



NEW DEVELOPMENTS IN CIVIL SERVICE REFORM IN OECD COUNTRIES

ASEAN International Conference 2016: Digital
Transformation in Government and the Public Sector
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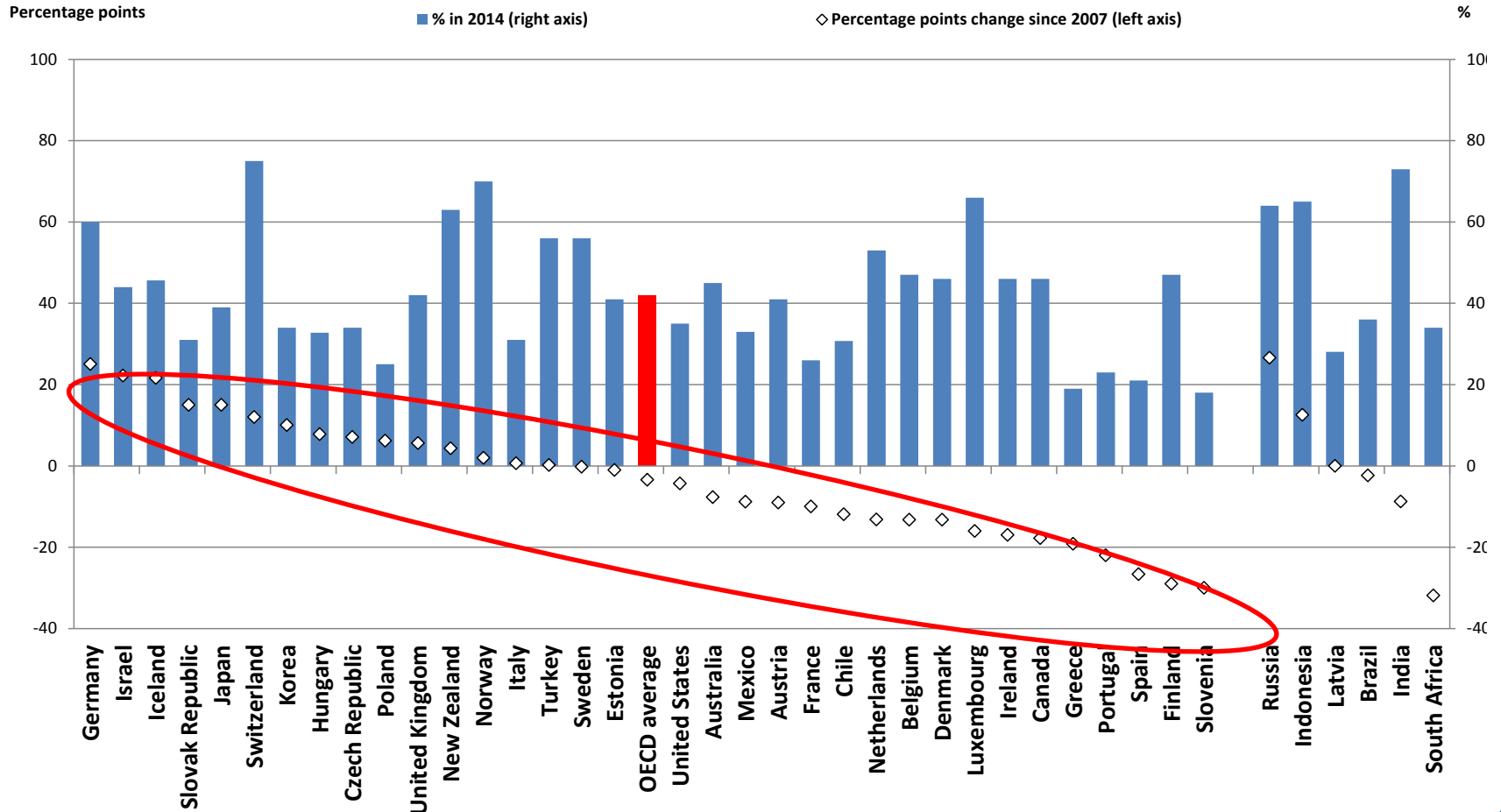
Overview

- Pressures for more Openness
- The role of Digital Tools
- How Civil Services are Responding



Across OECD countries trust in government has declined over time

Confidence in national government in 2014 and its change since 2007

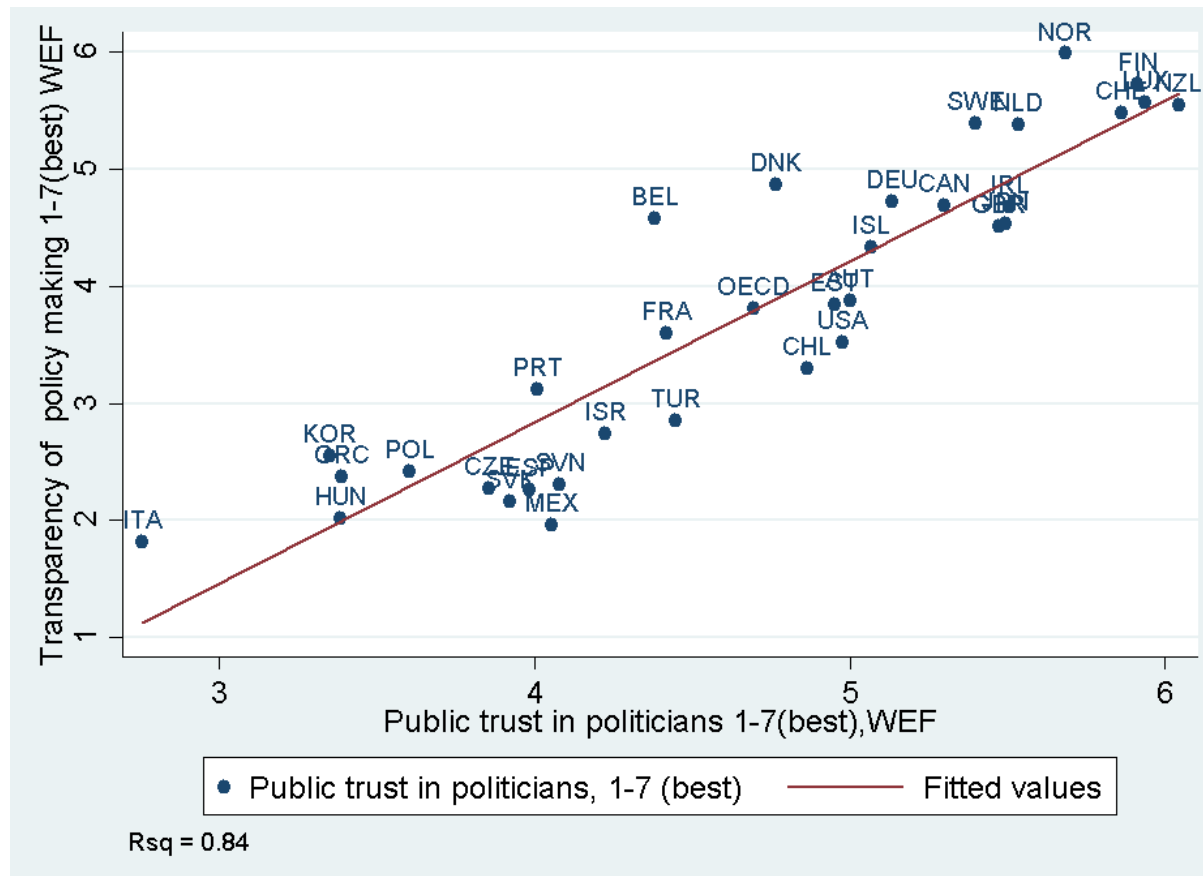


Source: Gallup World Poll



Transparency in policy making matters for trust

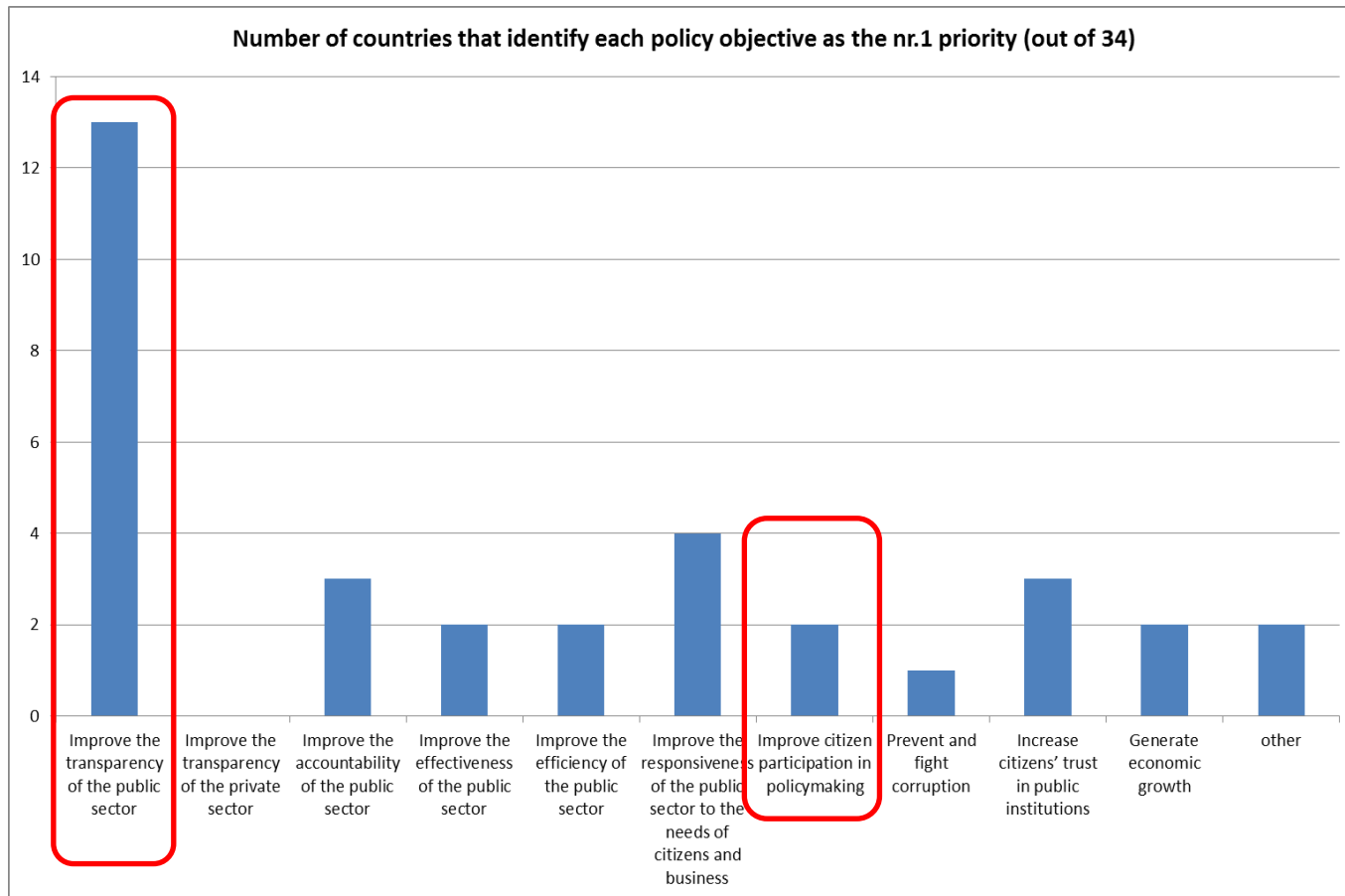
Correlation between public trust in politicians and transparency in government policymaking (2015)





However, openness goes beyond transparency

What is the nr. 1 national policy objective that your government intends to achieve by implementing open government initiatives?



Source: OECD (2016), Open Government Survey, 2016

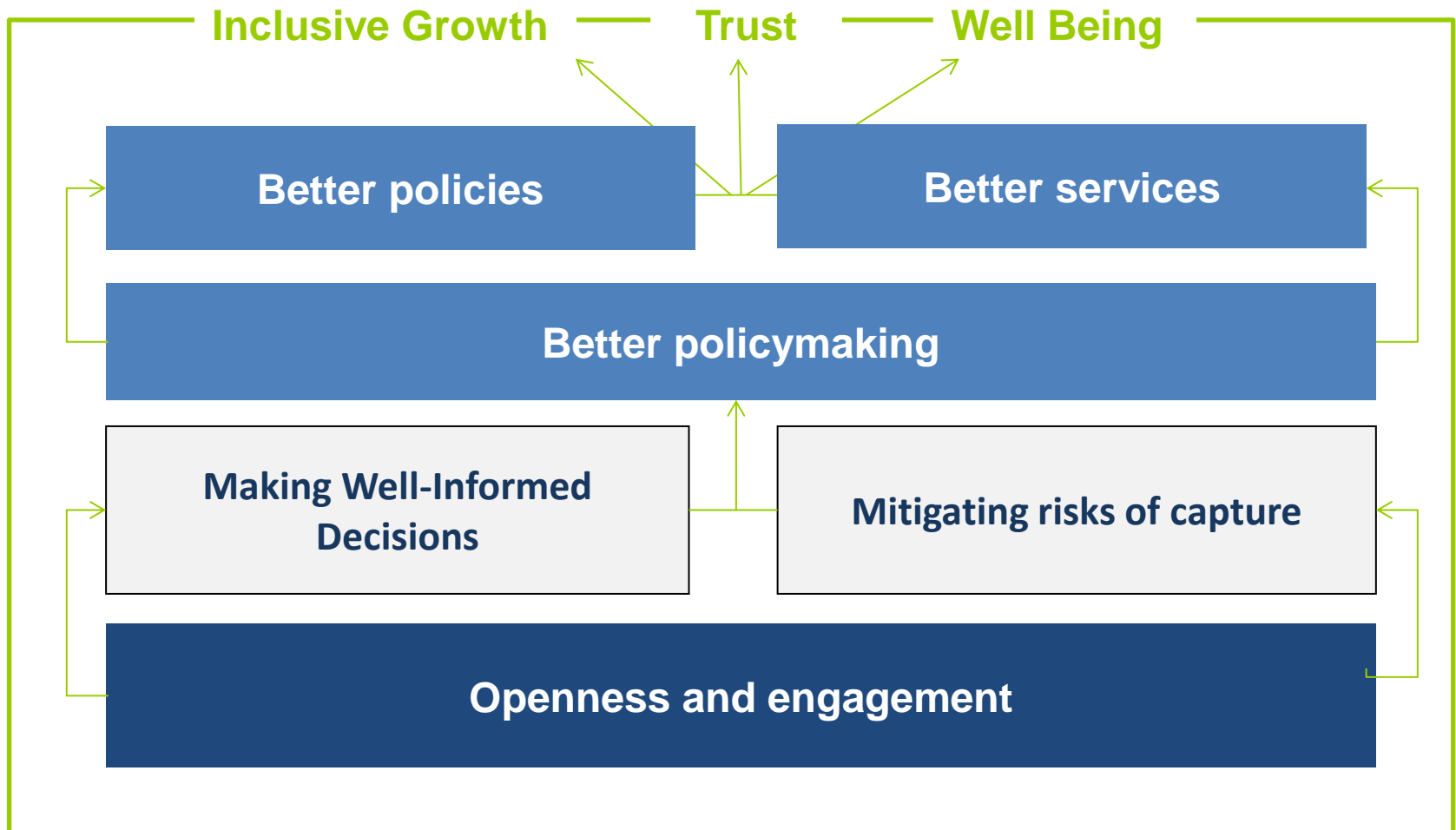


Effective engagement can lead to better services

- Efforts aimed at better **aligning services with the needs and expectations of citizens** (e.g. National Institute for Social Security in Italy leading to Mobile Counters for elderly and disabled persons)
- **Re-design** of improved services based on **user experience** (e.g. user journey in France)
- Inputs for monitoring and assessing **performance** (e.g. real time performance indicators in Finnish hospitals)
- Increasingly, evolving from provider-beneficiary towards **partnerships for joint value creation** (e.g. co-production in health, education or transport)



The context for Open Government today: why it matters





Digital Tools and their potential for Open Dialogue



OECD Recommendation on Digital Government Strategies

- Greater **transparency**
- **Convenient** tools for engagement and participation
- **Data** to identify social trends and understand complex problems
- **Cost-effective, direct and interactive** channels
- Means for **co-production**
- Tools to **analyse crowdsourced** input



Interesting experiences of digitally-enabled participation have emerged around the globe



minpension.se



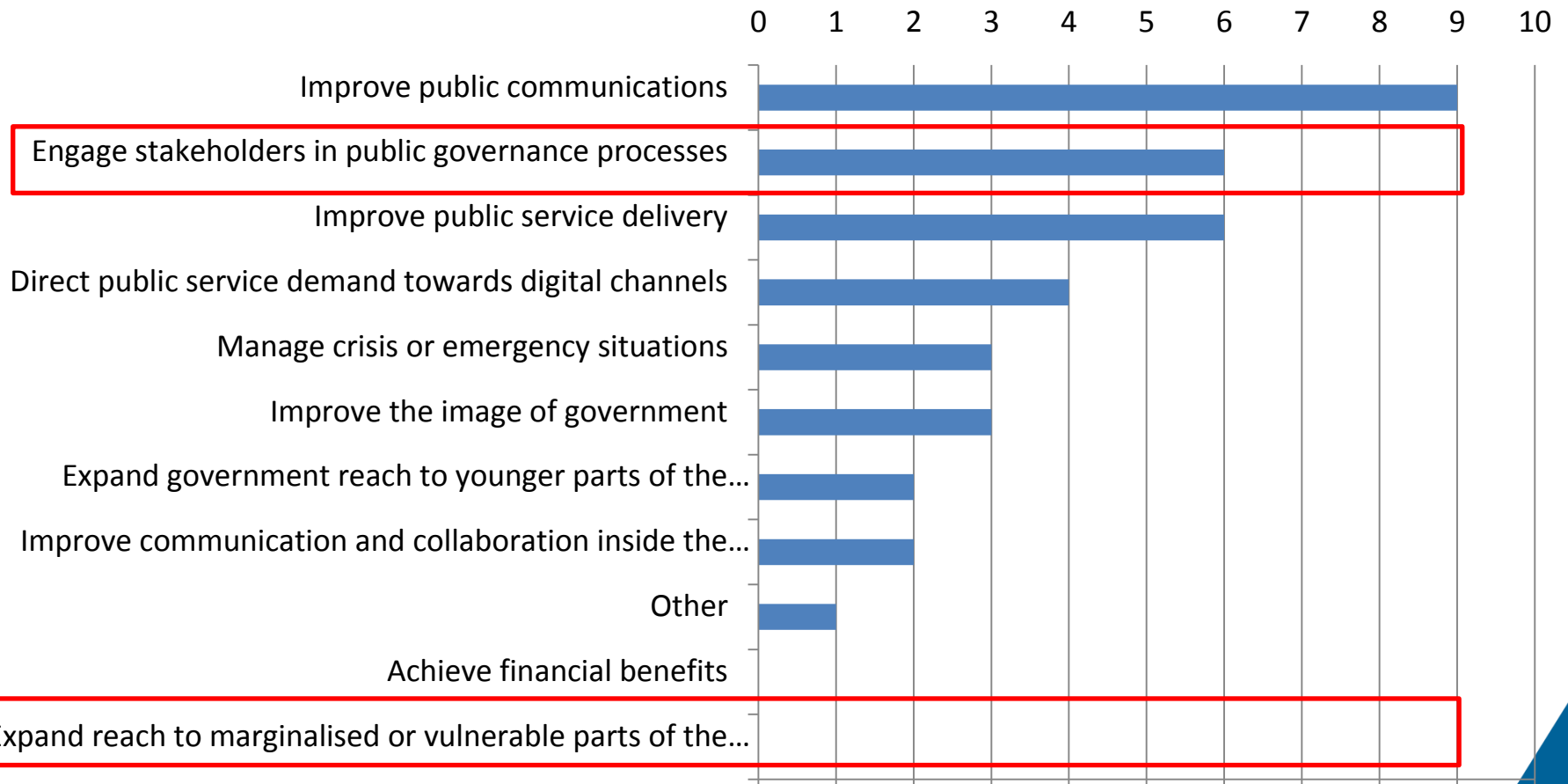
NATIONAL INSTITUTE
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Social media can support purpose-oriented interactions... Do government realise that?

What are your government's main objectives or expectations for the use of social media?

Number of countries that selected the objective. Up to 3 possible responses.





Digital Government Policy Toolkit



To support the implementation of the Recommendation the Toolkit will consist of:

**Overview
Principles**

**Good
Practices**

Indicators

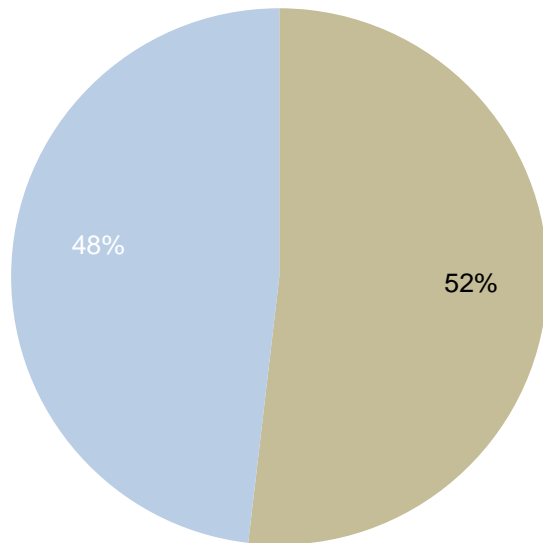
**Country
profiles**

**Self-
assessment
maturity
model**



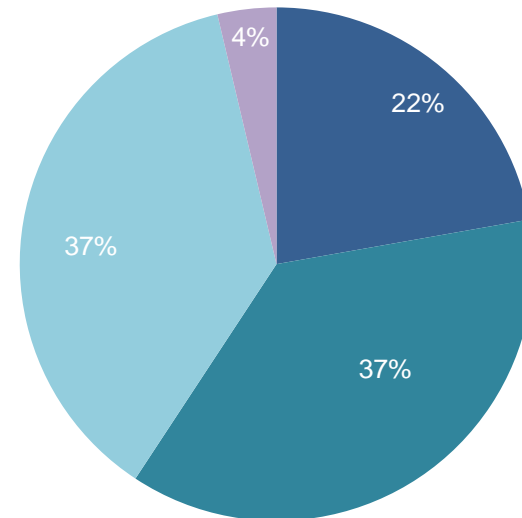
Implementation guidance: using business cases to structure and monitor investments

Existence of a standardised business case model for ICT projects



■ Yes ■ No

Mandatory use of business cases for ICT projects



■ Yes, always

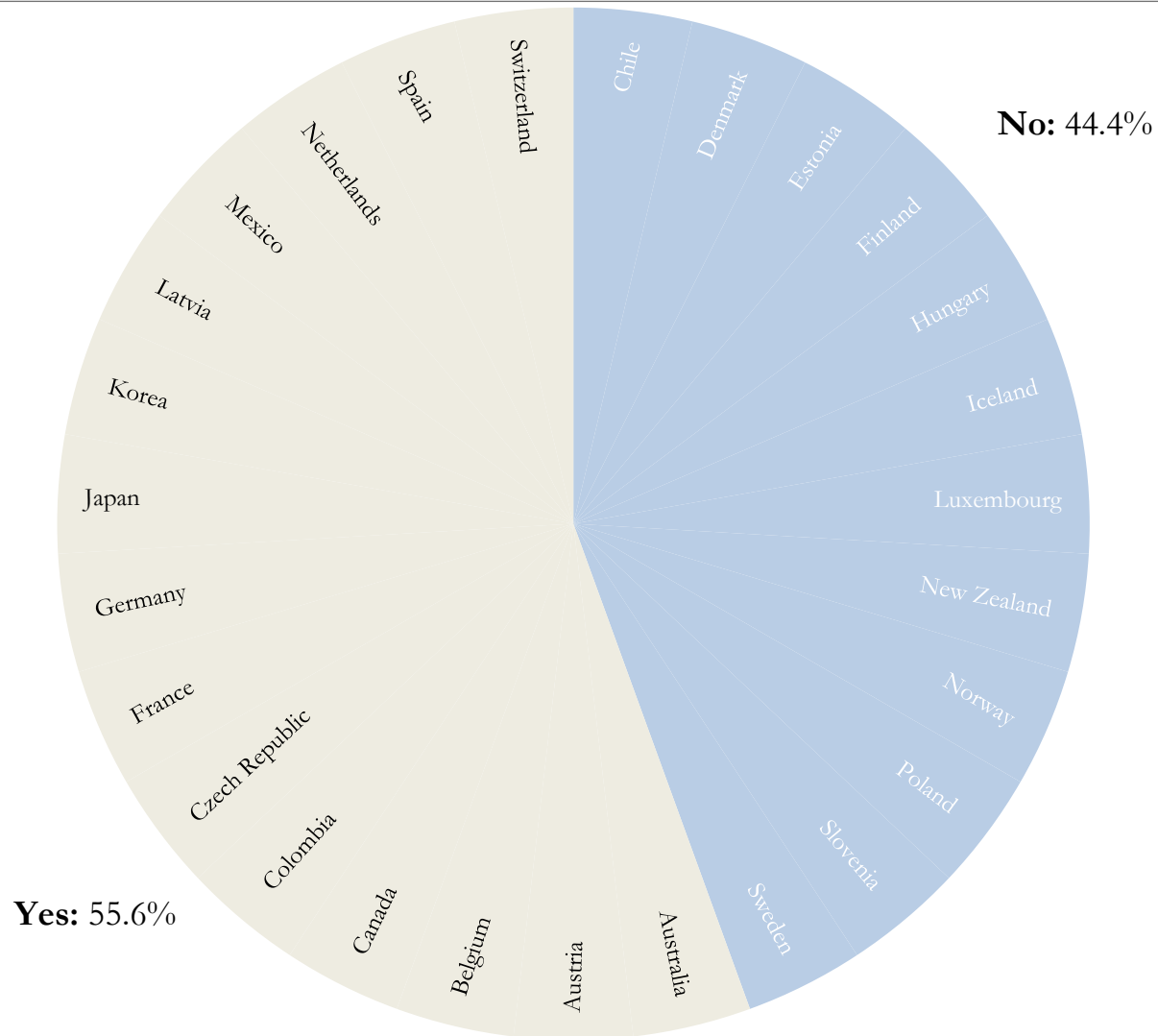
■ No, but it is considered a good practice

■ Yes, when specific criteria are met

■ No, and they are rarely used



OECD Countries with a strategy to attract, develop and retain ICT-skilled professionals



Source: OECD Survey on Digital Government Performance, 2014

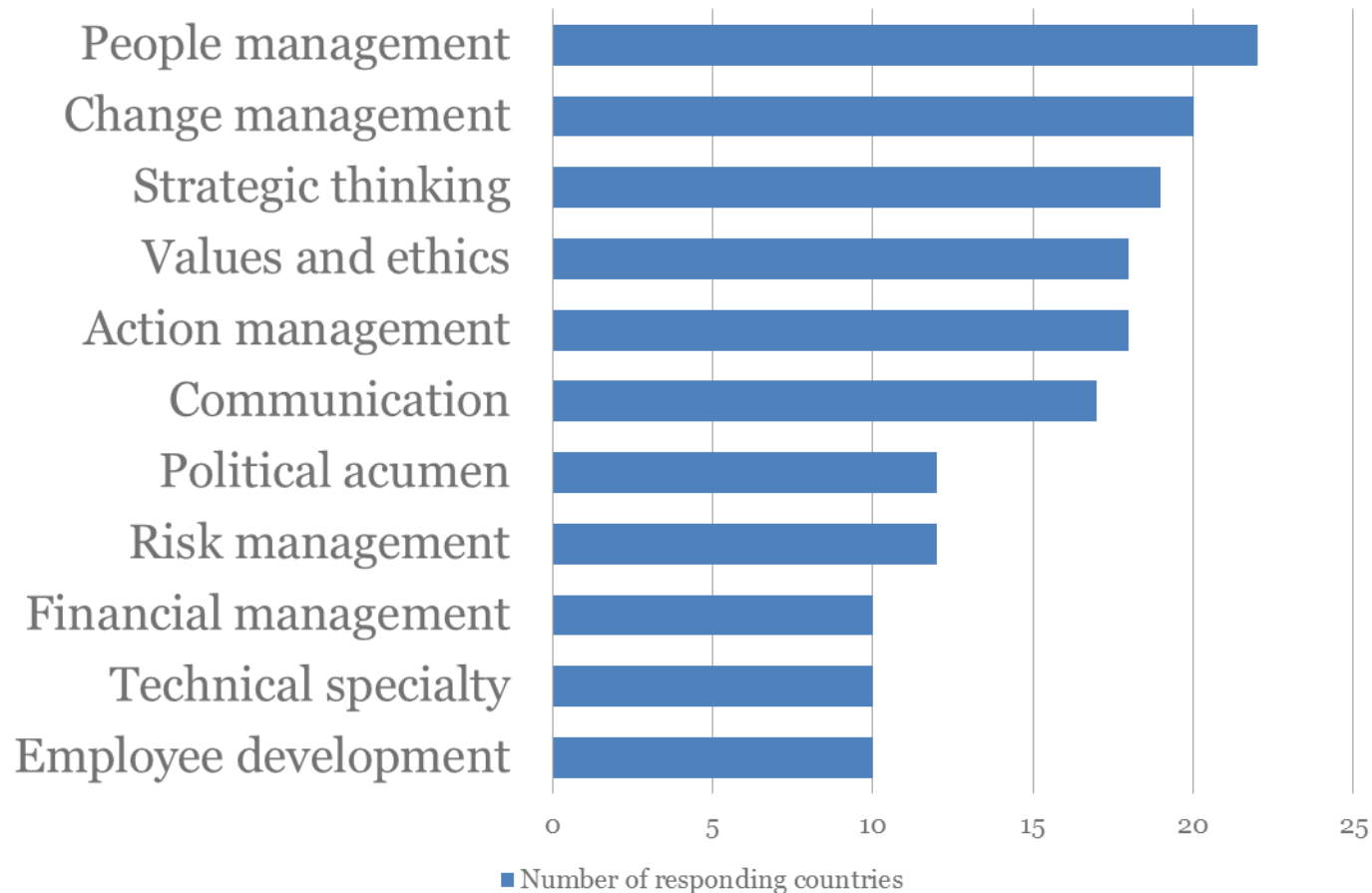


What do civil servants need to meet the challenge?





What skills are needed for public leaders?





Abilities to solve problems and manage complex projects





Towards a civil service of professional strategic innovators...

Professional

Is the workforce professional and managed through fair, rule-based, transparent practices? Are education and experience rewarded?

- Merit-based
- Open and fair recruitment
- Performance management
- Transparent pay system

Strategic

Are the right people with the right skills are working in the right place at the right time, to delivery results as efficiently as possible?

- HR strategy and planning
- Workforce data
- Agility and flexibility
- Competency management

Innovative

Does your workforce contribute drive performance through innovation and continuous improvement?

- Networks
- Learning culture
- Risk acceptance
- Knowledge sharing/transfer
- Workplace quality/wellbeing

Laws, Institutions, Leadership



- [illegible]



For more from the OECD



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Public Governance and Territorial Development Directorate
Draft Digital Government Toolkit

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OECD Working Papers on Public Governance No. 26

Social Media Use by Governments

A POLICY PRIMER TO DISCUSS TRENDS, IDENTIFY POLICY OPPORTUNITIES AND GUIDE DECISION MAKERS

Arthur Mickoleit

OECD Publishing
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Open Government Data

TOWARDS EMPIRICAL ANALYSIS OF OPEN GOVERNMENT DATA INITIATIVES

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