

Modernizing human asset the executives in the midst of monetary emergency: What needs to keep up limit with constrained assets?

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Abstract— Right now and in the following couple of decades, national open services¹ of the EU Member States will be faced with a littler and more seasoned workforce because of statistic change, scaling back, and rebuilding. The impacts of this pattern are less limit, dangers of expertise out of date quality, of lower execution and of efficiency and skill misfortune. In that unique situation, HRM in the European open administrations needs to assume a more grounded job by utilizing all the more viably the abilities and skills of its present and future workforce. Against this foundation, the article talks about normal European needs in the fields of HR arranging, vocation the board, abilities improvement and preparing, which are expected to likewise keep up in future a skillful and superb open administration.

Keywords— Money related Crisis, More Limited Resources, Human Resource Management, Development of Skills and Competencies.

1. Introduction

It isn't just the private division, yet it is additionally the open segment, which has been profoundly hit by the monetary emergency. Impacts of this emergency are cuts in operational consumptions, for example, workforce decreases, cuts of pay rates and advantages in numerous open administrations of the OECD nations. France for example, diminished its operational expenses by 10%. In the Netherlands, these reserve funds add up to EUR 6 billion by 2015 [2]. Similarly, in the UK, the operational uses will be diminished by somewhere in the range of 33% and 42% by 2014.[3] There exists a general pattern to lessen staff and to diminish work force costs. In Estonia, faculty expenses are diminished by 15%, in the Czech Republic staff is decreased by 10% in 2010, while the UK arranged a decrease of 490 000 occupations and the Netherlands a decrease of 120 000 to 150 000 jobs.[4] The size of things to come workforce in the EU Member States is further on decreased by a lower number of enlistments. Austria and France for example plan to just supplant half of resigning staff, while Italy just needs to supplant 20% of its retirements and Spain 10%. [5]

In perspective on a high likelihood of increasingly moderate financial development rates in the following years, it is not out of the ordinary that the spending needs of governments for state faculty won't change significantly in the following future.⁶ According to a projection of the European Commission, development will likewise stay moderate during the following decade: they anticipate for the EU overall that after a normal potential development of 1,5% up to 2020, a slight increment to 1,6% is anticipated in the period 2021-30.[7]

Because of statistic change and its belongings of a littler dynamic populace and a higher retirement age, it is likewise not out of the ordinary that the quantity of enrollments will go up generously. These advancements will anyway prompt a higher normal age of the workforce: According to measurements, by

and large in the EU [27], the interest rate of more seasoned individuals (55-64) is assessed to increment by about 8,3% in 2020 and even by 14,8% in 2060 as an impact of the anticipated effect of the annuity reforms. [8]

In this manner, in the following decade, the administration of HR will occur in an alternate monetary, social and financial setting. In such a changing situation being described by less and more seasoned staff, progressively moderate spending plans and proceeding with mechanical and societal change, HRM should concentrate considerably more on apparatuses and instruments, which advance an increasingly key, forward-looking and competency-based methodology. The quality of such a methodology is, that it advances a superior and increasingly proficient arranging of rare assets just as a progressively compelling utilization of relationship building abilities' and capabilities.

2. Future Trends of Public Employment in the National Public Services of the EU Member States

2.1. The Development towards a Smaller and Aging Workforce

Especially since the money related emergency of 2008, the majority of the national open administrations of EU Member States need to adapt to a genuinely new test: while general Government consumption went up until the mid-eighties, this pattern has gradually changed from that point forward and conclusively arrived at an end during the budgetary emergency. [9] Since at that point, we can watch a constriction pattern, which is portrayed by advancements, for example, rebuilding, scaling back, enlistment stops and substitution ratios.¹⁰ According to the OECD, 75% of their part nations plan or as of now have presented changes, which abatement the present size of their workforce in the greater part of the organizations and services of focal government.[11]

Research demonstrates that the strain to audit the size and uses of open associations is most elevated in those open divisions, in which the budgetary obligation is most elevated, for example, in Portugal, Spain and Ireland and less intense in Sweden and Germany, which previously had transformed their open part in the 80s.[12]

In addition, the high number of enlistments in a large portion of the national open administrations during the 70s will lead in the coming a very long time to a gigantic flood of retirements because of the time of increased birth rates age achieving their benefits age. In 13 OECD nations, over 30% of open workers of focal government will leave during the following 15 years.[13]

Because of statistic change, the future workforce will be a lot more established. The normal time of staff will move it is assessed that in the German common administration, the more than 55 years of age ascended by about 6% in 2000 from 15,3% to 21,5% in 2009. This figure changes crosswise over Europe: While the level of focal government representatives matured 50 + is high in Italy (49,2%) and Iceland (45,5%), it is a bit lower in the French common administration (32%).[14]

OECD insights demonstrate that maturing in the focal government workforce will likewise proceeding in the majority of the European nations.

2.2. Description of the Challenges Ahead

What are the impacts of this generous difference in the synthesis of the open division workforce? In how far is the nature of our open administrations in danger because of less and maturing assets and how to respond? The discoveries of research are not express in such manner. As Demmke [15] watches, it very well may be recognized three gatherings of specialists. While the main gathering of experts [16] assesses that the present open segment workforce will confront intense difficulties, which will undermine the open welfare express, the second gathering of EUPAN specialists under the Danish Presidency in 2012 arrived at the resolution that the emergency would bear chances to improve the proficiency and adequacy of open organizations and that strategy creators would look for effectiveness through new ways to deal with work association. In conclusion specialists from the OECD are anxious about the possibility that that the center will move towards overseeing staff just as a cost factor instead of as a benefit where it is advantageous to contribute for predominant execution and inspiration.

The writer of this article shares the view that the emergency should prompt new ways to deal with work and HR rehearses, while recognizing as a noteworthy hazard that staff will in future be only observed as a cost factor and not as a benefit. Perhaps the greatest test, which HRM will look later on, is to make a progressively powerful utilization of the abilities and skills of an increasingly constrained workforce. In this field, proficient and profoundly talented HRM divisions authoritatively need to assume a progressively significant job. How to all the more likely utilize staff's capabilities? Right off the bat by putting more in the profitability and execution of a maturing workforce, upon whom a large portion of things to come administration conveyance will depend. Key territories of activity incorporate the battle of the deficiency model of the 70s, as indicated by which work profitability tops during the 30s and 40s and diminishes a short time later and of negative generalizations about representatives over 50.

Late research [17] has come to increasingly positive outcomes about the potential efficiency and execution of more seasoned specialists. It exhibits in an extensive manner that the connection age – decrease of abilities, efficiency and learning is significantly less clear and more unpredictable than right off the bat thought. [18] Much relies on how individuals are utilizing their aptitudes during their lifetime and the way that they are utilizing them all around diversely prompts a high fluctuation in work profitability inside age gatherings. To put it plainly, grown-ups who persistently utilize their aptitudes will keep on building up their potential, while the individuals who don't, hazard losing them. As per this hypothesis, abilities resemble muscles that need ceaseless advancement and 'scholarly' challenges. [19]

Ongoing research [20] likewise demonstrates that a maturing workforce doesn't really perform less well than a more youthful workforce. There is anyway proof that a decrease of abilities and execution emphatically connects with deficient preparing and advancement or likewise with work structures that are averse to fitness improvement and are inadequate with regards to learning impetuses as additionally acknowledgment, valorization and propelling criticism. Care is further on to be taken that open representatives don't face dangers of aptitude out of date quality or the absence of cutting-edge learning and abilities important to keep up compelling execution (CEDEFOP). Aptitude out of date quality occurs if there should be an occurrence of lacking preparing and is at the birthplace of expertise holes and can lead sequentially to bring down efficiency and advancement – which are future key abilities required. More seasoned workers accomplish more regularly than their more youthful partners face the danger of outdated information or of a deterioration of working methods. [21] Due to the quickness of innovative and

monetary change, the danger of expertise out of date quality is expanding in the private and in the open part.

Also, the presence of lesser and more established staff requires a more focused on workforce arranging and assignment of faculty, expert and present-day HR workplaces being portrayed by an abnormal state of mastery in the fields of profession the board just as a superior linkage of HRM to key authoritative objectives and goals. In the midst of rare assets and aptitude deficiencies, considerably more relies on the limits of open associations to well arrangement their enlistments and to ensure that the correct abilities are in the ideal spot and that they bolster the accomplishment of the authoritative procedure.

Thirdly, a noteworthy snag of an increasingly powerful utilization of restricted hierarchical abilities is aptitude mismatch. [22] It is along these lines evaluated that around 30% of the working populace in Europe is influenced by over instruction, while this equivalent figure is accepted to be much higher for under education. [23] Recent research [24] delineates the negative impacts of expertise confuse on efficiency: thinks about demonstrate that undereducated representatives are less profitable when contrasted with coordinated associates inside a similar activity, while they have apparently less motivations to participate in abilities improvement. Over training is additionally regularly connected to higher non-appearance, stops, turnover rates and evading, despite the fact that there is no unmistakable connection between over instruction and lower efficiency.

3. What Priorities to Make the Best Use of Limited Human Resources?

3.1. Human Resource Management Approaches Facilitating a Strategic and increasingly Effective Workforce Planning

When contrasted with the private area, workforce arranging in the open segment is substantially less progressed and it stays as per the OECD 'a fairly feeble point' [25] during the rebuilding forms. This 'shortcoming' progressed toward becoming in specific nations, for example, Ireland clear during the monetary emergency, in light of the fact that significant data identified with vital HR needs was missing and settling on increasingly troublesome arrangement decisions about hierarchical changes measures. [26]

Among the real purposes behind this somewhat low prioritization of workforce arranging are the political setting with the momentary political basic leadership approach, which renders the presentation of an intensive key administration more troublesome than in the private area. Other increasingly explicit hindrances incorporate the absence of significant, key HR apparatuses, for example, a by and large authoritative vision and mission, which frequently lead to divided and inadequate workforce arranging.

Thusly, substitutions are not really arranged ahead of time, while there regularly exists no profiles or determination prerequisites for high administrators. In the midst of tight work markets and huge retirements, substantially more consideration ought to be given to progression arranging and by and large to powerful advance arranging instruments and to a superior thought of future competency needs and difficulties.

France has presented a genuine case of a compelling forward arranging workforce instrument in the open part. Its goal is to anticipate ability holes in a domain of quick financial, mechanical and statistic change and to adjust staff to hierarchical objectives.

3.1.1. The Forward Workforce Planning Approach of the French Central Public Administration ('La Gestion Prévisionnelle Des Emplois Et Des Compétences') [27]

In the mid 1990's and overhauled in 2001, the French government presented another HRM arranging instrument, which expects to keep up HR and authoritative limits in a littler and greyer open division. The Government set-up an eager unit in the Ministry of Civil Service, which is charged to investigate all the time the open segment business circumstance in perspective on anticipating work force needs. Its goal is to ensure that the pool of existing staff and capabilities in the common administration coordinates the requirements of future requests and that expertise deficiencies, which put in danger monetary development, are averted.

One of the primary errands of the legislature wide unit is to help services in their endeavors to set up their forward arranging HRM approach in arrangement with the state spending plan and authoritative missions.

The errands of the GPEEC are an ordinary follow-up of numbers, of capabilities of posts and of professions. Of specific significance are the expectation of retirements and the meaning of requirements of enlistments while considering the administrative missions and development destinations. The target of GPEEC is likewise to be increasingly proactive to the changing requests in common administrations by a maturing populace and to envision the changing arrangement needs and needs of inner re-organizing.

A solid purpose of the GPEEC is that it's anything but an independent action, however that it is inserted in a for the most part increasingly vital administration approach presented by the LOLF [28], which more grounded connections authoritative objectives and workforce wanting to budgetary needs.

The presentation of the GPEEC in the French common administration demonstrates that vital workforce arranging is a considerably more unpredictable and long-haul process in the open division than in the private segment. This can halfway be clarified by the way that on account of the open part, we need to manage a lot of bigger associations being portrayed by various managerial levels and numerous layers of basic leadership and which frequently utilize a large number of staff in various capacities and grades.

As of now referenced before, striking patterns of the majority of the European open administrations are their maturing workforce and a developing number of retirements likewise later on. These improvements require the presentation of HR apparatuses, which increment the hierarchical mindfulness for age lopsided characteristics, advancements of age bends, retirements, enrollment needs and so forth. Such instruments can for example likewise be utilized for progression arranging of pioneers and of different positions.

In perspective on keeping up authoritative limit, Germany has presented in 2012 with regards to its age cognizant HRM a HR instrument, called 'age structure investigation': its goal is to help the distinctive ecclesiastical offices in their endeavors to examine the age structure of various work gatherings and various segments and how they are developing. [29]

3.1.2. The Age Structure Analysis as a Major Pillar of a More Age Sensitive Human Resource Management in the German Central Public Administration [30]

The German Ministry of the Interior has just presented the Altersstrukturanalyse in all respects as of late in 2012 to help its new HR idea 'Demography touchy work force the executives'. The Ministry of the Interior,

which is in charge of the work force arrangement of the government, bolsters services during the usage of the new HR apparatuses, for example, likewise the age structure examination. For this purpose, it has distributed rules and suggestions concerning the utilization of this instrument including its utilization apparatuses. It involves four stages:

1. Inventory of the present age structure of staff. Its point is to make an image of the present workforce and to distinguish solid irregular characteristics with respect to the time of staff.
2. Forecast of things to come age structure (for example faculty variances, enlistments, retirements). The examination of things to come age structure plans to gauge potential changes to the present age structure and to recognize future difficulties in the field of work force strategy. This examination considers retirements, enlistments and different vacillations.
3. Definition of a need-based activity plan and arrangements. Based on stage 1 and stage 2 practice arranged exercises and procedures are characterized, which add to keep up additionally in future a gainful and reasonable open organization. Territories secured incorporate staff enrollment and maintenance, capability, faculty advancement, execution motivators, work association and so forth.
4. Involvement, correspondence and data. All partners, for example, intrigue gatherings, the information insurance official and open representatives are associated with the usage procedure since the start.

It is still too soon to assess the qualities and shortcomings of this HR apparatus. What can anyway as of now be said is that HR instruments, for example, the age structure examination or likewise the GPEEC are genuine instances of a professionalization of workforce arranging and all in all of HRM in the open segment. They are significant strides towards a more focused on enlistment and determination and significant devices for a superior arrangement of HR with authoritative needs. It ought to anyway additionally be referenced that the execution of these 'new' HR instruments in the open administration requires solid HR offices being staffed by equipped and spurred individuals just as submitted senior government workers being described by great authority and vital abilities.

3.2. Human Resource Management Priorities to Enhance Skills Development and Productivity of an Aging Workforce

Current standards of profession the executives in the open part have been structured in various financial occasions being described by liberal spending plans, a higher number of enrollments (the 'time of increased birth rates age') and a strategy of early retirement. After a direct and vertical movement, professions frequently top between 40-50 with constrained open doors for further advancement, employment or undertaking change, portability, vocation movement and preparing. The investment of more established laborers in instructional classes is in the majority of the European open administrations rather low [31], which prompts dangers of ability outdated nature and aptitude confound.

Late HRM change activities which intend to advance longer working lives with regards to statistic change, incorporate the accompanying: the presentation of new jobs for seniors, of mid-vocation meetings planning to talk about future profession and aptitudes improvement, of new types of preparing and preparing systems and the advancement of a superior utilization of age explicit abilities in occupation undertakings.

The additional estimation of these measures is their consolation of an increasingly dynamic administration of seniors' aptitudes and vocations through occupation guiding and instructing, a superior utilization of their experience through learning moves and more customized preparing exercises, which better objective the various needs of all age gatherings. Models effectively executed in the private area are the production of various learning techniques for various age gatherings, the formation of vocation instructors at organization level guaranteeing a progressively individualized profession direction of seniors; the foundation of individual preparing plans, the presentation of help systems for the improvement of (new) abilities and a more grounded valorization of the uncommon skill of a maturing workforce.

There is no proof that more established specialists have lesser learning limits than more youthful laborers, it is just consistent with state that they learn in an alternate manner. Preparing of seniors similarly as preparing of grown-ups ought to be connected to existing proficient experience by alluding to solid work assignments, expand on existing aptitudes, be participatory and intelligent, empower a blend of training focused learning and working and occur at friend level. [32]

Preparing ought to also be translated in a more extensive manner and incorporate every unique circumstance, where learning can happen. It can for instance occur before the PC with an e-learning program, as undertaking pioneer during the execution of a quality administration device, as member in a European system or network of training or additionally as a mentor or coach during working time or through information sharing among youngsters and seniors.

In open parts described by gigantic retirements, the aversion of information misfortune winds up vital. Thus, one compelling strategy to keep up learning inside the association is to move it from seniors to youngsters. A genuine case of how more seasoned representatives can be given a valorizing and testing new profession job, during which they can utilize their skill and experience to the advantage of the association, is an apparatus utilized in an ever-increasing number of services of the open organization in Belgium.

3.2.1. Knowledge Transfer between Senior-Juniors in the Belgian Civil Service [33]

The Belgian Ministry of Civil Service has set up in 2010 an easy to understand instrument to move learning among seniors and youngsters in an arranged, organized and systematized way. Its point is to shield significant and rare information. It is especially gone for seniors, who hold key positions and are planning for their retirement in a mid-term point of view. Three devices portray the information move: 1. An assignment map, which recognizes essential hierarchical learning, 2. The information move plan and 3. The survival unit or the fundamentals of the exchange plan recorded as a hard copy. The last apparatus is particularly significant, if the lesser isn't yet set up before the senior leaves. Every one of the three instruments portray the job and assignments to be played by the three noteworthy entertainers: the senior, the lesser and head of unit. The most critical criteria for propelling a learning move procedure is the ID of hierarchical fields of ability as being of high pertinence for the association. The apparatus recognizes four strategies for information move: 1. Learning through perception; 2. Learning through oral or composed clarification; 3. Learning through reenactment (mise en circumstance). The lesser executes the assignment or part of it which the senior has achieved up until this point; 4. Learning through examination and through recognizable proof of fruitful systems of arrangement finding. In a general manner, information sharing

among seniors and youngsters is likewise more effective than most mechanical arrangements, since individuals use to adapt best through eye to eye learning.

The act of learning sharing among youthful and old shows anyway that the achievement of this instrument is connected to certain social pre-conditions and isn't continually working very well. [34] Some open associations are essentially lack of care about sharing information or they are portrayed when all is said in done by a culture of straightforward and deficient correspondence. The most aggravating element to a successful learning trade is an aggressive hierarchical culture which favors learning storing and where the ownership of data is one of the most significant power sources. Practice demonstrates that it isn't in every case simple to execute information the board apparatuses and that a significant pre-condition is a situation which is described by a learning society, procedural decency, working moral standards, and objectivity and right and deferential relational connections. Thusly, the European manual for good practice in learning the executives recognizes information mindful societies and societies with a low consciousness of knowledge. [35]

Different instances of comparable practices in the field of information moves are utilized in the French and German open organization. [36]

The improvement of expertise advancement and profitability of a maturing workforce relies upon the one hand upon therapeutic measures and then again upon a preventive methodology, which ensures suitable learning, improvement and vocation openings during the entire profession and at all ages. [37]

A genuine model in this setting is the French law on portability in the common administration, which has been embraced in 2009. [38] It supports longer and increasingly adaptable vocations by annulling significant versatility hindrances, for example, extraordinary compensation and recompense frameworks in various divisions and it sets positive motivations through opening-up all corps and capacities for secondment, the production of a privilege for portability for every open worker and the acknowledgment and confirmation of earlier expert experience.

Profession ways, vocation adaptability, versatility, vocation movement and the association of end professions are key issues to keep up the mastery and inspiration just as the efficiency of a maturing workforce. A relative perspective on HR measures and devices talked about in various EU Member States represents comparative patterns and improvements. Significant points examined are the following [39]:

- The production of new position capacities at end profession (for example mentor, specialist, guide, tutor);
- The change from direct and vertical vocation ways to all the more crisscross professions favoring level versatility and advancing more assignment adaptability;
- The foundation of increasingly customized vocation direction and a superior help of profession the executives by acquainting a mid-vocation examination with be normally rehashed by a specialist in profession direction;

- The prolongation and enhancement of expert vocations by avoiding open workers to achieve the highest point of their profession at 50 years old;
- The presentation of an increasingly individualized HR and profession the executives, which better considers singular abilities and skills;
- The improvement of age-related preparing approaches;
- The advancement of a culture of inter-generational learning, group building and the executives;
- The change of inflexible and nitty gritty sets of responsibilities to more extensive competency profiles being utilized association wide and which encourage between hierarchical portability.

The usage of these HR measures requires from one viewpoint the requirement for a more competency-based vocation the board or at the end of the day a move from absolutely position based capacities towards competency-based occupation profiles or callings being substantial for the entire association. Such a HRM approach likewise energizes level occupation portability and expert improvement just as longer professions and a superior match among employments and individual needs.

4. Conclusion

The article has demonstrated that the organization of the open segment workforce in the national open administrations will change during the following decade. This improvement will achieve new HRM challenges, to which national Governments ought to respond so as to guarantee enough ability to keep up likewise in future an equipped and performing open administration.

Real difficulties recognized are a progressively predetermined number of HR, which need to adapt to a similar remaining burden and a maturing open administration workforce, whose vocations and expert improvement should be overseen in an unexpected manner in comparison to is the situation today.

Need techniques for a viable utilization of scarcer assets are an increasingly powerful workforce arranging adjusted to authoritative objectives and needs just as a progressively compelling interest in abilities everything being equal and a more competency-based vocation the executives when all is said in done. What effects contrarily are that HR workplaces are regularly staffed by generalists or by HR officials, who have nothing to do with administrative choices and are subsequently not engaged with significant vital basic leadership forms nor in other important administration issues.

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