



Organisation for Economic Co-operation and Development

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**PUBLIC GOVERNANCE DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE**

OECD Global Network of Schools of Government

2022 Annual Meeting: Exploring post-pandemic learning cultures in the public sector

20-21 June, 2022

Athens, Greece

The OECD Global Network of Schools of Government provides a unique platform for Schools to exchange on experiences and good practices in ensuring that public sector employees have the skills and competencies to address current and future priorities. The 2022 Meeting in Athens, Greece, kindly hosted by the National Centre for Public Administration and Local Government (E.K.D.D.A), will focus on: i) the results of the NSG survey; ii) the role of Schools in strengthening capacities for leadership and resilience in times of crisis; iii) implementing and evaluating new teaching methods; iv) recent Greek leadership reforms; and v) promoting cultures of career-long learning and innovation in public services.

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9am- Bus Transfer Service to the meeting venue leaving from Titania Hotel (Panepistimiou, 52)

Meeting Venue: National Centre for Public Administration and Local Government (211 Peiraios Street, Tavros)

Monday, 20th June, 2022

10:00-10:30 (Auditorium)

Item 1. Welcome and opening remarks

- Giorgos Gerapetritis, Minister of State of the Hellenic Republic
- Mavroudis Voridis, Minister of Interior of the Hellenic Republic
- Paraskevi Dramalioi, President of The National Centre for Public Administration and Local Government (E.K.D.D.A)
- Professor Geert Bouckaert, KU Leuven Public Governance Institute and Chair of the OECD Global Network of Schools of Government
- Jón Blöndal, Head of Division, Public Management and Budgeting, Public Governance Directorate, OECD

10:30-10:45 Coffee break on way to meeting room

(3rd Floor)

Item 2. Developing the resilient civil service of the future

Objectives

The recent covid-19 pandemic has demonstrated the need for public sector organisations to strengthen their resilience- that is- to improve their capacities to absorb, quickly adapt and learn from shocks in order to continuously improve preparedness and responsiveness. Public sector resilience, however, is not only about managing crises but also about preparing organisations for more predictable changes on the horizon. In particular, the covid pandemic has sped up the digital revolution, as public organisations continue to increase their reliance on automated and digital tools and services for daily operations and service delivery. Other major trends may include a shift towards more horizontal working across government and sectors, and a growing focus on sustainability. Drawing from the results of the recent NSG survey and lessons learned from the covid pandemic, this session will also explore how NSG members are preparing their public workforces for resiliency by upskilling talent, reskilling those whose jobs are likely to disappear, improving strategic foresight capabilities, and preparing leaders to manage in times of complexity and uncertainty.

10:45- 11:45 Presentations followed by brief plenary:

- Natalia Nolan Flecha, Policy Analyst, Public Management and Budgeting, Public Governance Directorate, OECD
- Nuno Cabrita, International Cooperation Officer and Vanina Marcelino, Public Administration Knowledge Centre Officer, National Institute of Administration (INA, I.P.) of Portugal
- Külli Taro, Head of Knowledge Transfer, Ragnar Nurkse Department of Innovation and Governance, Tallinn University of Technology of Estonia

- Marian O’Sullivan, Director General, Institute of Public Administration of Ireland
- Maja Handjiska-Trendafilova, Director, ReSPA, Regional School of Public Administration

11:45-12:15 Small group discussions around the following questions:

- What are the emerging skills and competencies needed for resilient, future-proof public services? What skills and competencies specifically for senior-level leadership?
- How are Schools of Government currently addressing these emerging needs? Do current learning and development programmes for public servants adequately address the pressing demands for digital skills, data sciences, crisis preparedness and management, innovation, sustainability, multilateralism and others?
- What do Schools of Government need in order to best respond to new demands? What are some good practices that are being implemented or considered?

12:15-12:30 Report back and plenary discussion

Lunch Break 12:30-14:00

14:00 -16:45 (3rd Floor)

Item 3. Next-Generation Schools of Government

Objectives

Traditional training models are being transformed to offer public servants more diverse learning experiences. E-learning in the meta-verse, podcasts, peer-to-peer learning, immersive teaching - each modality offers its advantages or disadvantages depending on the specific context and need. It is crucially important therefore that new approaches be based on sound evidence about which models work best for different purposes, and what the impacts are on learning and performance. This session will look at how Schools of Government are harnessing opportunities presented by new technologies and teaching methods to expand their reach and achieve their missions in new ways. It will examine the evaluation methodologies commonly used by Schools to ascertain learning needs, assess effectiveness and improve quality.

14:00- 15:00 Presentations followed by brief plenary:

- Christopher Walker, Deputy Dean, Education and University Relations Academic Director, Executive Master of Public Administration (EMPA), Australia and New Zealand School of Government (ANZSOG)
- Omri Dagan, Director, Israeli National School for Leadership, Governance and Management, Civil Service Commission
- Sarah Geens, Advisor, Federal Public Service Policy & Support, Belgium
- Liu Hong, Associate Vice President and Director of Nanyang Centre for Public Administration, Singapore
- Howard Cho, Professor, National Human Resources Development Institute of the Republic of Korea

15:00-15:10 Coffee break on the way to break-out group rooms

15:10-16:15 Break-out group discussions (please refer to room assignments)

Part I of Break-out group discussions (15:00-15:45) New teaching methods. What new teaching methods are Schools of Government considering, piloting or already adopting? What successes, but also what failures, can we learn from? Groups are asked to discuss these questions and map out new teaching

methods being used, developed or considered. For each method, groups are asked to indicate in which circumstances it is believed they would work best and why.

Part II of Break-out group discussions (15:45- 16:15) Evaluating teaching and learning. Public services are embarking on reskilling and upskilling efforts in light of civil service reforms and changing needs (digital, sustainability, SDGs, resilience and crisis management, etc.) How are Schools of Government assessing skills gaps in these emerging areas? How are they evaluating their teaching programmes and curricula in these areas? Groups are asked to identify their strengths in terms of conducting evaluations and also their weaknesses/areas for improvement.

16:20-16:45 Report-back and plenary discussion

16:45-17:30 (3rd Floor)

Item 4. Problem-Solving and the new Executive Branch of the Greek Public Administration

Objectives

The Government of Greece recently embarked on a major reform of its central administration, focusing on key regulatory, auditing and organisational functions. The reform has also established a new professional branch of leadership (“Executive Branch”). This new cadre of public servants encompass three main areas of expertise: drafting of legislation, public policy analysis, and digital policy analysis. The Greek School of Government is called upon to prepare them for these areas and has developed – in co-operation with the French INSP - the curriculum, the syllabus and the accreditation material. This session will explain the need behind the creation of this new branch and the stages this project has gone through, from conception to implementation.

- Paraskevi Dramaloti, President of The National Centre for Public Administration and Local Government (E.K.D.D.A)
- Athanassios Raptis, Director of EKDDA's National School of Public Administration and Local Government (ESDDA)
- Stamatis Laskaris and Yola Chatzinikola, students of the ESDDA

Tuesday, 21st June 2022

9:30-12:00 (3rd Floor)

Item 5. Promoting cultures of career-long learning: what role for Schools of Government?

Objectives

Traditional career-ladders are being quickly replaced by non-linear career paths that offer greater opportunities for learning. Public servants must increasingly be willing and able to cross fields and professions, to work collaboratively across sectors, and to develop and apply their backgrounds and areas of expertise to different policy challenges. To achieve this, public services need to instil cultures of career-long learning. Public services have also been grappling for some time with how to create an enabling environment for innovation and ensure safe-spaces for experimentation, beyond isolated circumstances such as incubators and labs, and more broadly into the day-to-day working experience of public servants. This session will broaden our understanding of what a culture of continuous learning and innovation can look like, with a particular focus on the role of Schools of Government in promoting these significant changes in mentality and organisational cultures.

9:30- 10:40 Presentations followed by brief plenary:

- Daniel Gerson, Head of Unit Public Employment and Management, Public Management and Budgeting, Public Governance Directorate, OECD
- Agita Kalvina, Director, Latvian School of Public Administration
- Thembi Watt, Chartered MCIPD, Capability Partner, Strategy and Partnerships, Government Skills and Curriculum Unit, UK Cabinet Office
- Diogo G. R. Costa, President, National School of Public Administration (ENAP-Escola Nacional de Administração Pública), Brazil
- Lal Chadeesingh, Senior Advisor, Education, Behavioural Insights Team, United Kingdom
- Wojciech Federczyk, Director, Lech Kaczynski National School of Public Administration, Poland

10:40-10:50 Coffee break on the way to break-out group rooms

10:50-11:20 Break-out group discussions

Rooms 303, 304 and 309: Creating a culture of career-long learning. What role for Schools of Government to help change mindsets towards career-long, continuous learning? What types of strategies are being used, or could be used, to change mindsets and motivate employees (communications, partnerships, behavioural “nudges”, new teaching methods, etc.)? What specific actions can be taken vis-à-vis senior leadership, HR managers, trainers, and employees to help promote cultural change?

Rooms 311, 312, and 316: Promoting a safe-space for innovation. How can Schools of Government continue to play a leadership role in promoting innovation in the public service and creating a safe space for experimentation? How can Schools of Government promote a culture of innovation beyond labs and incubators and into the wider public service? What can be done to further scale-up innovative practices? What specific actions can be taken vis-à-vis senior leadership, HR managers, trainers, and employees to help promote cultural change?

11:20-12:00 Report-back and plenary discussion

12:00 – 12:30 (3rd Floor)

Item 6. Governance of the NSG, potential work streams, and closing remarks

- Natalia Nolan Flecha, Policy Analyst, Public Management and Budgeting, Public Governance Directorate, OECD
- Professor Geert Bouckaert, KU Leuven Public Governance Institute and Chair of the OECD Global Network of Schools of Government
- Jón Blöndal, Head of Division, Public Management and Budgeting, Public Governance Directorate, OECD
- Paraskevi Charalampoyanni, Secretary General for Public Sector Human Resources, Ministry of Interior of the Hellenic Republic
- Paraskevi Dramaloti, President of The National Centre for Public Administration and Local Government (E.K.D.D.A)

Closing Lunch