ROUND OF MEETINGS 2018

BUILDING TODAY THE PUBLIC ADMINISTRATION OF TOMORROW

3rd SESSION

INNOVATION IN PUBLIC ADMINISTRATION MANAGEMENT

27.JUNE.2018

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3rd SESSION OF ROUND OF MEETINGS

Introduction

On June 27, the INA sponsored the third session of the Round of Meetings, a day given to the topic of innovation in Public Administration, concluding the set of initiatives planned for 2018.

The session "Innovation in Public Administration Management" took place in the Camões Theatre, the Pavilhão do Conhecimento, and the Lisbon Oceanarium, and was attended by a total of 573 managers and employees in Public Administration. Both plenary sessions and workshops were held, contributing to the discussion on one more of the topics which, under the slogan "Building today the Public Administration of tomorrow", have enriched our reflections on the bases of policy laid down by the Government for Public Administration.

This was an initiative bringing together the areas of the Presidency and Administrative Modernisation with that of Finance. It was attended by the Ministers Maria Manuel Leitão Marques and Mário Centeno, as well as by Prime Minister António Costa, who jointly announced the launch of the System of Incentives to Innovation in Public Management (SIIGeP), for which the Ordinance was published that same day.

Fátima Fonseca, Secretary of State for Public Administration and Employment, closed the morning session, reviewing and highlighting the conclusions of this and preceding meetings.

It is clear that Public Administration currently faces challenges requiring constant adaptation and the introduction of innovative practices and methodologies so as to respond to the needs of citizens and businesses. It is, therefore, both necessary and desirable to discuss the already available management tools and to rethink what is possible, since only thus will it be possible to find mechanisms for continuously upgrading public services and raising their levels of qualification, and to ensure the country's appropriate and sustainable development.

This brochure makes available the meeting's main conclusions. By bringing together Portuguese and international experts, employee representatives and the general public, it has contributed significantly to a comprehensive reflection on the challenges, in the area of innovation, which Public Administration faces.

OPENING SESSION
MINISTER FOR THE PRESIDENCY AND ADMINISTRATIVE MODERNISATION

Maria Manuel Leitão Marques

Innovation in the public sector is not something that has emerged in recent times. Even without this term in our vocabulary, we often, in the past, made innovations in all areas of government, even introducing revolutionary projects such as Lojas de Cidadão (Citizen's Bureaus) or Informação Empresarial Simplificada (IES, Simplified Businesses Information). I might also mention some of the 1 200 *Simplex* measures which, in close to 10 years, have likewise brought many improvements.

"We need to innovate continuously in how we work and how we provide public services."

Why do we speak today so insistently of innovation? Firstly, because our services' users pressure us, demanding more and better public services: mobile phone notification when their Cartão de Cidadão (Citizen Card) is about to expire, more online or personalised services.

Secondly, because technologies allow it and are increasingly available for improving the efficiency of our services: interoperability between systems of different services, so that we do not have to request the same information more than once, or Artificial Intelligence so that, with the information we already have, we can act preventively.

Thirdly, because we need to improve efficiency; the challenges facing Public Administration cannot be solved using the same methods to which we grew accustomed in the past. And shortage of human and financial resources is a reality which we must continue to deal with. We have to do more and more, better, and often with less resources.

Citizens and businesses look to us as the guarantor of their rights and as providers of services essential to their life and activity. The public sector cannot lag behind the private sector, nor does it have to.

How, then, can we be more innovative? Firstly, by integrating more knowledge, from investing in training to establishing partnerships with research centres and universities, as in the recent tender for the development of AI solutions for PS, which, surprisingly, had about 50 applications.

Secondly, by trying out new solutions. In order to help PA become more innovative, to investigate problems, to think of scenarios for solving them, and to test them before disseminating

"Innovation does not belong only to technology and to the private sector. The public sector needs innovation as much as or more than the private, because it must continue to be relevant and to provide quality services."

them, we created LabX in 2016, a safe space for experimentation, with a team available to all, where we can be more ambitious, fail, and learn to correct our errors, to aspire to be the best in what we do.

Thirdly and lastly, we can be more innovative by attracting new ideas from inside and outside PA. And who better than those who experience citizens' challenges, and feel and hear their complaints and suggestions? Permanent openness to suggestions for improving services, in the context of *Simplex* and other initiatives, is important.

That is why we have announced today that we will reward those who excel, who innovate, in public administration management. Innovation, is not, nor can it be, a service outsourced to private experts. Nor can it be merely an annual event, a competition, or a procedure for collecting suggestions. It must include these things, which are very important, but it must go further. Innovation must be a change in culture and a new way of operating. It must be in your organisations' DNA, in the DNA of the whole Public Administration, from the internal management of services' day-to-day affairs to the front-office provision of services to citizens.

"Innovation must be the new normal in Public Administration."

KEYWORDS

Innovation | Public Service | Efficiency | Quality | Partnerships | Experimentation | Attracting Talent
Simplex

OPENING SESSION
MINISTER OF FINANCE

Mário Centeno

The topics of these meetings – Occupational Health and Safety, Career Paths and Skills, and Innovation in Management - correspond to the three bases for intervention established by the Government in order to build organisational capacity in public services: enhancing the value of employees, developing positive work environments and improving public management.

Public Administration faces challenges that demand constant adaptation and require the introduction of innovative practices into its operations, since today's public administrations are not those of the past, nor will they be those of the future. At their heart they have, and will continue to have, a core of values and principles, such as the defence of public interest or the safeguarding of the Rule of Law, but the way in which they pursue their objectives, how they are organised, how they are managed and how they provide services, has changed radically and with unprecedented speed.

"Innovation is not a fad but a matter of survival for all organisations, public or private, large or small, in all areas and locations."

Fostering innovation in the public sector is one of the objective of the Programme of the XXI Constitutional Government and has been pursued through various initiatives.

The Public Administration transformation strategy, based on the pillars of enhancing the value of civil service employees, creating and ensuring good working conditions, and improving organisation and public management, provides the fundamental conditions for fostering innovation as a cross-sectional ability in all public bodies.

The great challenge facing public bodies today is to develop work environments and models which, together with leadership that provides motivation, will allow workers to identify problems, formulate ideas, devise proposals, implement projects, evaluate outcomes, and share knowledge more collaboratively.

"Innovation demands vision, foresight, creativity, collaboration, adaptability, qualifications, persistence, experimentation, evaluation and sharing."

It demands effective leadership, that encourages and embraces innovation. Leaders who foster and actively participate in the creation of work environments that enable employees, leaders who are motivated, who motivate others and who set an example.

A good proportion of our Administration's leaders are present at this meeting. We set this challenge to each and every one of you: be the catalysts for innovation potential in your services.

To support your action, the Portuguese Government has created the System of Incentives to Innovation in Public Management (SIIGeP). A system aimed at direct and indirect central administration, with the objective of stimulating innovation in giving greater value to human resources, work environments and management models.

By means of innovation initiatives in the improvement of work environments, well-being at work is the goal, resulting from the implementation of mechanisms for balancing professional and personal life, of occupational health programmes and of improvements in the management of absences due to illness or work accidents.

These initiatives focus on fostering collaborative work and cross-sectional management within a given body, between bodies in the same area of government or between bodies in different areas of government and other public administrations, but also on the simplification of processes.

"The system here announced (SIIGeP) is based on three types of incentives: Training, Experimentation and Recognition."

Training for innovation includes training courses, professional experience in innovative international institutions, or other similar incentives to strengthen the innovation skills of leaders and employees.

Experimentation entails the development of innovation projects aiming to test new management models with precise objectives for improving the functioning of public services.

The experimental projects may involve the temporary suspension of legal regimes in force, through the appropriate legal instrument for this purpose and for the duration of the project, by introducing the procedure for the "right to challenge", a concept used in other countries to test solutions not provided for in law.

Recognition will be achieved by awarding innovative management projects which show measurable results.

Preparing Public Administration to serve the country demands concerted action by all, in particular political leaders, managers and employees. For everyone to play their part in a collective project that must unite us all. A challenge that demands commitment, creativity, persistence and belief in the future.

KEYWORDS

Occupational Health and Safety | Career Paths | Skills | Innovation in Management | Employees' Recognition | Positive Work Environment | Public Management | SIIGeP

OPENING SESSION
PRIME MINISTER

António Costa

About twenty years ago, when I was in charge of the Expo-98 folder, I inaugurated the first School in *Parque das Nações*, in Lisbon. It is a very beautiful and unique school inspired by the oceans, with waves and shaped like a whale. During the inauguration, I asked the architect in what studio he worked and he told me that he was an employee of the Directorate-General for School Buildings. I tried to hide my surprise, which the architect nonetheless picked up on: "yes, I understand your surprise, but on this occasion I had the freedom to design the project which I truly wanted for this school". This was a significant lesson I will never forget: there is no innovation without creativity.

"There's no creativity without freedom."

With this example I want to make it very clear that I defend that, for Public Administration to innovate, there must be freedom at its core.

Public Administration is no more conservative by nature than any other element of society. There is no genetic reason for someone working at a company to be more innovative than someone working in Public Administration.

The big difference between those working at a company and those working in Public Administration is that the latter are usually overly constrained by legal regulations. And constrained by an internal control system that is generally not very efficient, and suppresses freedom, creativity and the ability to innovate.

"If we want innovation in Public Administration we must stimulate it and promote the "right to be challenged": so that every employee and manager can propose initiatives, as well as take the initiative, striving to do more and better."

We often complain that whenever someone proposes some change they come up across a red light: "no, that's not possible because we have always done it this way". We can make this light turn green and move forward, ushering in progress, and fighting the old reflexive habits of always doing things the same way. The solution is not only to allow but also to encourage people in Public Administration to do things differently. Motivating them to innovate and change.

Change is a process. Some think that state reform happens instantly, at the press of a button, a sort of Big Bang where we wake up one day and everything is different. Reality is different. I do not believe in Big Bangs or magic wands that solve problems overnight. Change is evolutionary, constructive, a continuous process in all its dimensions.

Some transformations, especially in the past, were top-down. Fortunately, deep transformation took place in Public Administration over the years, and

a culture of innovation was adopted. Change is no longer merely vertical and top-down, it is multi-dimensional.

Ten years on, it is with great satisfaction that I note that the overwhelming majority of the yearly *Simplex* proposals are put forward by the Administration itself. And it is this dynamic that we have to make a permanent part of Public Administration.

The Incentives System for Innovation in Public Management (SIIGeP) has this very goal: to motivate managers and everyone else in the Administration. It is a clear acknowledgement of the added-value of human resources, and a bet on improving work environments, and developing new management models. It is an "incentive to challenge" so that pre-designed models can be challenged and challenge us to do things differently.

This is therefore also a challenge for the government itself. We are well aware that for this freedom to exist within Public Administration, it is essential that the government, in its legislative and regulatory capacity give civil servants back their freedom to create and innovate.

In conclusion, we all have the "Right to challenge". Public Administration has the right to challenge us, and the government has the stimulating challenge of accepting to do things differently. Challenge us to do things differently.

Challenge us all to do things differently, and increasingly better.

Because we all share the same higher goal: that Public Administration continue to be a source of pride for each and every one of us in Portugal.

"Let us challenge ourselves.
Let us innovate. Let us improve."

KEYWORDS

Innovation | Creativity | Freedom | Initiative | Motivation | "Right to Challenge" | SIIGeP

1st PANEL

Innovation in the Public Sector

Marcos Bonturi

Director of Public Governance at the OECD

Brenton Caffin

Executive Director of Global Innovation Partnerships at Nesta

Gonçalo Caseiro

Chairman of the Board of Directors at the INCM

MODERATOR: Bruno Monteiro

Coordinator of LabX

Marcos Bonturi

Director of Public Governance at the OECD

1. Public administrations are often poorly structured for dealing with change and constant uncertainty. This is not to say that governments are not innovative. Many governments are innovating and Portugal is a clear example, with several efforts towards innovation, such as Simplex or LabX. There are governments that take this aim very seriously but none have truly attained it, which exposes the huge gap between what is being done and what can be done.

2. In the public sector, innovation is not structural. Governments often innovate in response to a crisis or rely exclusively on a single leader steering the change. Innovation presupposes a structural change in the way Public Administration is organised, so that is no longer merely reactive.

3. What is and what is not innovation? To innovate is to do something different or to do it differently.

"A good idea that is not implemented is not innovation."

4. When there is real innovation, there are gains and losses. For example, when a country's existing tax system changes over to digital systems, there are enormous gains in efficiency but there are also those who lose their role as intermediaries in the chain of administration.

"In the public sector, innovation is a process that we must manage, support, facilitate and encourage."

5. Public services should concentrate on how they provide services, in accordance with their missions

and objectives, but they must, above all, foresee and prepare for the challenges of the future.

6. There is no magic formula to create innovation. It depends on the combination of three factors: will, capacity and possibility. Innovation is also a learning process and awareness of the value that it can add to each employee and the value that, on the whole, represents to the organisation.

7. The OECD works with several countries in order to increase the public sector capabilities and to make innovation more structural, by working to change the very concept of innovation, so that, from something ambiguous, it is transformed into something more tangible, more meaningful, and measurable.

"It is difficult to measure innovation and it is even more difficult to measure its impact. The answer can be on what separates the problem from the solution, the difference between what needs to be done and what is really being done."

KEYWORDS

Public Service | Proactive Change | Structural Innovation | Ongoing Process | Value

Brenton Caffin

Executive Director of Global Innovation Partnerships at Nesta

"It is important to recognise that innovation is not something new; organisations have been innovating for centuries."

8. It is essential to give public administrations the capabilities to know how to deal with the challenges they face today. Innovation can be a vague concept, affected by the personal and professional experience of each individual; depending on this experience or on the party involved, very different visions of innovation and of how to deal with it may arise.

9. Nesta has drawn up a chart to articulate different approaches (talent space, solution space, technology space and intelligence space) and methods of innovation, examples of which are people-centred design, behavioural insights, innovation labs, big data or Open Administration. People are encouraged to diversify problem-solving methods, which allow us to identify the best approach for a given type of situation.

10. Innovation goes beyond technology. It is how we use it, together with the initiative, imagination and work of the organisations, that allows us to innovate in public service and to redesign it.

11. One can explore multiple possible futures, predict the different foreseeable future scenarios and, finally, explore the area of problems and solutions. One must iterate between perceiving the nature of problem and coming up with possible solutions, testing in order to see if the problem has been well understood.

12. The building of skills in the public services of the 21st century implies empowering people to learn, experimentation, collaborative work with

the various stakeholders, and involving citizens more creatively in the designing of public services.

"Innovation is often risky because it has not been tested."

13. Leading people in change requires different leadership, an enthusiastic leadership that gives time, resources and space to people so that they can create value.

14. As in the case of Nesta, which has been developing a skills framework with multinational and multidisciplinary teams, combining features ranging from those that can be worked on to those that are innate to any human being, we must, when recruiting the workforce of the future, take into account these characteristics and bring them into our organisations.

15. The Portuguese Prime Minister stated that "creativity demands freedom". Opportunity and freedom always go hand in hand and there are many examples in various parts of the world where this opportunity to innovate has been created, particularly in Canada and Europe. In Canada's Free Agents Programme, people may apply to and take part in an initiative, being free to go through public agencies, create their own projects and form their own teams, and are encouraged to create public value.

KEYWORDS

Innovation | Opportunity | Freedom | Skills | New Leadership | Experimentation | Collaborative Work

Gonçalo Caseiro

Chairman of the Board of Directors at INCM

16. INCM - Imprensa Nacional Casa da Moeda (Portuguese Mint and Printing House) is mainly known for its editorial activity as a national interest publisher but, in fact, it has four business areas. The two main areas representing more than 90 % of its activity are the security printing and minting.

17. An organisation in operation for 250 years must have some drive to innovate in its culture and DNA which enables it to adapt to the times. Looking back about 20 years we realized how different the INCM was back then compared to how it is today. In 2000, we made a living from the commodification of bureaucracy. We were known for forms, signing the Official Gazette (Diário da República) and printing it on paper.

"The digital transformation marked a turning point: we internationalized quality products we had been making for a long time."

18. A big transformation took place with the administrative modernisation programmes, with the creation of the citizen card, and the electronic passport in the early years of the *Simplex* programme. By 2014/2015, the INCM was completely transformed.

19. Portugal is known for its citizen card, has one of the most secure passports in the World and stands out for administrative modernisation projects. We had the products and there was an export market.

20. From 2014 to 2017, INCM exports grew at a rate of 15.5 % to PALOP countries, but also to Latin American countries. These exports provided the financial capacity to invest in other areas and in new products, based on the pillars of trust, security and the capacity for transformation.

21. Faced with this challenge, we opted for "open innovation", partnering up with Universities and their engineering schools to help the INCM be disruptive through innovation. Four fundamental pillars were defined:

- The creation of an "ideas bank";
- Disruptive innovation requires time, space and teams;
- The creation of a network to bring the INCM closer to the free research that is done at Universities;
- The investment of 1 % of turnover in R&D with the creation of a EUR 500 000 award, the largest ever awarded in Portugal in this area.

22. For example, as a result, the citizen card may already use chips supplied by different manufacturers, and this is only possible thanks to collaboration with universities. This is clearly a winning project, requiring a small investment for the advantages it brings to public procurement and competitiveness.

"Portugal can do things as well as the best in the world thanks to open collaboration, our culture and our partners."

KEYWORDS

Administrative Modernisation | Digital Transformation | Disruptive Innovation | Partnerships | R&D | Competitiveness

2nd PANEL

Involving employees in innovation

Jon Pierre

Professor of Political Science at the University of Gothenburg, Sweden

Ken Smith

Chief Executive Officer and Dean of the Australia and New Zealand School of Government (ANZSOG);

Nuno Bulcão Sarmento

Head of Planning Division of the Navy General Staff

MODERATOR: Helena Garrido

Journalist

Jon Pierre

Professor of Political Science at the University of Gothenburg, Sweden

1. When it comes to innovation in the public sector, one should think of involving people, of identifying the obstacles to innovation for change and reform, and ask five basic questions: What is innovation? Why do organisations innovate? How do organisations innovate? Why are innovation and change challenging? And how do we mobilise civil servants to support and engage with innovation and change?

2. Innovation in the public sector implies a new strategy for the provision of services and a new model for providing these services, discovering new partners with whom to work and share ideas. It implies new concepts of public service, new digital platforms for interacting with citizens, new ideas about management, employee involvement and training.

"If a private-sector company fails to invest in innovation and development it eventually goes bankrupt. This does not happen in public organisations but there are other consequences such as the loss of legitimacy and trust."

3. Organisations must innovate because what citizens expect of public services has changed. The public sector prides itself in providing services in a uniform manner; equal treatment of all is its brand image. But citizens in most countries do not value equal treatment, they want services that respond to their individual needs, and we still do not know how to adapt public services to this reality. There is also a demand for increased efficiency and reduced costs with the use of new technologies.

4. We must make a distinction between a top-down model of innovation and a bottom-up model. Experience shows that civil servants working at

front desks, for example, know very well what is practical. But public organisations are extremely hierarchical, display a division between those who have power and those with practical knowledge and this, in itself, is a problem.

5. Public organisations learn a lot from each other. A recent German study on the public sector in Denmark concluded that "79 % of innovation in public organisations is carried out in collaboration with one or more external partners, most of which are other public organisations".

"Innovation implies that employees are part of the process, so change has consequences at the level of management and leadership."

6. Employees often feel threatened by change, which is most often imposed without being properly explained, and they must be involved in the process and understand what its objective is. If they are involved and feel motivated, they may come up with extraordinarily good ideas. Public managers must give up their monopoly of control, listen to employees and learn from them, everyone must understand the reason for change and feel secure about it.

KEYWORDS

Change | Involvement | Innovation Model | Public Service | Expectations | Partnerships

Ken Smith

Chief Executive Officer and Dean of the Australia and New Zealand School of Government (ANZSOG)

7. It is not only important to innovate with the workforce but also with the community. The main trends affecting public services and particularly public-sector education are: Big data and its analysis increasingly impact how we work, we receive information and we make decisions; the decline of trust in public administration that is occurring globally. The closer administration and service delivery is to people based on the principle of subsidiarity , the greater their sense of engagement and trust will be; the increasing complexity of technological change makes it necessary to empower people for this change; demographic change, with people living longer and healthier, is in itself a challenge to the workforce, including creating opportunities to get young people involved in Public Administration.

8. On the other hand, attitudes towards professional development are changing. Workplace training, the acquisition of 'just in time' skills and lifelong learning are more valued by employees; the profile of the civil service employee is changing. Employees are increasingly better qualified and the recruitment process is more flexible; with the evolution of technologies and the ease of access to information, citizens demand greater transparency and value creation.

9. Of the crucial skill set identified by the OECD for innovation in the public sector, the first, somewhat controversially, is termed "insurgency", a purposely chosen term that goes beyond disruption, and challenging the status quo. Iteration, data literacy, focus on the citizen, curiosity and storytelling are also highlighted.

10. The Dutch writer, Zeger van der Wall, working at the School of Public Policy at the National University of Singapore, has identified further

skills needed by public leaders in the 21st century: Networking, mentoring, involving stakeholders, digital literacy, design thinking, storytelling, responsiveness, flexibility, courage, entrepreneurship and facilitation.

"In Australia and New Zealand, each of the 10 jurisdictions and 15 universities network through ANZSOG to develop public sector skills."

11. We must continue to invest in people's training and development. Awards, and rewards, for public sector innovation are vital, and are not limited merely financial incentives.

12. Real leadership draws out the best in its workforce, gives it freedom and ensures that it can achieve strategic objectives. Innovation should not be shut in a cubicle; great changes will occur when all know what results are expected and feel respected for their professionalism and ability.

"(...) we must take a step back to see if we are leading or managing, and I would prefer us to lead, knowing that this means total commitment."

KEYWORDS

Big Data | Skills | Leadership | Training | Personal Development | Insurgency | Freedom

Nuno Bulcão Sarmento

Head of the Planning Division at the
Navy General Staff

13. The Portuguese Navy's mission is to enable Portugal's use of the sea, performing 3 duties: (i) deterrence, military defence and support for external policy; (ii) security, state authority and support for civil emergencies, and (iii) economic, scientific and cultural development.

14. In 2006, the Navy considered it had good strategic planning but that such planning was not aligned with its personnel. We opted for the Balanced Scorecard, hiring a Portuguese consulting company. From a corporate perspective, the implementation was a disaster, with conflicts at top and middle management level. In fact, it did not work and for one to two years nobody in the navy spoke of the Balanced Scorecard.

15. In 2009, the problem remained and perhaps this was the first drive to innovate, the possibility of failure. The second was realising that, sometimes, innovation requires looking at the same things from a different perspective, and finding consensus between different parties. We contracted the services of two companies, one specialising in the Kaplan and Norton balanced scorecard and the other in project management, for operationalization. We wanted to help develop a model and not exactly its implementation, which allowed for the introduction of some components of naval culture into the process. This partnership produced the Navy's strategic policy directive, a document for internal and external communication.

"You can't manage what you don't measure."

16. In addition to being an interesting communication tool that promotes discussion at top, middle and operational levels within the organisation, the strategic map was developed

as a mechanism for vertical and horizontal integration, resulting in the creation of an internal consultancy core to promote full implementation, with the support of the contracted companies.

17. One of the fundamental components of innovation was technological integration, with a continual focus on personnel and the tasks they had at hand. Each time they were asked to plan something else or provide additional information, we sought to introduce information systems that facilitated such work. An example of this is the Plan of Activities, currently generated by the planning system.

"Currently, we have a strategic map that enables us to isolate an objective and identify its links to top and operational levels. If need be, we can "go down" to project management level and use this information to support the decision."

18. Five factors are considered critical to success in a strategic planning process: (i) commitment from top management, (ii) creating a sense of urgency, (iii) active leadership that ensures continuity, (iv) communicating to engage people and (v) critical organisational mass.

KEYWORDS

Balanced Scorecard | Strategic Map | Navy Organisation's Culture | Technology | Internal Communication

CLOSE OF THE MORNING SESSION

Fátima Fonseca

Secretary of State for Public Administration and Employment

"Why do we insist on talking about the old topic of innovation? Because we all need to innovate."

Innovation is essential in the private sector but is no less essential in the public sector. Innovation is essential to achieve the integrated policy objectives required for sustainable development in an ever-challenging world. Objectives demanding new ways of functioning from the public sector, across different organisations, using their adaptive capacities and open to the participation of employees, partners and customers.

We are speaking of innovation that goes beyond the traditional paradigms with their roots in the industrial revolution and in information and communication technologies. Innovation which, in addition to focusing on science, technology and the economy, also addresses the matter of the institutional change necessary for a more comprehensive social change. Change that is founded on ethics, human values, and social well-being in order to foster sustainable transformation. A holistic vision of innovation, comprehensive and collaborative innovation, driven by a strategic vision.

"Innovation is not a stroke of genius or a lucky chance, it is a collaborative process".

In successful innovations, the ideas of some feed the work of all, and there are at least three areas in which innovative organisations are proficient: generating ideas through debate, making inclusive decisions combining different and even opposing ideas, and testing and experimenting through quick implementation, reflection, learning and adjustment.

"Capabilities are not spontaneous; they are actively developed in organisations, with leadership playing a fundamental role."

So leadership is essential to activating these capabilities. A recent Danish study on innovation in the public sector states that 69 % of innovations involve politicians, that is real political leadership. As announced today, the Government can and must encourage an ecosystem conducive to innovation and it does so by empowering, by stimulating experimentation, and by rewarding innovative practices. That is the role of political leadership, thus doing its part.

Organisational leadership is, in turn, essential.

Each management team must play its part for employees to be able to play theirs. I would venture to summarise this under the three responsibilities of having the right attitude, knowing the organisation well, and setting your path:

(i) Having the right attitude, because no one innovates by decree. Taking risks, accepting change, stimulating open debate and doing things differently is a matter of personal attitude and, if each manager does not play their part as a catalyst for innovation, training people and waiting for innovation to happen will not be enough. Being innovative is a philosophy and a personal attitude, which carries over into the world of work: understanding that learning comes from experimentation, curiosity and courage, transformed into habits, routines and systematic procedures.

(ii) Knowing the organisation well means knowing the people, the culture and the existing skills, and understanding what skills need to be acquired is a major part of the capacity for innovation. Of the 10 indispensable skills for 2020, many are fundamental for innovation, but identifying them is not enough, they have to be transferred into the organisation. So it is essential to have people-management models appropriate for new ways of working.

(iii) Setting your path means essentially two things: having a philosophy that embraces experimenting, learning, adapting, and trying again, while always being willing to share and adopt methodologies which allow this philosophy to be put into practice in the organisation's day-to-day life. Being aware that methods are not fixed models, nor are they themselves the objectives of innovation. All leaders, teams and organisations must find their own path, being flexible in how they use tools and seeing each workspace as a space for experimentation.

"There are no quick fixes or miracle formulas. There are no tools which cannot be modified, because managerial tool-boxes are not ends in themselves but are means for achieving results and having an impact."

We thus bring to a close this round of three meetings, in which we have discussed the three pillars of the transformation of public administration: increasing people's value, positive work environments and, in this meeting specifically, management and innovation in management. Because these are three intersecting aspects of a holistic vision of change. None of these parts has any effect alone, it is necessary to combine all of them for changes to take place. For this reason, the Government invests in these three aspects, with specific measures and clear commitments.

"The implementation of the measures that change Public Administration does not depend on the Government alone, it is a collective plan where each person plays a role."

Let us combine reflection and action. Several needed innovations are waiting to happen. They only want an opportunity.

KEYWORDS

Integrated Public Policies | Political Leadership | Organisational Leadership | Strategic Vision | Collaborative Change | People's Value | Positive Work Environment | Innovation in Management

PARALLEL SESSION

Leadership for innovation in Public Administration management: ideas under debate

Francisco Nunes
Assistant Professor at ISCTE-IUL

Helena Rodrigues
President of the Union of Technical State Staff (STE)

Paula Nanita
Executive Administrator of the Nossa Senhora do Bom Sucesso Foundation

Paulo Simões
Executive Secretary of the Western Portugal Intermunicipal Community

MODERATOR:
Filipe Teles
Pro-Rector of the University of Aveiro

Francisco Nunes
Assistant Professor at ISCTE-IUL

1. The subject of innovation raises three concerns. We may term the first one "dualistic restlessness". On the one hand, the will to innovate, and on the other the need to offer a set of services which must be regular and follow consolidated work practices, accepted procedures and a well-aligned set of legal regulations.

"How can we establish this dual purpose of being adaptive on the one hand, while simultaneously falling in line with existing practices."

2. Everything is very simple for innovative companies: a research and development department is created, and its personnel managed according to one set of rules, and then a production department is created. These are two distinct things. Many times, individual units, departments or sections in public services are requested to play all roles, from research to development and production.

3. A second broader concern, which does not only apply to the public sector, may be termed the "superperson", "superwoman" or "superman" concern, or in this case the "superleader" concern. It encapsulates the idea that in order to promote innovative practices, leaders must have special characteristics. There is a belief in our society that leaders are an extremely important factor in ensuring that certain organisational results are achieved.

"There is a generic belief about leadership that is profoundly incorrect, that leadership is a set of individual attributes, and that replacing a person who lacks these attributes will lead to improved results."

4. The third concern is termed isomorphism, an unusual term, which has already been discussed here in the context of the Balanced Scorecard and of the insistence on implementing solutions that already exist elsewhere. This leads to a direct copy of practices that may be perceived in a positive light and have produced good results for certain institutions, but which in the majority of cases have not been assessed for their impact on our organisation, because they are not open to assessment, only to measurement.

5. Changes in management processes occur within particular organisational contexts. You don't have to be a superman to change, nor must you have special characteristics to make changes to workflows.

KEYWORDS
Will | Procedures | Regulation | Super-leader | Isomorphism | Impact Assessment | Change | Organisational Context

Helena Rodrigues

President of the Union of Technical State Staff (STE)

6. The subject of modernizing Public Administration has been present in all democratic government programmes. History tells us that in a general manner change is processed through changes to worker statutes, weakening contractual relations, and changes to the remuneration structure. All of this under different guises, either of reform, deficit containment or improvement of public services.

"It is important that union leaders understand which paths are opening up and which cycles are coming to an end in the current PA management movement."

7. In the present case a question arises when emphasising the role of the manager-leader in the innovation process of Public Administration management: How much leeway does a PA manager-leader have in the exercise of their functions regarding management innovation? Possible answers are based on direct constraints to the actions of the managers, and concern everyone.

8. They are asked to achieve or exceed objectives with increasingly scarce resources, acting solely in the pursuit of the public interest, respecting the legally established rights and the interests of citizens, which include civil servants, under the Constitution and the Law, and based on respect for the principles of equality, proportionality and good faith.

9. They are also called on to "debureaucratize" their activities to the extent possible and remain as close to the people they are serving as possible, by taking part in effective management through associations, namely trade union associations or other forms of democratic representation. All of this is foreseen in Title IX, Articles 266 to 272 of the Portuguese Constitution.

10. There are factors whose nature also influence, limit or determine change, such as party agendas and competition among the various actors seeking to achieve political leadership, the leadership agendas of specific sectors or groups fighting for survival and also the factors imposed on us by third parties, such as the external requests for aid made in 1977, 1983 and 2011.

11. The innovation process also raises questions of a different nature: Have we complied with everything that is enshrined in Title IX of the Portuguese Constitution? Are the interested parties ensured participation in the effective management of the services, and in the decisions or deliberations which concern them? Are there salutary practices for assessing PA services? How are the results of previous reforms assessed? How were the knowledge and techniques that were used shared?

"On the path of change and experimentation we find PA managers and workers who give their best on a daily basis."

12. Leaders and workers are the main parties interested in everything working smoothly and that citizens feel satisfied with the services provided. They feel the duty of public service, and have always been the resource that is capable of producing change, and nonetheless continue to be disregarded, particularly the better qualified professional groups.

KEYWORDS

Processes of Change | Manager-Leader | Resource Shortage | Participation | Assessment | Public Service | Recognition

Paula Nanita

Executive Administrator of the *Nossa Senhora do Bom Sucesso* Foundation

13. At the start of the century, leadership was defined as the ability of the individual to influence others and to empower them to contribute to the success and effectiveness of organisations. However, leadership issues related with innovation have raised new challenges.

14. In 2001, Jim Collins identified five hierarchical levels for leaders. Levels that have nothing to do with the hierarchical structure of organisations but with leadership. At the 3rd intermediate level lay the "competent manager", who can manage an organisation with a good strategic plan, uses the available tools and makes good use of the performance management system by aligning the objectives of people with those of the organisation. The "great leader" (level 5) is one who encourages long-term performance, demanding high professional determination and great personal humility from the leader.

15. More recently, in 2016, the Harvard Business Review published an article about organisations that innovate and, among them, those that seek to promote radical innovation. These are organisations that go beyond their own limits and make alliances with others so that they can think outside the box, create new perspectives and achieve innovation. The need to deal with other contexts and to work with other organisations brought the challenge of leadership beyond organisational boundaries.

16. Traditionally, task forces or project teams were created within organisations as facilitators, to achieve objectives more quickly, and bring diverse perspectives together. Today, dialogue between organisations is critical and the Harvard Business Review article identifies four steps to promote the appropriate organisational environment: (i) promote an adaptive vision, (ii) promote psychological safety in a risk environment, and (iii) encourage collaborative interaction.

17. "Collaborative leadership" demands that our organisations evolve from ego-systems into eco-systems, replacing traditional top-down control, silo mentality, and territorial, power and information-retention logics for a wider reality that goes beyond the organisation itself. The new challenges are the ability to exert influence through dialogue, establish partnerships, share information, and have joint responsibility and common knowledge and support systems.

"The collaborative leader is a facilitator (...) that provides processes and structures ...and, at every moment, knows what questions to ask to enable members of the group to find their own answers. (BENS, 2006)"

18. Ensuring that there is a permanent staff and organisational commitment to skills development is essential. Therefore, we must be aware of our weaknesses so we can overcome them. Limiting factors include the need for protagonism, lack of transparency and fear of losing.

19. One last challenge concerns how we deal with mistakes. Learning must be an ongoing process and the cycle of inertia and helplessness must be broken.

"We must create an environment where the organisation can learn from its mistakes... and attempt to hide them."

KEYWORDS

Collaborative Leadership | Well-Being | Knowledge Sharing | Collaborative Interaction | Partnerships | Solidary Responsibility | Learning Organisation

Paulo Simões

Executive Secretary of the Western Portugal Intermunicipal Community

20. Nowadays, managers in Public Administration have a huge responsibility, because society has changed, and services are constantly faced with new simplification measures that must be implemented, through the *Simplex* programme or other mechanisms.

21. People's expectations for Public services are completely different from those of 20 years ago, and it is necessary that the State and the administrative machinery be organised differently, changing how the various services work with each other. There is a new different model on the way citizens and companies expect and, to a certain extent, demand that public services are provided.

"It is essential to realise the manner in which citizens, the end-users of public services expect these to be provided, and we must constantly make this assessment."

22. Managers in PA were challenged to implement *Simplex* measures. There was a huge pressure and people played a key role to ensure everything worked out. The multiplicity of legal acts and the disarticulation among public services require an increased effort toward dialogue and convergence.

23. A significant difficulty lies in the fact that teams continue to respond bureaucratically, referring to rules and procedures end-users do not understand. It is difficult to engage people with innovation when there are highly qualified and competent but poorly remunerated staff and others who greatly resist change.

"It is necessary that managers act differently when faced with different situations."

24. If managers do not have the means to offer appropriate salaries to retain competent and qualified staff, who bring value to the organisation, they will have great difficulty promoting the competitiveness of PA and the factors that are critical to success. Managers are faced with a motivation problem when they cannot guarantee that those who work with them and help them achieve results are paid according to their expectations.

KEYWORDS

Public Service | Responsibility | Bureaucratic Performance | Qualified Staff| Remuneration | Motivation

Workshops

MAIN CONCLUSIONS

Innovation in PA is both inevitable and ever-present, because serving citizens and organisations effectively, in a context of permanent and rapid change requires people, teams and organisations have the ability to question and reformulate processes, procedures, values and attitudes, enabling the creation of value and continuous improvement. This presents a challenge, given the scale, complexity and diversity in PA, but it is not a chimera, as can be seen from the testimonies of the middle managers who took part in the workshops dedicated to the discussion of *Innovation and Management Tools in Public Administration*.

PROMOTING AND SUSTAINING A CULTURE OF INNOVATION IN PA

There is a need in PA to promote a culture in which to questioning and doing things differently become everyday attitudes. To this end, critical ability is required to identify the needs of the community which must be satisfied, through what services and with what resources, seeking to balance among different management criteria.

Innovation implies freedom to think and act differently, driving away the fear of taking on risks and challenges, so that things can be done better, generating benefits for society in a sustainable way.

PA cannot come to a halt to reinvent itself. It is a continuous and uninterrupted process that involves critical ability and sharing, reflecting on the present and looking forward to the future, without negatively impacting expected results.

INNOVATION CULTURE: FACILITATING FACTORS

It is essential that PA organisations recognise that innovation is a strategic imperative, which must be incorporated into your daily activities and culture. This goal is dependent on the development of a climate of confidence, which is conducive to constructive criticism and to PA workers and managers proposing new processes and procedures; in short, foster the involvement of everyone across-the-board.

Stimulating creativity, empowering workers and getting them involved, and supporting leaders who can mobilise the members of the organisation to work toward a better future are indispensable. And how? Communicating with clarity and authenticity the purpose of change, recognizing talent, aligning action with strategy, and accepting that mistakes are part of the process of continual learning and improvement. Leaders with courage to champion change are required.

It is critical to have management mechanisms, namely for managing human resources, that attract and retain talent, as the knowledge and skills of those who work in PA are the crucial asset for successful performance.

It is essential that people and teams be motivated. Proponents of innovative solutions should be recognized and if possible involved in designing and implementing them.

The ability to prioritize and improve time management in function of the workload is particularly relevant today. In addition to the daily pressure exerted by the end-users of public services, time must be set aside for innovation: to think and rethink what the organisation is doing, why, and how, to create opportunities for learning and experimentation.

Innovation also means listening and engaging end-users, to ensure that PA is providing a service that satisfies their needs.

FACTORS THAT FACILITATE INNOVATION IN PA

- Developing a climate of trust, which enables people to get involved in the discussion of problems and their solutions;
- Critical ability to identify what needs changing;
- Active participation and effective contribution of workers and managers in the design and implementation of innovation projects;
- Empowering people, and giving them autonomy;
- Fostering collaborative work that allows knowledge and innovation-oriented experiences to be shared;
- The existence of an entity in Public Administration with a catalytic role in organisational management innovation;
- A legal framework that supports initiative and enhances appropriate motivational standards;
- Strong leadership that ensures cohesive teams;
- Multigenerational experiences that enable innovative solutions based on knowledge sharing.

INNOVATION CULTURE: INHIBITING FACTORS

Resistance to change is a reality present in many public bodies. It is undeniable that, sometimes, managers and workers react negatively to changes in culture, rules, processes, procedures and management practices. Such resistance may be due, among other factors, to the feeling of insecurity, lack of clarity about the objective, the relevance and benefits of innovation or lack of capacity to respond to new requests, placing them outside their comfort zone.

The legal framework which regulates management in PA does not always facilitate innovation. The focus on efficiency, notably through mechanism to control spending and safeguard the proper use of public resources, sometimes based on complex processes and procedures, may under certain circumstances penalize the effectiveness of innovation exercises. Public procurement procedures and centralized purchasing were mentioned as examples of this type of constraint.

There are shortcomings in strategic and integrated management that result from inadequately engaging workers in discussing activities and objectives. In this regard, management tools such as plans of activities and budgets must be better aligned, so that organisations can define a feasible course of action, manage the resources at their disposable in a sustainable manner, and report on the impact and efficiency of their actions.

Communication must be properly ensured. If well-founded, an explanation of the reasons behind the proposed change, the expected benefits and the role to be played by leaders and workers facilitates innovation. When insufficient or unclear, it becomes a barrier.

Innovation requires open, engaged and flexible management, from technically and behaviourally skilled managers. There is a paradigm shift that calls for new knowledge, attitudes and values.

FACTORS THAT INHIBIT INNOVATION IN PA

- Heterogeneity between management services, styles, and practices in PA;
- Resistance to change from managers and/or workers;
- A rigid legal framework that generates procedural complexities that take up effort, resources and time, at the expense of the creation of value;
- Shortcomings in strategic management, namely in communicating and engaging with workers, which lead to ignorance of objectives, and make an aligned search for solutions difficult;
- Ineffectiveness of internal communication, with negative consequences on motivation and adherence to innovation.

Emotional intelligence, negotiation, openness and tolerance of differences are valued skills. Creativity, humility, availability for continuous learning, communication and team management are also highlighted as being positively related to innovation, hampering it when absent.

KEYWORDS

Culture of Innovation | Management Tools | Creativity | Training | Autonomy | Communication | Legal Framework

Biographical notes

António Costa, Prime Minister
Holds a Degree in Legal and Political Sciences from the Faculty of Law at the University of Lisbon, a Postgraduate degree in European Studies from the Universidade Católica Portuguesa in Lisbon and a Lawyer. He was a member of the Portuguese Parliament between 1991 and 2004. For over ten years, between 1982 and 1993, he was a member of the Municipal Assembly of Lisbon, and between 1993 and 1995 an Alderman in the municipality of Loures. He was the Secretary of State for Parliamentary Affairs in the XIII Constitutional Government between 1995 and 1997, and Minister of Parliamentary Affairs, between November 1997 and October 1999. After that date, from October 1999 to April 2002, he was Minister of Justice of the Portuguese Republic. For two years he headed the Socialist Party in Parliament, from April 2002 to March 2004, and shortly thereafter he became a member of the European Parliament, between June 2004 and March 2005, where he was vice-president of the European Parliament. In the XVII Constitutional Government, from March 2005 to May 2007, he was Minister of State and Internal Administration. He was president of Lisbon City Council for eight years, between 1 August 2007 and 6 April 2015. In the period between 2010 and 2015, he was a Member of the Committee of Regions and also president of the Lisbon Metropolitan Council from 4 November 2013 to 6 April 2015. At the party level, António Costa has been Secretary General of the Socialist Party since 22 November 2014.

Brenton Caffin, Executive Director of Global Innovation Partnerships, Nesta
Holds a Degree in Economics and International Relations, and a Master's degree in Public Administration from Flinders University in Australia, where he researches innovation in the Public sector. Executive Director of Global Innovation Partnerships at Nesta, advising and training people and organizations to become more innovative for the common good, in the social and public sectors.

Bruno Monteiro, LabX Coordinator
Bruno Monteiro is a sociologist, with Bachelor's, Master's and Doctoral degrees in this field. He was a Doctoral and Post-doctoral fellow from Portugal's Foundation for Science and Technology. Scientific collaboration with the Institute of Sociology (University of Porto). He has several monographs and articles published in Portuguese, French and English. With the aim of fostering "citizenship through science", he has promoted scientific knowledge about Portugal, and also taken part in promoting the work of several authors such as Karl Kraus, Elfriede Jelinek, Jacques Bouveresse or Mikhail Bakhtin. Currently, he coordinates LabX-Public Administration Experimentation Lab (Agency for Administrative Modernisation).

Fátima Fonseca, Secretary of State for Public Administration and Employment
Secretary of State for Public Administration and Employment of the XXI Constitutional Government, from 14 July 2017. Master's degree in Public Administration and Policy from Instituto Superior de Ciências do Trabalho e da Empresa, and a Law degree from Universidade de Lisboa. She was Municipal Director for Human Resources at Lisbon City Council. Prior to this, she was in charge of administrative modernization, Director of the Municipal Modernization Office at Amadora City Council, and Director of the Model Development and Organizational Innovation Unit at the Institute for Innovation in State Administration. In 2017 she was named as Ambassador for Dignity at Work,

for the Alliance for Sustainable Development – UN Global Compact Network (Portugal).

Filipe Teles, Pro-rector at the University of Aveiro
Assistant Professor in the Department of Social, Political and Territorial Sciences at the University of Aveiro. He is currently the Pro-rector for regional development and urban policy. PhD in Political Science and member of the Research Unit for Public Governance, Competitiveness and Policy, where he has been researching local governance and Administration, territorial reforms, political leadership and innovation.

Francisco Nunes, Assistant Professor at ISCTE-IUL
He completed a Doctorate in Human Resource Organization and Management at ISCTE-IUL. Before taking up a full-time position at ISCTE-IUL in 2005, he worked as an HR consultant, focusing on training and development, and also as a market research project manager.
At ISCTE-IUL, he lectured on several human resource management topics and research strategies applied to management. He was the director of several courses (Bachelor, Master and Doctoral) and Director of the Human Resources and Organizational Behaviour Department.

Gonçalo Caseiro, Chairman of the Board of Directors at INCM
Holds a Degree in Computer Engineering from Instituto Superior Técnico at the Technical University of Lisbon, and a postgraduate degree in Business Intelligence and Knowledge Management from the Higher Institute of Statistics and Information Management at Universidade Nova de Lisboa. He also completed the Senior Management Programme offered by the AESE Business School. President of the Board of Directors of Imprensa Nacional – Casa da Moeda, S. A. Member of the General Council of APDSI – Portuguese Association for the Development of the Information Society, where he was part of the working group that in 2015 prepared the study entitled "Contributions to State Reform - An information society point view".

Helena Garrido, Journalist
Financial and economic journalist since 1986. With a degree in Economics from the Faculty of Economics at Universidade Nova de Lisboa, she began her career at the newspaper Jornal do Comércio. She then worked for other newspapers as Europeu, Diário de Notícias, Expresso, Público, Diário Económico and Jornal de Negócios. She also was Deputy director at Diário Económico, and Associate director at Diário de Notícias and Director at Jornal de Negócios. She currently works as a journalist and analyst for Observador, Eco, RTP and RDP, and is a visiting assistant professor of Economic Journalism and Digital Journalism at the Lusófona University of Humanities and Technologies.

Jon Pierre, Professor of Political Science at the University of Gothenburg, Sweden
Professor of Public Governance at the Melbourne School of Government, at the University of Melbourne. He is also a professor of Political Science at the University of Gothenburg, Sweden. Adjunct Professor at the University of Pittsburgh, specializing in topics concerning Public Administration, Management and Public Policy.

Ken Smith, Chief Executive Officer and Dean of the Australia and New Zealand School of Government (ANZSOG)
Ken Smith holds Graduate and Post-graduate Degrees in Social Policy. He is the Chief Executive Officer and Dean of the Australia and New Zealand School of Government (ANZSOG), and a Professor at the University of Melbourne, Australia. His vast experience on the public sector includes multiple positions in New South Wales (NSW) and Tasmania, and over three decades in the Government of Queensland. He developed

national policies covering Urban Planning, Social Security and Education.

Maria Helena Rodrigues, President of the Union of Technical State Staff (STE)
Degree in Corporate Management, and a diploma in Public Administration and Policy. CAF Specialisation Diploma. She began working in 1972, at the age of 18, as an assistant bookkeeper. In 1973, she joined PA at the Ministry of Justice, in a technical capacity. Her academic qualifications were obtained over the course of her professional life. She is higher technical worker, in which capacity she has performed several roles, including that of leader. As a worker, she was always unionized. Since 2013, she is the president of the Union of Technical State Staff and Entities in the Public Interest – STE, one of the unions that founded UGT.

Maria Manuel Leitão Marques, Minister for the Presidency and Administrative Modernisation
Holds a Law degree from the University of Coimbra, where she also began her professional life, teaching at the Faculty of Economics. Since 1979, she has been a permanent researcher at the Centre for Social Studies. In 2003, she became a Professor at the Faculty of Economics at the University of Coimbra. Over the course of her career, she coordinated several national and international research projects in the fields of Economic Law, Competition Law, Sociology of Law and Public Administration, published several works, and was invited to take part in several conferences. An example of this is the role she performed as an international consultant for the Civil House of the Presidency of the Republic of Brazil, in the framework of the project for "Exchange between the European Union and Brazil", and as an international consultant for the project entitled Conducting an evaluation of services of the one stop shop (BAU) in Mozambique. She performed all these duties in addition to her duties as vice-president at the Association Internationale de Droit Économique, and as president of the Ministry of the Economy's Commercial Observatory between 1998 and 2002. In 2013 and 2014 she was part of the selection committee for the Bloomberg Philantropies Mayor's Challenge and of the High Level Group on Administrative Burdens. Over the period, she was a non-executive administrator of the Francisco Manuel dos Santos Foundation. Her political CV includes her time as Secretary of State for Administrative Modernisation in the XVIII e XVII Constitutional Governments. In the last legislative elections, in 2015, she was elected to parliament through the electoral circle of Viseu.

Mário Centeno, Minister of Finance
Minister of Finance in the XXI Constitutional Government since 26 November 2015, and elected president of the Eurogroup on 4 December 2017. Holds a Doctorate and Master's degree in Economics from Harvard University, USA, a Master's degree in applied mathematics, and a degree in economics at ISEG-UTL. He is a Professor at the Lisbon School of Economics & Management from Universidade de Lisboa. He was a member of Portuguese Parliament and an advisor to the Directors of Banco de Portugal, Deputy Director at the Department for Economic Studies at Banco de Portugal, Chairman of the Working Group on the Development of Macroeconomic Statistics at the Higher Council for Statistics, Member of the Economic Policy Committee of the European Commission and an Economist at Banco de Portugal. He was a member of the White Paper Commission for Labour Relations, member of the Editorial Board at the Portuguese Economic Journal and member of the Executive Committee of the European Association of Labour Economists.

Marcos Bonturi, Director of Public Governance at OECD
Holds a Degree in Engineering from the Federal

University of Rio de Janeiro, and a Master's degree in Economics and a Doctorate in Commercial and Economic Development from the University of Maryland. He began working at the OECD in 1990, and has a deep understanding of the organization, having worked in various departments such as the Centre for Development, the Department of Commerce and the Economics Department. He took on the roles of Adviser to the Secretary General and Head of Department for the Science, Technology and Industry (STI) and Public Governance (GOV) departments. He managed a team of experts on innovation and entrepreneurship, and supported the restructuring of the Committee on Industry, Innovation and Entrepreneurship.

Nuno Balcão Sarmento, Head of the Planning Division at the Navy General Staff
He completed the Naval School course as a Weapons and Electronics Engineer, and was awarded an MBA by Universidade Católica Portuguesa, specialising in Information Management. He is currently the Head of the Planning Division at the Navy General Staff and is responsible for Strategy, Transformation and Strategic Communications. He served in a technical and managerial capacity at the Ship Directorate, in charge of Vasco da Gama class frigates, where the Portuguese Navy controls electronics, communications, command, control and weapons systems, and at the Directorate for Information Technologies and Communications, where he was responsible for software development teams involved in support operations.

Paula Nanita, Executive Administrator of the *Nossa Senhora do Bom Sucesso* Foundation
She graduated and specialised in Social Policy at Universidade de Lisboa (ISCSP – Higher Institute for Social and Political Sciences) and holds a Postgraduate degree in Human Resources Management awarded by the ISG - Business & Economics School. She also attended the postgraduate course in Economy-European Studies taught at Universidade Católica Portuguesa. Currently, she is the Executive Director of the Nossa Senhora do Bom Sucesso Foundation (2012-2018), holding top management positions since 2000, and previously managed human resources and provided organization and development consulting. Academically, she collaborated on occasion with research efforts at Universidade Católica Portuguesa, and taught at the Autónoma Business School and with INA.

Paulo Simões, Executive Secretary of the Western Portugal Intermunicipal Community
Holds a Degree in Management, specialised in Human Resources, and a Post-graduate degree in Corporate Marketing awarded by the Faculty of Economic and Business Science at Universidade Lusíada de Lisboa. He has a Doctorate in Public Administration by the Institute of Social Sciences and Policy, a Specialisation Diploma in Public Administration, a Specialisation Diploma in Human Resource Leadership and Management and a Course in Senior Corporate Management in Public Administration (INA). Since 2017, he is the first secretary of the Western Portugal Intermunicipal Community.

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