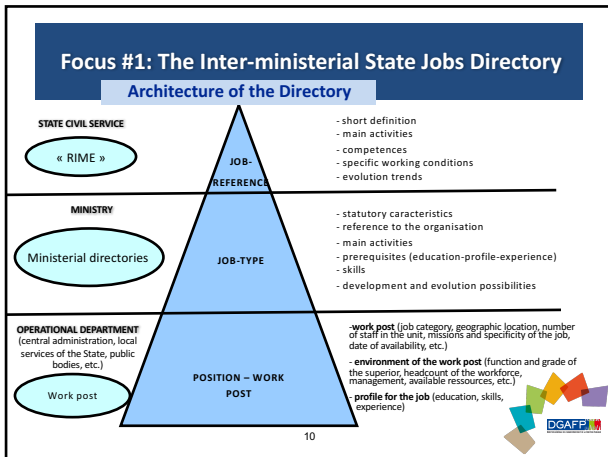
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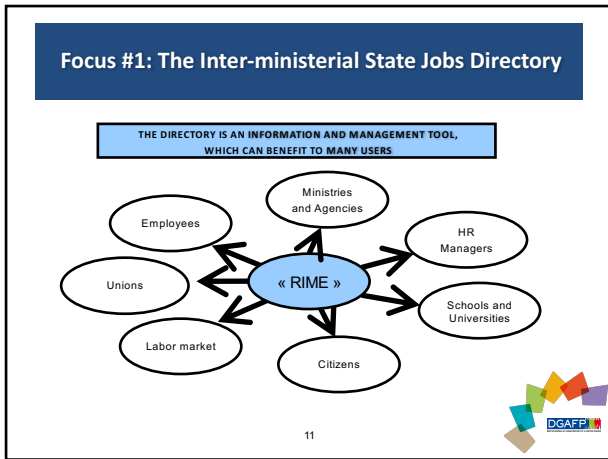
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Focus #2: The Inter-ministerial Dictionary of Central Government Skills

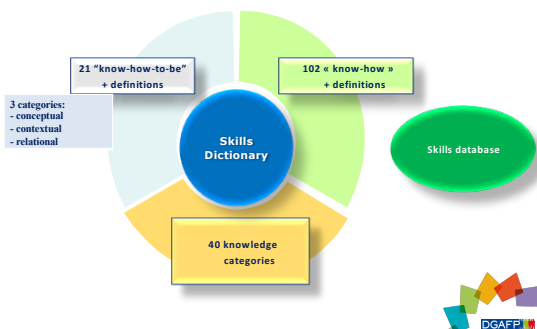
"Skills": way to develop a **common approach** between ministerial departments

- Eases:
- Inter-ministerial **mobility**
 - Harmonization of **job descriptions** and HR **information systems**
 - Have a clear vision of **gateways** between jobs and positions



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Focus #2: The Inter-ministerial Dictionary of Central Government Skills



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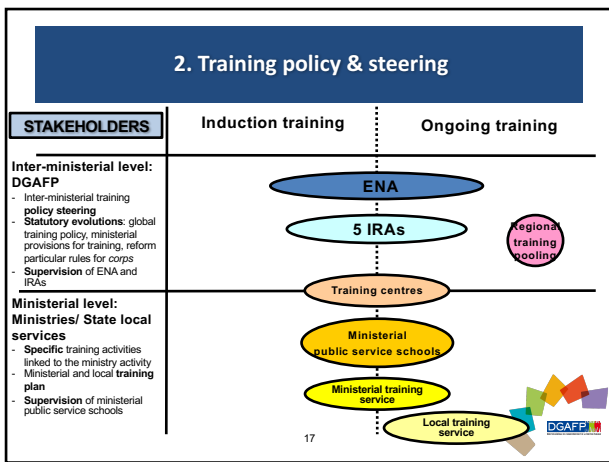
2. Training policy & steering

2.1. Overview

- Civil service training policy includes:
 - **Induction training:** competitive examinations lead to post pre-recruitment training in public service schools
 - **Ongoing training:** skills development during professional careers
 - About 70 public service schools and 400 training sites
- Civil servants have a **right to lifelong learning:** 20 hours/ year (24 hours in 2017)
- **Training plans** aims at:
 - Ensuring **match** between **agents skills** and **skills needed by administrations:** specific training for individual positions, accompany jobs evolution, development of new skills
 - **Accompanying professional paths:** career assessment, skills assessment, preparatory courses for competitive examinations



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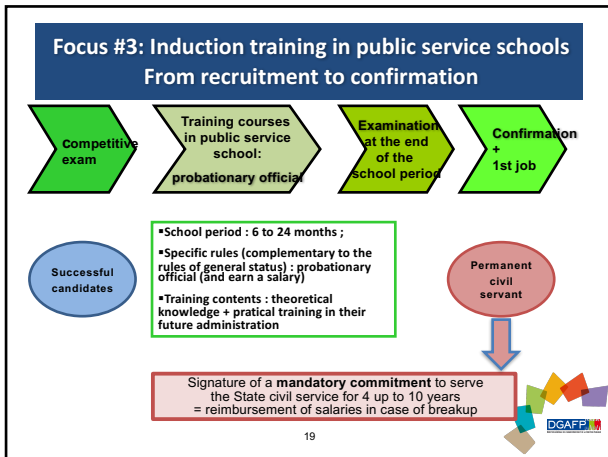
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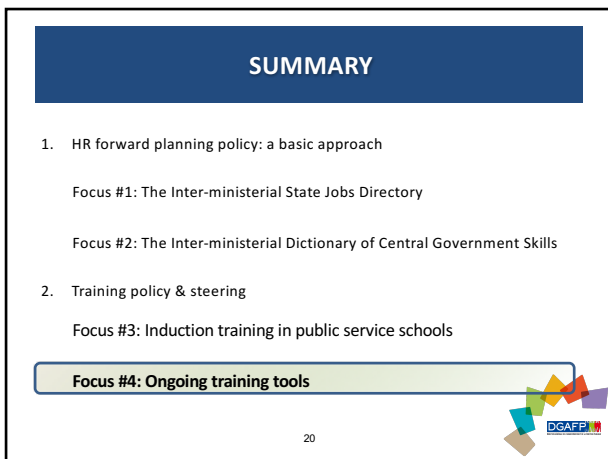
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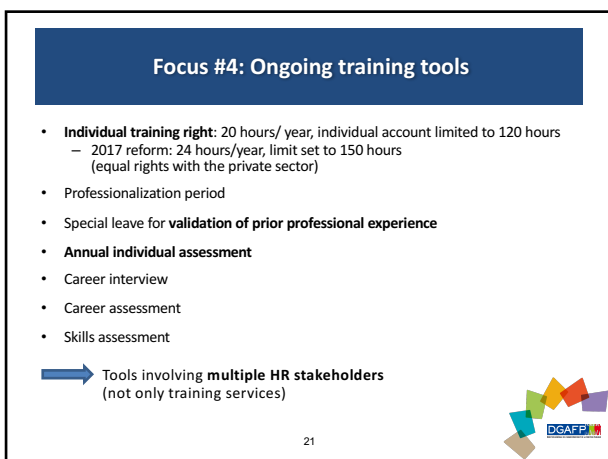
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2. Training policy & steering

2.2. Role of DGAFP (1/2)

- **National steering** of inter-ministerial training policy : Coordination, advice and support for ministerial training services
- **Network management**: e.g. Training managers networks, Public service schools network, HR networks, Trainers networks, Technical networks (on specific job areas)
- **Pooling inter-ministerial training activities** at a local level (region)
 - Allocation of credits
 - Management of national platform for training pooling
- Drafting the Civil service **Annual report** and the **Annual survey** on training activities

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2. Training policy & steering

2.2. Role of DGAFP (2/2)

- Drafting of **yearly inter-ministerial circular defining training priorities** (annual and triennial)
 - Among 2016 Priorities:
 - **Induction & ongoing training**: e.g. Promoting diversity and Combating discriminations, Neutrality & Secularism, Psychosocial risks
 - **Ongoing training**: e.g. Accompanying managers on organizational changes, Procurement and Public purchase, Budgetary & financial issues, Professionalizing career advisors
 - For each priority : **general framework** proposed for **pedagogical engineering** building so as to **harmonize** the content of training sessions
- **Modernization** issues: e.g. e-learning, IT tools, pooling & complementarity of operators

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Thank you for your attention !

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