

PREPARING TODAY FOR THE FUTURE OF PUBLIC EMPLOYMENT

Professional Paths in Public Administration: Careers and Skills Lisbon May 16, 2018

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The future of public administration... how is public administration changing?

The future public servants... what skills and competencies are/will be needed?

The future public administration... How can we be ready?



How is Public Administration Changing?

Digital governments for digital economies and societies

Analog government

Closed operations and internal focus, analogue procedures

E-Government

Greater transparency and user-centred approaches, ICT-enabled procedures

Digital Government

Open and user-driven approaches, process and operational transformations



The main characteristics of a Digital Government?

Digital by Design

Open by Default

Automation and **Proactiveness**



User-Driven Approach

Government as a Platform

Data-Driven Public Sector



Time for Innovation in the Public Sector

Governments operate in an environment of increasing change. This requires moving innovation from the sporadic to the systemic.

Innovation needs to be a resource that governments can reliably and consistently draw on.

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CHANGING FUNCTIONS

In an environment of change, governments must also change how they operate



RUN TO STAY IN PLACE

In an evolving economy, governments have to change policy settings just in order to maintain the same outcomes



NO ROOM FOR SPECTATORS

In order to remain effective decisionmaker, governments have to have experiential knowledge of innovation, they cannot wait for the answers



WE WANT MORE

Many politicians, citizens and public servants want and expect things to change



RISK OF A MISMATCH

A government that does not innovate is one that is at risk of always being behind, always reacting yet forever disappointing



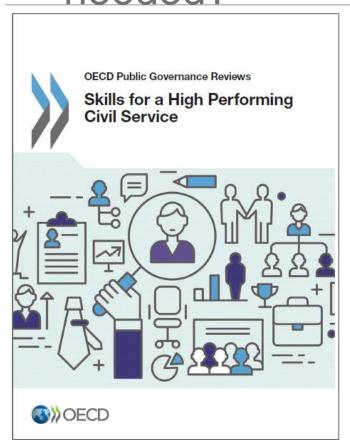
INNOVATION AS CORE COMPETENCTY

The need for innovation can strike anywhere, therefore everyone must be ready to play a part





What skills will be needed?



Strategic Innovation capabilities orientation Foresight, evidence, resilience Develop policy

Innovation capabilities Agile development,

> Commission and contract

Strategic orientation using and developing markets to improve policy outcomes Professional expertise

Civil servants

Professional expertise

Strategic orientation improve policy

Work with Citizens

> Innovation capabilties

Professional expertise

capabilities

Professional

expertise

Collaborate in networks

Strategic orientation Align



SIX CORE SKILLS AREAS FOR PUBLIC SECTOR INNOVATION

Challenging the usual way of doing things

Working with unusual/ different partners

Building alliances for change

Insurgency





- Using narratives to explain 'the journey'
- Including 'user stories' to outline benefits
- Progressing the story as situations change



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- Rapid and incremental development
- Developing and refining prototypes
- Experimentation and testing



Data literacy

- Basing decisions on data and evidence
- Building systems that collect the right data
- Communicating data effectively

User centred

- Policies and services solve user needs
- Considering users at every stage
- Users that say: "I would do that again"
- Identifying new ideas, ways of working
- Adapting approaches used elsewhere
- Reframing problems and perspectives





How can we be ready?

1. Determine

•What are the needed skill sets and where are the gaps? How can they be identified?

2. Attract and Select

•How can the right people with sought-after skill sets be attracted to jobs in the public sector?

3. Develop and nurture

•How can public organisations create a culture of learning for a dynamic and fast-changing world?

4. Use

•What kind of organisation and leadership to <u>motivate</u> employees and provide <u>opportunities</u> to put skills to use?



Towards an OECD Recommendation on Public Service Leadership and Capability

Values-driven culture of leadership

- Defining Values
- Leadership Capability
- Inclusive
- Forward looking

Capable and Trusted

- Skills & Competencies
- Attraction & Recruitment
- Learning culture
- Performance

Public
Service
Leadership
and
Capability

Agile and adaptive

- Institutions
- Planning
- Mobility
- Terms and conditions
- Employee voice



THANK YOU

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