

# Managing and Leading the Civil Service: Knowledge Management and Knowledge Transfer in the 21st Century

Barcelona (ES), 27-28 April 2017



European Institute of Public Administration  
Institut européen d'administration publique

With the collaboration of



Generalitat de Catalunya  
Escola d'Administració Pública  
de Catalunya



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### What is this course about?

This seminar will present the best Knowledge Management (KM) practices in Europe and demonstrate how to ensure a real transfer of knowledge.

Baby Boomers are now reaching retirement age in record numbers. We need to be doing everything necessary to bring the next generation of government leaders onboard, and to ensure that the expert knowledge of the actual managers is preserved. For public sector organisations, it is especially important to plan an intervention to deal with the current phenomenon of large-scale retirement. The discipline of Knowledge Management has been offering tools and methodologies which help organisations to resolve these types of issues for a while now. Specifically, knowledge transfer programmes are one of the most efficient proposals which ensure the transfer of critical knowledge between generations. There are countless benefits to these programs, one of the most important being the continuity of effective governance in public administrations and the resulting positive perception of the public sector among citizens.

### How will it help you?

Not all organisations (public or private) have successfully developed such programmes. At European level, there are many different programmes in place in which the level of production, development and reached objectives vary substantially. And you will be able to:

- discuss on the stages for development of a conceptual KM framework building up strategies and plans for implementing it;
- learn best practices from real examples and design training and intervention programmes for efficient knowledge transfer between generations.

Each session will have a theoretical component, followed by interactive activities. Throughout the seminar, there is an emphasis on real life examples and supported group work.

### Who will benefit most?

This seminar is aimed at public officials from all levels of government, and especially those responsible for human resources and/or training. The seminar will equip them with the knowledge and practical tools to design training programmes and interventions to confront this challenge of generational knowledge transfer.

# Programme

## THURSDAY 27 APRIL 2017

- 09.00 **Introduction to the programme and methodology**  
*Gracia Vara Arribas, Expert, EIPA Barcelona (ES)*
- 09.30 **The Concept of Knowledge Transfer and its Connection with Knowledge Management: common tools and methodologies**  
*Prof. Dr. Klaus North, Wiesbaden Business School, Germany*
- 10.30 Coffee Break
- 11.00 **The British Experience**  
*John Murphy, Civil Service Learning, Knowledge & Information Management Lead, United Kingdom*
- 12.00 **The Belgian Experience**  
*Anne Dosière, Directorate-General for Organization and Personnel Development (DG DOP), Federal Public Service Personnel and Organization (SPF P&O), Training Institute of the Federal Administration (TIFA), Belgium (BE)*
- 13.00 Q&A Session
- 13.30 Lunch break
- 15.15 **The German Experience**  
*Prof. Dr. Klaus North*
- 16.15 **The experience of the Basque Country**  
*Mikel Gorriti Bontigui, Head of Human Resources at the Directorate of Public Function, Department of Governance and Self-Government, Basque Government (ES)*
- 17.30 **End of the first day**
- 20.00 Welcome dinner

## FRIDAY 28 APRIL 2017

- 09.15 **The experience of Catalonia – Round Table**  
Moderator: *Magda Vila Figareda, Head of communication and training, Delegation of the Generalitat in Girona*
- Representative of the Generalitat**  
*Dolors Llorens Ardiaca, Head of the Department for Innovation and Public Employment Analysis (Deputy Director General).*
- Representative of Barcelona City Council**  
*Maria Rodriguez Rodriguez, Director of Internal Communication, Development and Attention to Personnel, Management of Human Resources and Organization*
- Representative of the Province of Barcelona**  
*Enric Herranz Moral, Director of Training Services with tasks on Coordination and direction of the Branch of Corporate Modernization and Official Publications, Management, Area of Presidency*
- 10.15 **Identification and presentation of the common elements from the proposals presented on the first day**  
Facilitators: *Klaus North, John Murphy & Mikel Gorriti*
- 11.30 Coffee Break
- 12.00 **Group work part 1: discussion of the knowledge transfer proposals and programmes**  
*Facilitators and participants*
- 12.45 **Group work part 2: development of proposals for the preparation of knowledge transfer programmes**  
*Facilitators and participants*
- 13.00 Working Lunch
- 15.00 **Plenary: presentation of each group's proposal**
- 16.00 **Conclusions: the list of dos and don'ts**
- 17.00 **End of seminar**

# Experts

(in alphabetical order)

## **Anne Dosière**

She has been working in the field of Knowledge Management for more than twelve years, at the Belgian Federal Public Service Policy and Support. She contributed to the definition of a KM vision for the Belgian federal services and to the development of methodological tools which are widely used in the federal public service and in other public and private organizations. She has lead several projects focused on knowledge transfer in a context of organizational changes and massive retirements: departement of Finance, Social Security, Employment. She leads KMnet, the federal network for civil servants in charge of knowledge management. Recently, she has published a guide for coordinators of communities of practice (available on the federal portal [www.fedweb.belgium.be](http://www.fedweb.belgium.be)).

## **Mikel Gorriti**

PhD in Work and Organizational Psychology. Responsible for Human Resources in the Public Function Directorate of the Basque Government. Member of the Society for Industrial and Organizational Psychology (SIOP), American Psychological Association. Specialties: Human Resources Designs; Job Analysis; Personnel Selection and Validation Research; Performance evaluation; Career Designs; Professional Public Management; Organizational Design.

## **Enric Herranz Moral**

He holds a degree in Political Sciences and Administration from the University of Barcelona, a diploma in Management and Public Administration from the University of Pompeu Fabra, and a post-graduate degree in Economics and Management of Regional and Local Finance from the University of Barcelona. He has developed his professional activity in the field of Public Administration. Currently, he is Director of Training Services and Deputy Director of Corporate Modernisation and Official Publications. He is also professor of the Public Leadership course at the National Institute of Public Administration and professor of 'Public Administration and Innovation' for the degree in Political Science and Public Administration at the University Pompeu Fabra.

## **John Murphy**

His background is in organisational improvement, particularly around business processes and practices and especially the role that knowledge sharing plays. He is currently the Knowledge & Information Management Lead at Civil Service Learning, a central government unit overseeing learning and development for the whole UK Civil Service. His goal is to 'free up' the flows of knowledge and information across UK government. Previously John has overseen knowledge transfer for an organisation relocating and losing 95% of its staff, and more recently led a programme to improve knowledge sharing and learning at the UK's Department of Energy & Climate Change. Prior to this he led business improvement in initiatives in several consulting and professional services firms.

## **Klaus North**

Professor of International Management at Wiesbaden Business School, Germany. His current research covers knowledge and innovation management. He is the founder of the German Knowledge Management Association and was scientific director of the German Knowledge Management Award. He frequently consults with major firms, governments and international organizations and teaches regularly in business programmes internationally. Dr. North has written 10 books and numerous articles on knowledge and innovation management, productivity, quality and environmental management.

## **Maria Rodriguez**

Master in Public Administration from ESADE. Since 2008, Director of Internal Communication, Development and Personal Care in the Management of Human Resources and Organization at the Barcelona City Council. She has gained a deep understanding of public organization, its dynamics and cultural characteristics. One of the challenges that she liked most was redesigning the training model and having promoted and strengthened internal communications at the Barcelona City Council, areas that need to be rethought and adapted to changes in government. She is specialized in the development and training of public administration professionals in corporate projects, with special interest and passion in human resources management.

## **European Institute of Public Administration**

### **EIPA Barcelona**

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# General Information

## Programme

The programme will commence on Thursday at 09.00 and will finish on Friday at 17.00.

## Seminar venue

CEJFE  
c/Ausiàs Marc 40  
08010 Barcelona  
Tel. +34 93 207 31 14  
www.cejfe.cat

## Working language

The seminar will be conducted in English. Spanish simultaneous translation will be provided in case the minimum required number of participants have been achieved. The documents will be provided in the source-language of the speaker only.

## Fee

EIPA members' fee\*: €900  
Regular fee: €1000

The participation fee includes documentation, two lunches, one dinner and refreshments. Accommodation and travel costs are at the expense of the participants or their administration. For more information, please visit EIPA's website: <http://seminars.eipa.eu> (Training courses - Discount policy)

\* EIPA members can take advantage of a reduced fee; this is available to all civil servants working for one of EIPA's member countries (i.e. AT, BE, BG, CY, CZ, DE, DK, ES, FI, FR, GR, HU, IE, IT, LT, LU, MT, NL, NO, PL, PT, SE, UK), and civil servants working for an EU institution, body or agency.

## Hotel reservations

EIPA Barcelona will be pleased to make reservations for you at the hotel Grupotel Gran Via 678 where special rates apply for EIPA participants:

Grupotel Gran Via 678  
Gran Via de les Corts Catalanes 678  
ES - 08010 Barcelona  
Tel. +34 93 3417000  
www.grupotel.com

Rates of room with breakfast buffet included:

- Double room for single use: €100 + 10 % VAT + €1.21 tax
- Double room: €120 + 10 % VAT + €2.42 tax

Should you wish to make use of this possibility, please indicate the dates of arrival and departure on the registration form as well as the type of room required. Payment is to be made directly and personally to the hotel upon checking out. Please note that if you register after the deadline, hotel reservations cannot be guaranteed.

## Meals

Lunches will be served at a restaurant nearby the venue and dinner on the first evening will be at a restaurant in town. Should you require a special menu (e.g. vegetarian, diabetic), please inform the Programme Organiser so that this can be arranged.

## Registration

Kindly complete the online registration form which can be found on EIPA's website <http://seminars.eipa.eu> before **13 April 2017**.

Your name and address will be part of EIPA's database for our mailing purpose only. If you do not want to be included in our mailing database, please tick the box on the registration form.

## Confirmation

Confirmation of registration will be forwarded to participants on receipt of the completed registration form. Moreover, when it is confirmed that the seminar will take place, the participant will receive a confirmation letter by e-mail from the Programme Organiser, with some other details.

## Payment

Prior payment is a condition for participation. Please indicate the method of payment on the registration form. For cancellations received within 15 days before the activity begins, we will have to charge an administration fee of €150 unless a replacement participant is found.

## Cancellation policy

EIPA reserves the right to cancel the seminar up to two weeks before the starting date. EIPA accepts no responsibility for any costs incurred (travel, hotel, etc.). For more information: <http://seminars.eipa.eu> (Training courses - Cancellation policy).

## Programme Organiser

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