



PREMIER MINISTRE



ISRAELI-FRENCH SYMPOSIUM

HOW TO BE A CIVIL SERVANT IN A DEMANDING SOCIETY

Monday, June 17th 2019



École nationale d'administration
International Relations Direction
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PROGRAM

09h00 – 09h30

Tea / Coffee

09h30 – 10h00

Opening speeches

Patrick GERARD | Director of ENA

Muriel HAIM | President of France-Israel Foundation

Daniel SAADA | Deputy Chief of Mission, Embassy of Israel in Paris

Introduction

Pierre THENARD | Director of International Relations (ENA)

Fabrice LARAT | Deputy Director of Training, Head of the Research and Administrative Studies Center (CERA, ENA)

10h00 – 12h30

Morning session

« Public action in the face of changing expectations of citizens : what are the challenges for the State and the administration ? How to measure the expectations of citizens ? »

Animation : Fabrice LARAT

Testimonies from France :

Françoise WAITROP | Chief Executive for Innovation at ENA, former Head of Innovation Unit at the General Secretary for State Modernisation

« Understanding usages and behaviors : a stake for the public decision-makers »

Robin DEGRON | Special advisor at “France Stratégie”, General Commission for Strategy and Prospective

« Reform of recruitment of high civil servants in France : Don't throw the baby with the bathwater ! »

Testimonies from Israel :

Dr. Michal TABIBIAN-MIZRAHI | Senior Director of Strategy and Planning, Ministry of Education

« Locked in the expectation trap : Value and identity tensions of civil servants in policy making processes »

Yulia EITAN | Head of Employment and Diversity Administration, Ministry of Labor, Welfare and Social Affairs

« The Case of the job market integration of Arab women and Ultra Orthodox men : Challenges and Opportunities »

Discussion

12h30 – 14h30

Lunch

14h30 – 17h00

Afternoon session

« Adapting the recruitment, training and career management of senior officials to the expectations of society »

Animation : Pierre THENARD

Testimonies from Israel :

Rabbi Pr. Daniel HERSHKOWITZ | Director General, Civil Service Commission (CSC)

« Short introduction to the Civil Service Commission »

With Omri DAGAN : « 'ATUDOT Le'ISRAEL' – new conceptual framework, strategy and structure for the Israeli Public Sector to build leading groups that are networking together for the sake of the society and the State »

Omri DAGAN | Director of Civil Service Cadet Program, Civil Service Commission (CSC)

« Israel's Civil Service Cadet Program as a case study for identifying, recruiting, training, placing and grooming public service elite »

Testimonies from France :

Jean-François MONTEILS | President of the Regional Court of Auditors of Aquitaine, Chairman of the jury for the entrance exam at ENA in 2018

« The most prestigious 'concours' in France and the most criticized »

Jean-Marc CHNEIDER | General Directorate for Public Administration and Civil Service (DGAFP), Head of the office for prospective, professionalisation of human resources, for European and international expertise

« Short introduction to the DGAFP as human resources directorate of the State »

Dominique ESPINASSE | Adviser, General Secretary of the Government (SGG), Mission for top-level Civil Servants (MCD)

Hélène GADRIOT-RENARD | International expert and Former Senior counsellor within the French Court of Accounts

« About the State Senior Officials policy : overview; detecting potential; appointing senior officials; training and guidance for senior officials »

Discussion

17h00 – 17h30

Concluding remarks

France : Frederic PUIGSERVER| Director of Legal Affairs, Ministry of Agriculture and Feeding

Israel : Rabbi Pr. Daniel HERSHKOWITZ| Director General, Civil Service Commission (CSC)

Your Participants at a Glance



Director of the National School of Administration, **Patrick Gerard**, 59, State Councilor, is a graduate of the Institute of Political Studies in Paris, Doctor of Law from the University of Paris 2 and Associate of Law Schools.

Professor of Public Law at the University of Orleans and the National Conservatory of Arts and Crafts, Patrick Gerard was advisor to the cabinet of François Bayrou, Minister of National Education (1993-1994) then Rector of the Academy of Orleans-Tours (1994-1996), Director of the French National Students Service Agency (1996-1999) and Rector of Academy of Bordeaux (2002-2004).

Appointed to the National Headquarters of the Ministry of National Education, he served from July 2004 to June 2005 as Director of School Education and from June 2005 to September 2006 as Director of the cabinet of the Minister of National Education, Higher Education and Research (Gilles de Robien). Appointed State Councilor on September 22, 2006, he was rapporteur to the 6th subsection of the litigation section. In July 2007 he became Director of the cabinet of the Minister of Justice (Rachida Dati).

Patrick Gérard was subsequently Rector of the Academy of Paris from December 2008 to July 2012. Reinstated to the State Council and assigned to the interior section, he was appointed general rapporteur and deputy chairman of the Reports and Research Section September 1, 2015. Appointed Director of the National School of Administration by decree of the President of the Republic of August 9, 2017, he was placed on secondment from the State Council.

Patrick Gérard has also taught at the Paris School of Mines, CELSA and the Institute of Political Studies and was Associate Professor at Paris Descartes University from 2012 to 2017. He served as Mayor of Vincennes (Val-de-Marne) from 1996 to 2002 and was auditor of the 52nd National Session of the Institute of Advanced Studies of National Defense. From 2010 to 2017, he chaired the Board of Directors of the National Institute of Heritage, a higher education institution under the Ministry of Culture, and in 2015 the recruitment jury for the external tour of civil administrators. He is the author of several books, including *Pratique du droit de l'urbanisme The Practice of Urban Planning Law* (Eyrolles, 6th edition 2013), *l'Administration de l'Etat The Administration of the State* (LexisNexis, 2nd edition 2016) and *la Juridiction administrative Administrative Jurisdiction* (la Documentation française, 2017).



Muriel Haim is a geriatrician, with a PhD in health economics; she worked at Sanofi then at Merck and Co, as a Vice President Outcomes Research worldwide.

In Jerusalem, she created Beit Ham, a place for pre-delinquent adolescents that she co-founded with the municipality of Jerusalem. In Paris, she also initiated Ganenou, a kindergarten that became a primary school. In 2005, with Pr Rein, head of department of pediatric cardiology at Hadassah university hospital in Jerusalem, she created a Heart for Peace, a not for profit association, which aims to bring together Israelis and Palestinians through actions in the areas of health and training. In 2016, she created Meet in Galilee to develop cooperation between French and Israeli scientists and businesses. Currently, she is a consultant in market access and communication for pharmaceutical and insurance companies and sits on boards of biotech companies. Muriel is president of the French Israel Foundation.



Pierre Thénard, historian and diplomat, has been the Director for International Relations of ENA since April 2013. He started his career at the Al-Azhar University (Egypt), he taught at the Cairo University (1980-1987), and led the service of cooperation and cultural action at the General Consulate of France in Jerusalem (1987-1989). After attending ENA, in 1993, he became a career diplomat as First Secretary at the Embassy of France in Algeria (1993-1995) and then as project officer in the Direction of North Africa and Middle East (1995-1996). He was the Head of Cabinet of Camille Cabana, President of the Institute of the Arab World in Paris (1996-1998) ; Advisor in the Cabinet of Charles Josselin, Minister in charge of International Cooperation (1998-2002), then he was posted to the Embassy of France in Washington as Political Counselor in charge of North Africa and Middle East Region and Terrorism (2002-2005). Back to the Ministry of Foreign Affairs, he was appointed Deputy Director of Security Matters - Terrorism and Drugs Trafficking (2005-2007). Then he became Special Advisor to Rama Yade, Secretary of State in charge of human rights and foreign affairs (2007-2009). After two years (2009-2011) as Counselor at the Policy Planning Staff, he was appointed General Consul of France in Tangiers, Morocco (2011-2013).

From 2005 to 2010, he taught at the Master of Sciences Po (chaired by Gilles Kepel), Paris, on the Arab World in the international relations. He authored several articles on US policy in North Africa and Middle East. He studied at the *Ecole Normale Supérieure* in Paris and at the *Institut National des Langues et Civilisations Orientales* (National Institute for Oriental Languages and Civilizations). He has a University Degree in Arabic Literature and Language. Before becoming a diplomat, he majored in medieval History (Jewish Community in Sicily from the XIth century to the XVth ; Fatimid Egypt). He is Knight of the Legion of Honour.



Fabrice Larat is a graduate from the Institut d'Etudes Politiques of Lyon, France, and of the Graduate Institute of European Studies of Geneva, Switzerland. He holds a Ph.D. in Contemporary History at the Institut d'Etudes Politiques of Paris and an habilitation to supervise PhD in political science from the university of Strasbourg.

He is director of the research institute on administrative science at the French *Ecole nationale d'administration*, in Strasbourg and also deputy director of the department of education and training, in charge of master programs and research activities.

Since 2008, he is the chief editor of the *Revue française d'administration publique*. He has widely published in the fields of European integration and of public administration.



Françoise Waitrop is currently in charge of innovation at the National School of Government (ENA). Her mission is to open the school to new methodologies like design, behavioural insight, and to develop a new digital and more collaborative administrative culture. She also set up a "chaire" of public innovation together with the ENSCI which is the National School of Design. The "chaire" was launched in July 2017.

Previously, on the Prime Minister's office in charge of state modernization, she set up new tools for listening to citizen needs and working on satisfaction drivers. She started working with designers and developed a lot of projects to transform public organizations.

She was also in charge of developing behavioral insight and define a more collaborative way to find good "nudges" that can help public policies to have more results (health, use of e- services, road safety, waste management etc.)

She is engaged in the international field working with the OECD (Public Governance Committee). She led the task force that created the Observatory of Public Sector Innovation (OPSI). She's also part of projects led by the European Commission (Joint Research Center) as a public innovation expert.



Robin Degron is currently Special advisor at “France Stratégie”- General Commission for strategy and prospective, Prime minister’s office. He is also auditor at the French Supreme audit institution and Professor of Public Finance at the Paris 1 - Panthéon-Sorbonne University.

He has a Ph.D in Economic Geography and a Master in Sciences. He is a former student of the French National School of Administration (ENA, promotion Romain Gary).



Dr Michal Tabibian-Mizrahi is currently the Director for Strategy and Planning at the Ministry of Education since July 2014. The Department's mission is conceptualizing and implementing long-term strategic thinking, developing and overseeing one- to three-year specific planning processes in accordance with the strategy, and developing whole-system level, district level and school level central performance dashboards. Previously, Michal served as a Senior Manager at the Prime Minister’s Office in the Department of Governance and Society and as Senior Researcher in the Research and Information Centre of the Knesset. Michal holds a PhD from the Department of Sociology and Anthropology at The Hebrew University of Jerusalem, focusing on institutional shifts towards precarious (non-standard, insecure and unprotected) employment.



Yulia Eitan holds a Bachelor degree in Economics, International Relations and Public Policies division from the University of Jerusalem and a Finance and Marketing master’s degree from the Hebrew University of Jerusalem.

She is currently Head of Diversity and Employment Administration in the Ministry of Labor and Welfare. Her mission is to lead the implementation of the governmental policy on the diversity of the employment in the Israeli economy, and to design and execute the vocational programs for the targeted population. She is also a member of the public committee “Israeli Labor Market in the 2030”. Previously, she worked in the Prime Minister’s Office as Deputy Head and Senior Economist of the National Economic Council between 2012 and 2018.



Professor Daniel Hershkowitz is a prominent mathematician and academic leader, community rabbi and rabbinical court judge, political leader, and the former Israeli Minister of Science and Technology.

Professor Hershkowitz got all his academic degrees from the Technion – Israel Institute of Technology – Israel’s elite scientific university. His first academic position was at the University of Wisconsin - Madison. Later on he became a faculty at the Technion. During his career at the Technion he was the Dean of the Division of Continuing Education and External Studies, the Dean of the Faculty of Mathematics, and chairman of the Technion Faculty Association. He holds the Eugene & Marlene Shapiro Academic Chair in Mathematics at the Technion. He is an author of over 80 mathematical papers, and was the Editor-in-Chief and Managing Editor of *Electronic Journal of Linear Algebra*, and senior editor of *Linear Algebra and its Applications*. He served six years as president of the International Linear Algebra Society. He has been a member of the boards of the

Academic Arab College for Education in Israel, of Shaanan College in Haifa, of the Jerusalem College of Technology, of the Netanya Academic College, of the National Steering Committee for Science and Technology Education in Israel, and many more. In 2013 he became the President of Bar-Ilan University, Israel's largest academic institution. One of his main achievements there was the development of the University Medical School, which became a leading medical school running some unique programs. After finishing his term as the university president he was appointed by the President of the State of Israel, upon the advice of the government, to chairman of the Israel National Council for Research and Development.

From 2009-2013 he served as a member of Knesset and as Minister of Science and Technology in the Israeli government. Among others he was in charge of the Israeli Space Agency. He was also the Minister in charge of the national service. In September 2019 he was appointed by the Israeli government for a six year term as the Civil Service Commissioner of the State of Israel.

Besides his academic and political activities, Professor Hershkowitz serves as a neighborhood rabbi in Haifa, in charge of 23 synagogues. He also served as the head of a rabbinical court. He has written numerous articles on Jewish law and philosophy, and officiated at over 750 weddings.

Professor Hershkowitz served as a major in the Israel Defense Forces, and has five children and thirteen grandchildren.



Omri Dagan is Director of the Civil-Service Cadet Branch at the Civil- Service Commission in the Prime Minister Office and has overall responsibility for two HR infrastructures:

(1) Israel's Civil Service Cadet Program – a unique and cutting-edge initiative within the government sphere that is aimed to groom public service elite. Under this capacity Omri is in charge of establishing, shaping, crystalizing and operating the Cadet Program, as well as surveillance and supervising it including the cadets' placement within various Governmental units;

(2) Entry Paths of Excellence – under this capacity, Omri heads an effort of creating variety of paths towards talented youngsters that should be integrated systematically through programs and other avenues into the Civil Service based on diverse population and/or occupations.

On 2014 Omri was chosen to be one of the 40 promising young leaders in Israel on behalf of THE MARKER magazine.

Before, Omri was the Vice President of The Reut-Institute, an innovative leadership, strategy, and impact organization. The Reut-Institute creates and scales innovative models that tackle critical challenges facing the State of Israel, Israeli society and the Jewish world. The institute is designed to identify the gaps in current policy and strategy and work to build and implement new visions.

Omri holds an M.A. in Conflict Research, Management and Resolution and a B.A. in Political Science and Middle East Studies. Both degrees were received with honors from the Hebrew University.



Ami Cohen is Chief of staff of the Civil-Service Commissioner Professor Daniel Hershkowitz.

Before, Ami served as a lawyer in the legal department of the civil service commission, providing legal counsel to the Commissioner as well as to the Civil Service Commission's different units, and the Ministries' senior staff.

Before that, Ami served as a prosecutor and acting head of the criminal department of The disciplinary division of the civil service commission, that is responsible for the establishment, maintenance and enforcement of the disciplinary values and integrity of civil servants in government offices.

Ami is a member of the Israel Bar Association and holds an LL.M. from the faculty of law of the Hebrew University.



Jean-François Monteils is a graduate of ENA and Senior Member (Conseiller maître) of the *Cour des comptes* (French equivalent of the General Accountability Office). Since 2015 he is president of the regional court of auditors Aquitaine-Poitou- Charentes (South western part of France). From July 2010 to October 2012, he was Secretary General of both the Ministry of Sustainable Development, Transport and Energy and of the Ministry of Territorial Equality and Housing. He has been Advisor to the Prime Minister François Fillon for sustainable development, research and industry, the

reform of the State (RGPP) and the public sector, from July 2007 to July 2010. He was the Secretary General for Regional State administration in Corsica from November 2003 to July 2007.



Graduated from the Institute of Political Studies of Aix en Provence and holder of a Master's degree in Political Science and a Master's degree in Coaching in Organizations, **Jean-Marc Chneider** completed his training at the National School of Administration (Ecole Nationale d'Administration).

He began his career as Cooperation Attaché at the French Embassy in Cairo. He then joined the Ministry of National Education. He joined the Ministry of Ecology, Sustainable Development and Energy as an advisor to the Secretary General and then became head of the public institutions' office. In 2014, he became regional director of the National Distance Education Centre. In September 2016, he was posted to the Public Service Administration Branch.

Within the framework of the new organisation of the DGAFP, the State's HRD, he was appointed Head of the HR Policies benchmarking, European and international expertise Unit. As part of his duties, he participates in the management of European and international networks and leads HR expertise and foresight missions.

He represents France on the European Public Administrations Network (EUPAN) and on the European Sectoral Social Dialogue Committee for Central Government Administration (ESSDC CGA). He coordinates French expertise at international level, regarding civil service models and human resources policies.

He is also in charge of the HR function transformation plan - with French ministries - for the components: training, jobs and HRM organizations redesign.



Dominique Espinasse is currently Head of Mission in the General Secretary of the Government (SGG). She is responsible of the Mission for top-level civil servants (MCD) and is in charge of the renewal of the State's management apparatus. She holds a Master degree in Defense from the Institute of Political Studies of Aix-en-Provence and a Degree in History of International relations from the Overseas History Institute.

She began her career in the Directorate General of Armaments (DGA) of the Ministry of Armed Forces in 1998, where she worked as the Assistant of the Deputy Director of Human Resources of the Mediterranean-Toulon area. In 2015, she joined the General Secretary of the Administration (SGA). She worked in the Memory of Patrimony and Archives Direction (DMPA) as Deputy Chief of the Cultural Patrimony Delegation until 2018. She is a Knight of the National Order of Merit, and has 5 children.



Helene Gadriot-Renard is associated to the ENA. She graduated from the ENA in 1991 and became Director for Training and Programs of the School in 1995. She has been a senior counsellor within the French Court of Accounts since 2003. She has extensive knowledge in the design, development and implementation of training programmes for high-level civil servants in the field of public sector innovations. She is a former director of studies at the French National School of Administration and as such has an extensive knowledge of the development of training programmes. In addition, as a member of the Court of Accounts and former head of Governance of the OECD, she has a strong track record in the development of monitoring and review mechanisms in the field of the rule of law and the fight against corruption. She recently published in Herodote about the geopolitics of the United Kingdom (Cahier 115).



Frederic Puigserver is Director of legal affairs in the Ministry of Agriculture and Feeding. He graduated from the Institute of Political Sciences of Paris and of the ENA. Previously, he worked as government commissioner in the Paris Administrative Court. He then joined the General Secretary of Government and became Head of mission for the environment, transports and housing from 2010 to 2013, and for the civil service, education, research, sports and reform of the State from 2009 to 2010. In addition, he joined the Council of State between 2014 and 2018 and was head of the legal advisory mission towards the Presidency of the Republic and Sciences Po.

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