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**(VENISE COMMISSION)**

In cooperation with

**THE MINISTRY OF DIGITAL TRANSITION AND ADMINISTRATIVE  
REFORM OF THE KINGDOM OF MOROCCO**

**Regional seminar for high level civil servants**

**16<sup>th</sup> UniDem Med**

**“THE DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATION”**

**Hybrid format (online and in Rabat, Morocco)**

**23-24 November 2022**

**WHAT GOVERNANCE FOR A SUCCESSFUL DIGITAL TRANSFORMATION?**

by

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Cofinancé  
par l'Union européenne



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CONSEIL DE L'EUROPE

Cofinancé et mis en œuvre  
par le Conseil de l'Europe

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« Protéger les droits de l'homme, l'État de droit et la démocratie par des normes partagées dans le sud de la Méditerranée » (Programme Sud V)

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## 16<sup>th</sup> UniDem Med: The Digital Transformation of Public Administration

### Session 4: Jobs of the future and digital training in public administration

# The OECD framework for digital talent and skills in the public sector

**Benjamin Welby**

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Open and Innovative Government Division  
Public Governance Directorate

24 November 2022





**Digital government** is the use of digital technologies, as an integrated part of governments' modernisation strategies, to create public value.

OECD Recommendation on Digital Government Strategies (2014)

<https://oe.cd/2BR>



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# eGovernment

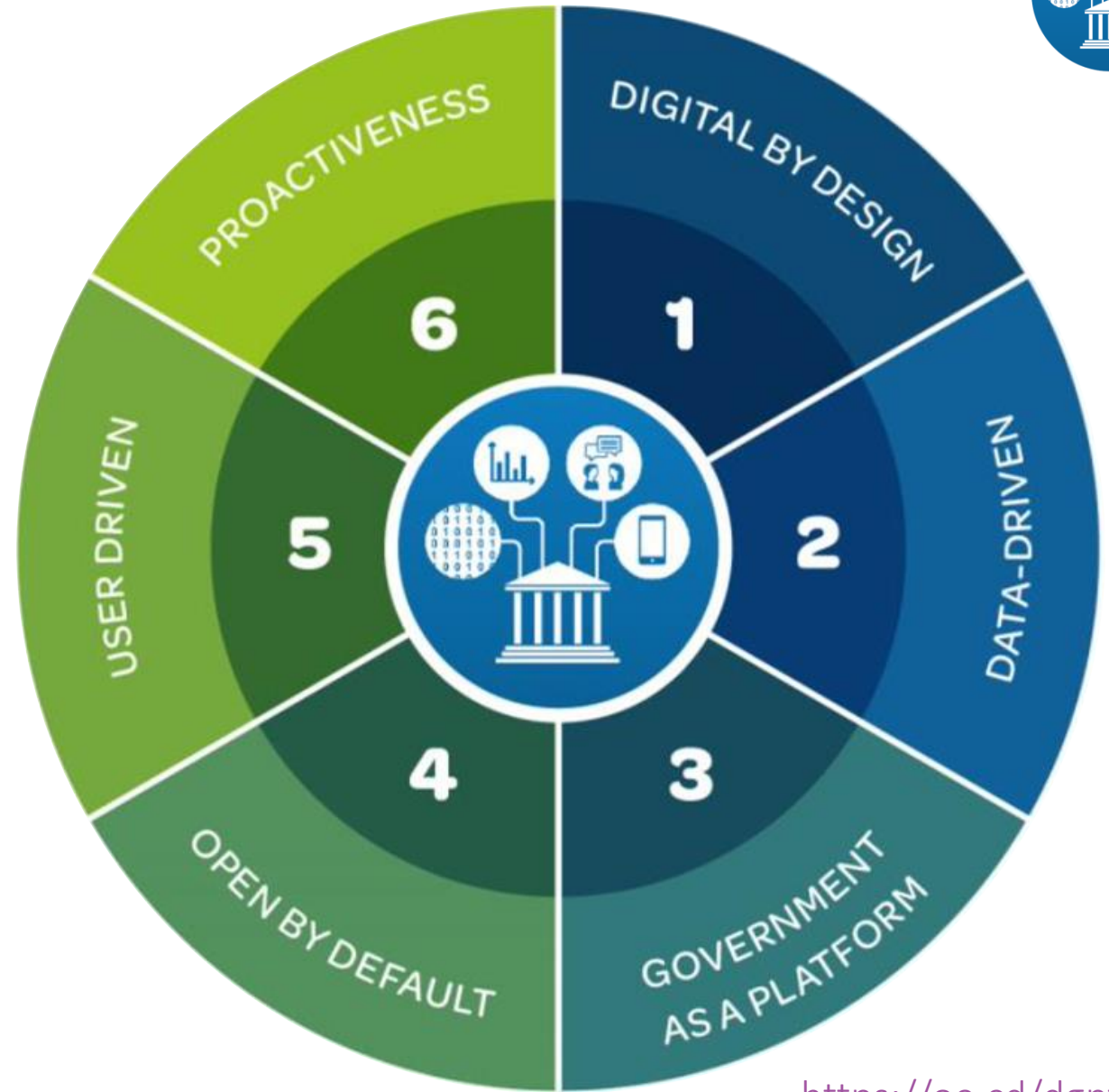
- Digitisation of analogue procedures
- Technology focus
- Government-centered services

# Digital Government

- Re-engineering and re-designing services and processes
- Technology as an enabler
- User-centered services



The **Digital Government Policy Framework** sets out the **6 essential characteristics** of digital government maturity





# The OECD Framework for Digital Talent and Skills in the Public Sector





**1. Create an environment to encourage digital transformation**



**2. Skills to support digital government maturity**

**3. Establish and maintain a digital workforce**



**>>** Pillar 1

**Create an environment to  
encourage digital transformation**



# Pillar 1: Create an environment to encourage digital transformation



**1. Create an environment to encourage digital transformation**



2. Skills to support digital government maturity

- Leadership
- Organisational structure
- Learning culture
- Ways of working

3. Establish and maintain digital workforce

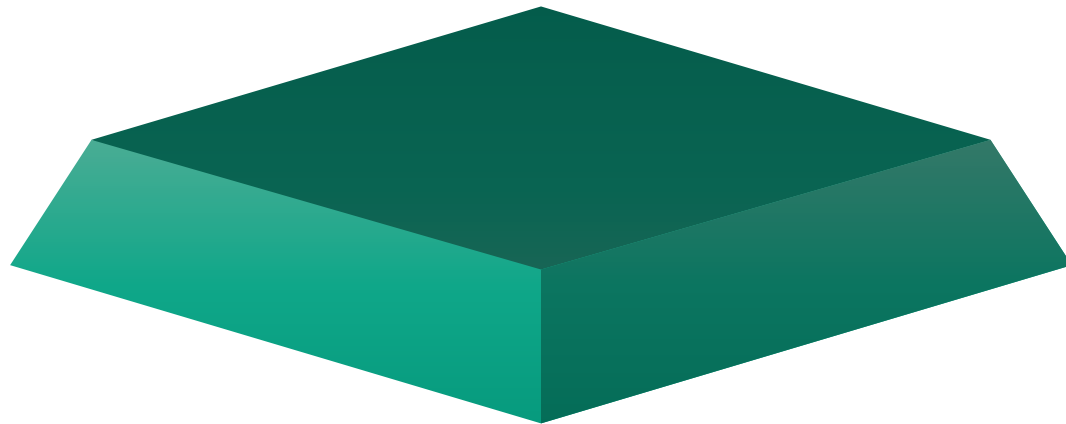


**>>** Pillar 2

**Skills to support digital  
government maturity**



## Pillar 2: Skills to support digital government maturity



21<sup>st</sup> century skills in society



## Pillar 2: Skills to support digital government maturity

- Build accessible, ethical and equitable public services that prioritise user needs, rather than government needs
  - > Understand users and their needs
  - > Make the design and delivery of public services a participatory and inclusive process
  - > Ensure consistent, seamless and high-quality public services
- Deliver with impact, at scale and with pace
  - > Create conditions that help teams to design and delivery high-quality public services
  - > Develop a consistent delivery methodology for public services
  - > Curate an ecosystem of enabling tools, practices and resources
- Be accountable and transparent in the design and delivery of public services to reinforce and strengthen public trust
  - > Be open and transparent in the design and delivery of public services
  - > Ensure the trustworthy and ethical use of digital tools and data
  - > Establish an enabling environment for a culture and practice of public service design and delivery

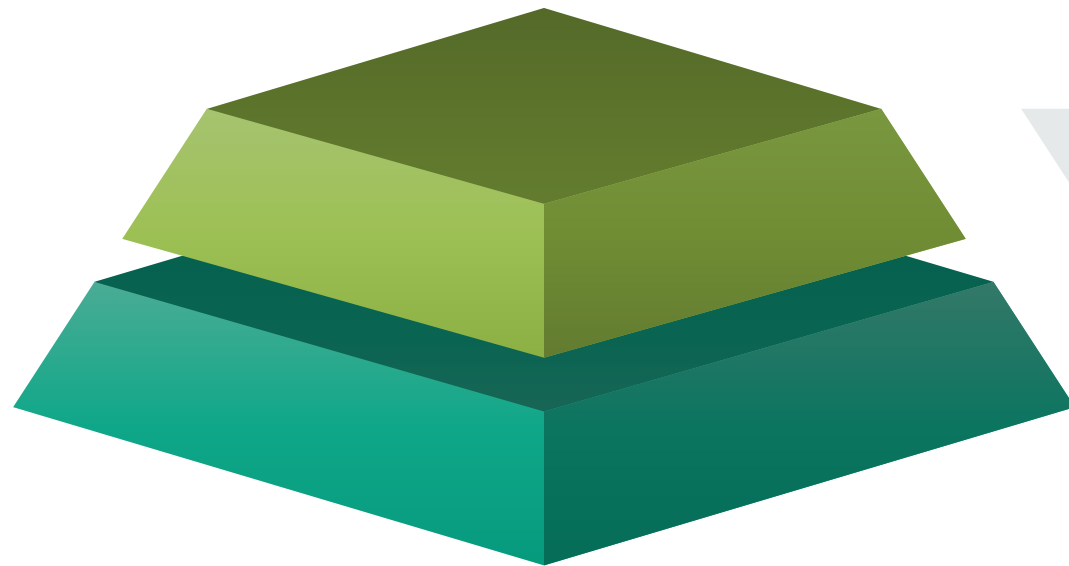


## Pillar 2: Skills to support digital government maturity

- 1. Comprendre les besoins et les expériences des usagers des services publics
- 2. Impliquer les usagers et toutes les parties prenantes lors de la conception et la prestation des services publics
- 3. Assurer l'ouverture et la transparence envers les usagers durant la conception et la prestation de services
- 4. Veiller à ce que l'utilisation des outils et des données numériques par les administrations publiques assure et renforce la confiance des usagers
- 5. Être ambitieux dans l'utilisation des outils numériques et des données pour la transformation des services publics
- 6. Mettre en œuvre une stratégie digitale transverse omnicanal pour garantir que les usagers auront toujours accès à un service parfaitement cohérent, intégré et de haute qualité
- 7. Créer des conditions dans les administrations publiques qui aident les fonctionnaires à concevoir et à fournir des services de haute qualité
- 8. Encourager les équipes du secteur public et leurs prestataires externes à suivre une méthodologie cohérente pour fournir des services publics aux usagers
- 9. Organiser un écosystème d'outils, de pratiques et de ressources qui peuvent permettre aux équipes d'effectuer un travail de haute qualité à grande échelle et à un rythme soutenu
- 10. Considérer les données comme un atout stratégique à la base de la transformation des administrations publiques



## Pillar 2: Skills to support digital government maturity



Digital government user skills

21<sup>st</sup> century skills in society

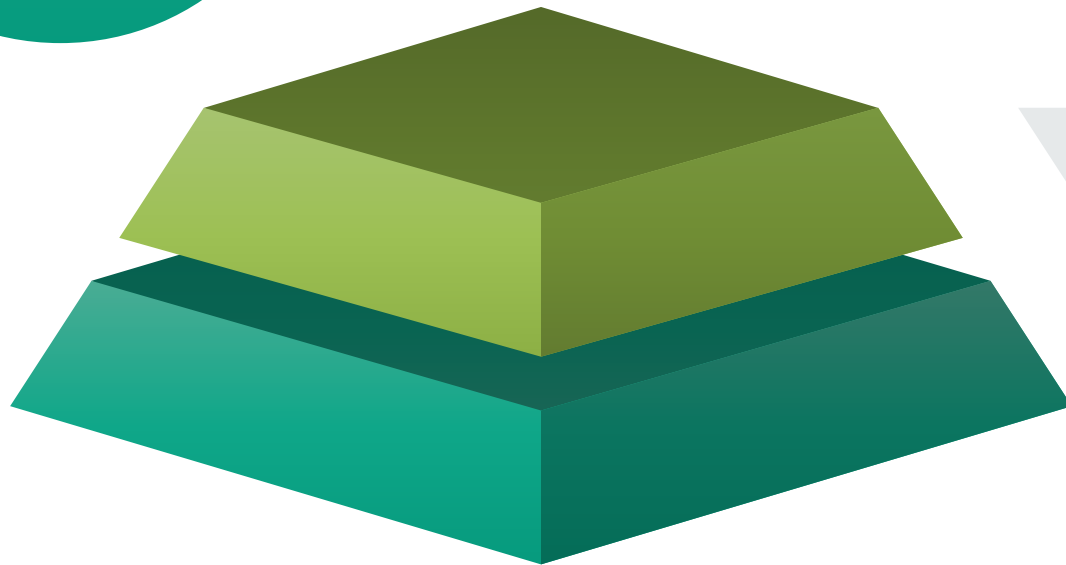
[www.understanding-digital-government.com](http://www.understanding-digital-government.com)

<https://oe.cd/il/3CO>





1.  
The potential of  
digital  
transformation



Digital government user skills

21<sup>st</sup> century skills in society

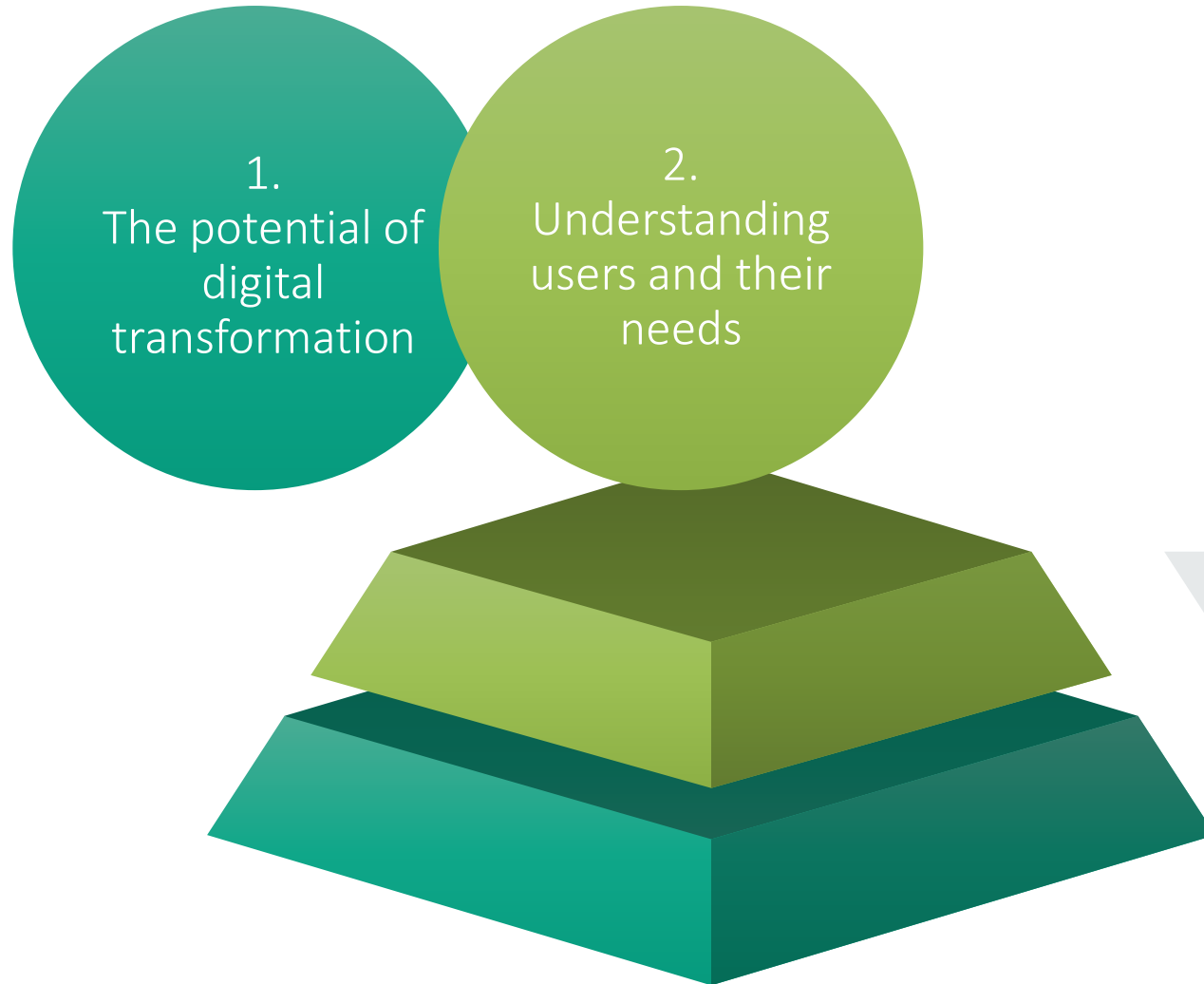


The potential of digital transformation is to:

- Deliver better and more accessible services
- Make civic participation easier
- Allow new types of collaborations
- Increase transparency
- Better inform policy making



## Pillar 2: Skills to support digital government maturity



Digital government user skills

21<sup>st</sup> century skills in society



User needs are **not**  
government needs





### 3 steps to understanding the whole problem:

As-is journey map

Sketches out how a service works before it is redesigned



### 3 steps to understanding the whole problem:

As-is journey map

Sketches out how a service works before it is redesigned

Research based journey map

Highlight user research findings

# Jacob Public User Journey Map

## Persona

Jacob is a 30-year-old person who is currently unemployed and living in the City of Waterloo. When he was searching for jobs, he realized that most jobs required a high school diploma. When he was younger he had to work full time to support his family so he never finished high school. His friend suggested that he chat with an Officer at Employment Ontario using their livechat feature to find training services.

## Goal

### TOUCHPOINTS



Job bank



Search engine



Friends & Communities



Employment Ontario



Livechat & Support officer



Livechat



Programs providers



Programs portal site

### STAGES

Want a second career

Search for resources

Look on Ontario.ca

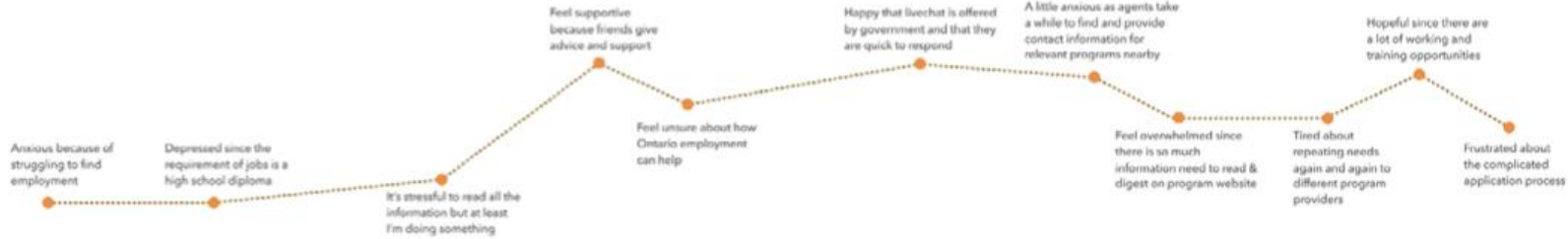
Use Livechat to talk to CSO

Wait for respond

Explore and contact program providers

Apply for programs

### ACTIONS AND FEELINGS



### THOUGHTS

- How do I support family without working?
- Where can I find job?

- Who should I talk to?
- How can my community help?
- What can I find from Ontario government?
- What kinds of skills do I need?

- What should I tell the Client Support Officer?
- How do I know if the program is suitable for me?

- Will they have the information I want?
- I hope I didn't forget to tell them anything.
- Why does it take so long to get results?

- How much information do I need to read through?
- Which programs should I apply for?
- Will the program provider help me find a job after finishing the training?

- I hope these programs can really help me gather new skills.
- I hope these abilities can help me to find a job very soon.

### OPPORTUNITIES

- Create more touchpoints to promote the Employment Ontario service, such as job bank ads

- Add FEATS link on "Job and employment" landing page
- Link to FEATS on relevant pages of Ontario.ca
- Employment Ontario can build more connections with different community centers to raise awareness about FEATS

- CSO could provide career advice (if career counselling training is received) along with suitable program information to the client
- Add FEATS link on "Job and employment" landing page
- Employment Ontario can turn CSOs into case workers to help clients work through the process of finding second career.

- Employment Ontario needs to update programs and database regularly to fit clients' needs

- 211 might be a platform which public can rate training programs
- Employment Ontario can provide more training to new CSOs about program specific information.
- Employment Ontario might need to evaluate the quality of training programs regularly

- Each program needs to make their application process as easy as possible



### 3 steps to understanding the whole problem:



Sketches out how a service works before it is redesigned

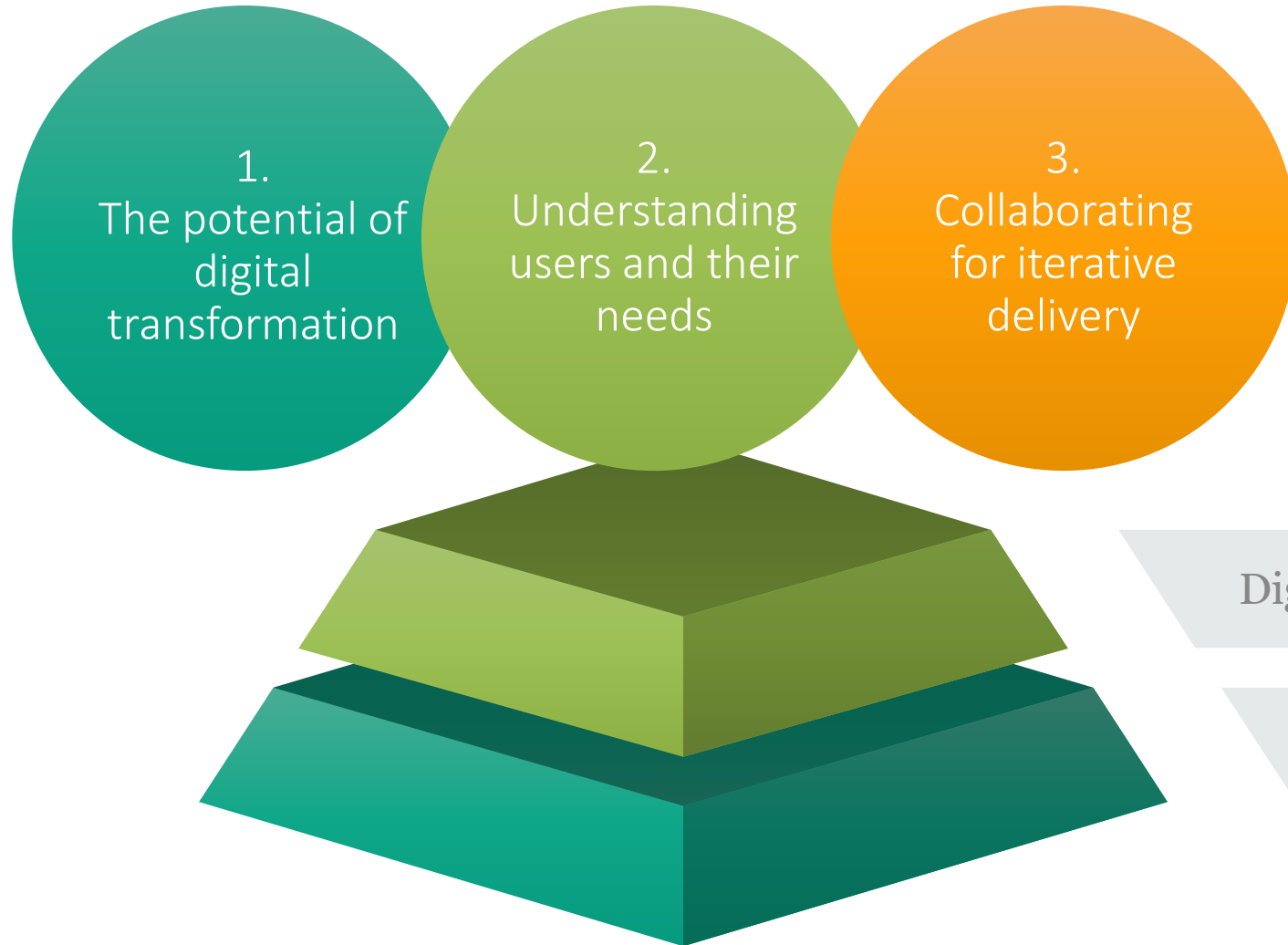
Highlight user research findings

Sketches out how the service design team wants things to be





## Pillar 2: Skills to support digital government maturity



Digital government user skills

21<sup>st</sup> century skills in society

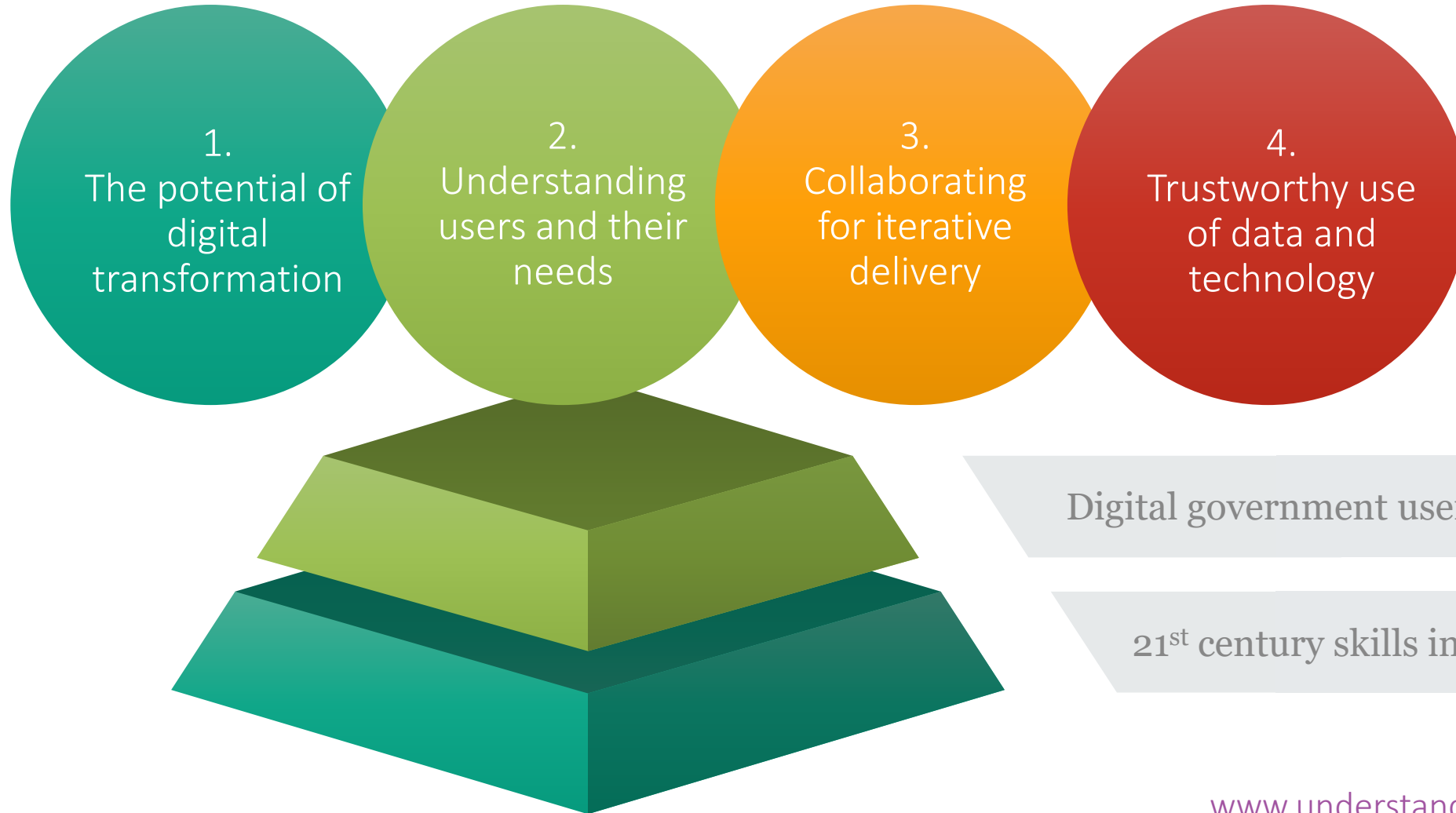


### Collaborating openly for iterative delivery involves:

- ‘open by default’
- participatory approaches
- diverse, multi-disciplinary teams
- involving policy, delivery and operations
- researching, prototyping, testing and learning
- working with open source code and their communities

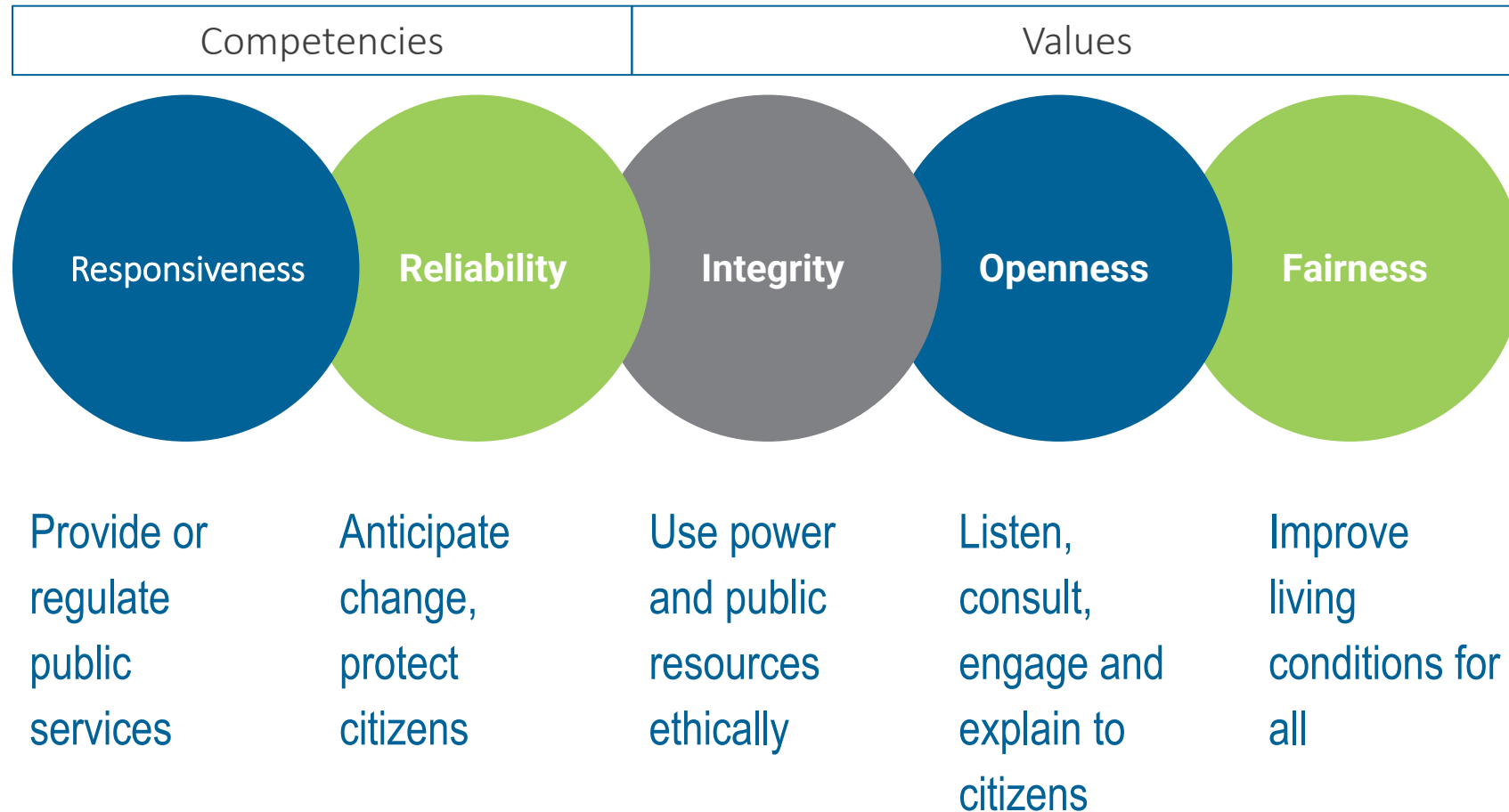


## Pillar 2: Skills to support digital government maturity





# What determines trust in public institutions?



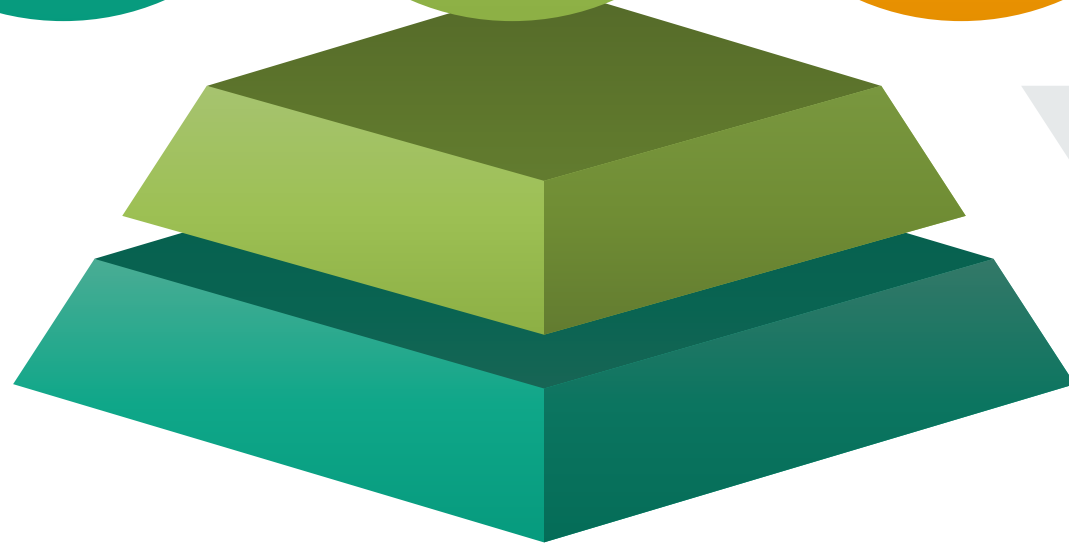


Proficiency in the trustworthy use of data and technology involves:

- Digital security
- Data handling
- Ethical practices
- Accountable procurement
- Service reliability



## Pillar 2: Skills to support digital government maturity



Digital government user skills

21<sup>st</sup> century skills in society



### Grounding in the data-driven public sector involves:

- Being aware of who is responsible for the data agenda
- Familiarity with governing access to, and sharing of, data
- Confidence in personal legal and ethical obligations around data handling
- Spotting opportunities for data to support the better design of services
- Empirical approaches to anticipating and planning, delivering and monitoring
- Understanding the value of Open Government Data



## Pillar 2: Skills to support digital government maturity



Digital government socio-emotional skills

Digital government user skills

21<sup>st</sup> century skills in society



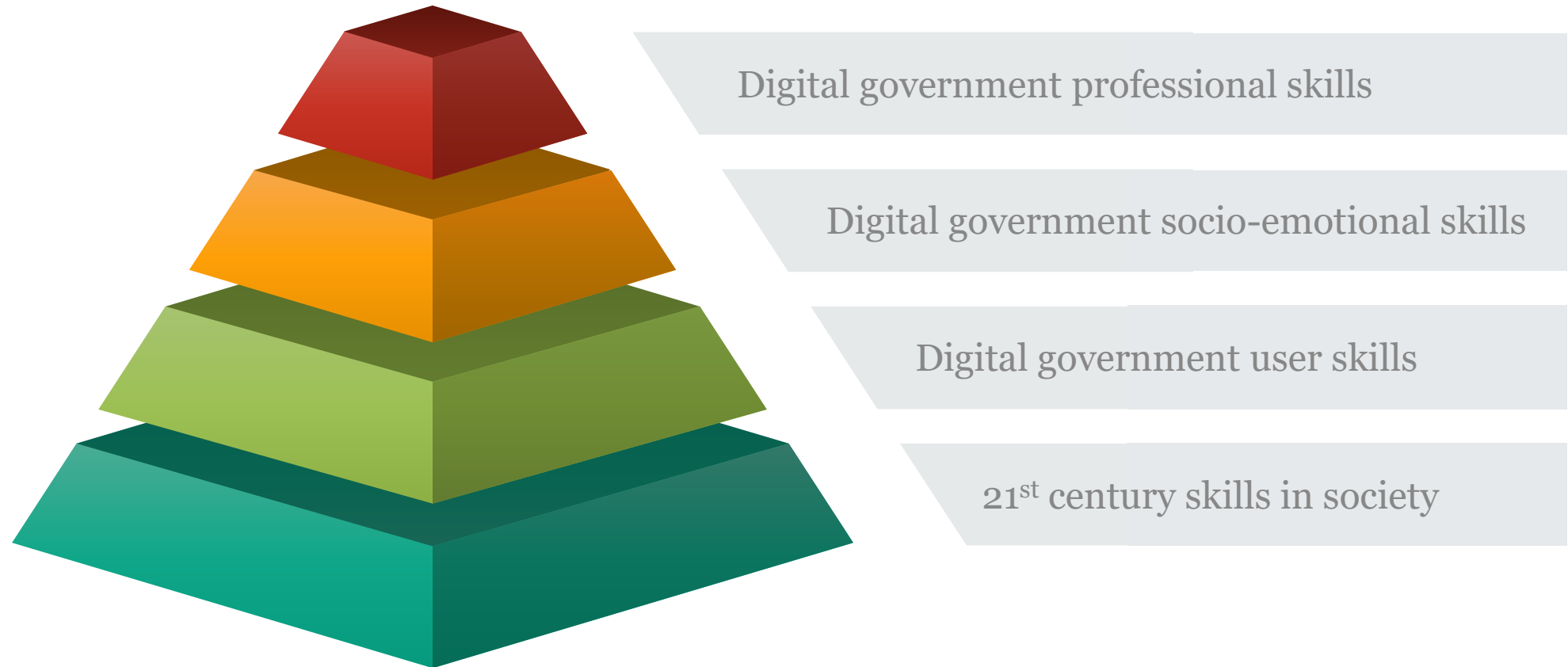


## Pillar 2: Skills to support digital government maturity





## Pillar 2: Skills to support digital government maturity





### Digital professionals

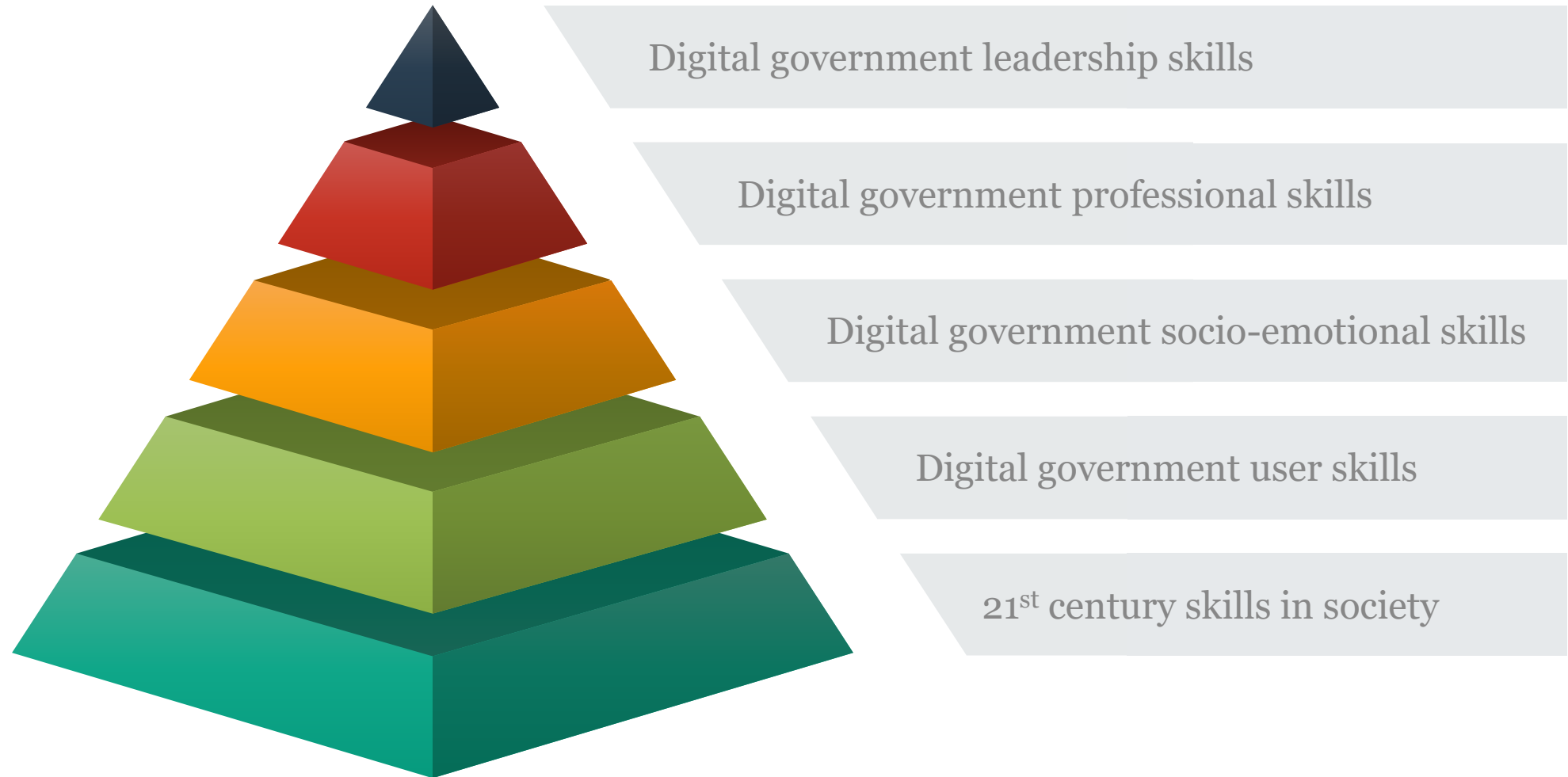
- user-centred design
- product and delivery
- service ownership
- data
- technologists

### Non-digital professionals

- law, policy and subject matter
- strategy and governance
- commissioning and procurement
- human resources
- operations and customer service
- psychologists and sociologists



## Pillar 2: Skills to support digital government maturity





**>>** Pillar 3

**Establish and maintain a digital workforce**



## Pillar 3: Create an environment to encourage digital transformation

- Recruit
- Retain
- Develop skills
- Allocate skills
- Reform the environment

2. Skills to support digital government maturity

3. Establish and maintain a digital workforce



**1. Create an environment to encourage digital transformation**



**2. Skills to support digital government maturity**

**3. Establish and maintain a digital workforce**



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## Useful links and resources





- OECD Recommendation on Digital Government Strategies: <https://oe.cd/2BR>
- Digital Government Policy Framework: <https://oe.cd/dgpf>
- OECD Framework for Digital Talent and Skills in the Public Sector: <https://oe.cd/il/3CO>
- An updated OECD framework on drivers of trust in public institutions to meet current and future challenges: <https://oe.cd/4LM>
- [www.understanding-digital-government.com](http://www.understanding-digital-government.com) (available in French and Arabic)
- Good Practice Principles for Data Ethics in the Public Sector: <https://oe.cd/dataethics>
- Good Practice Principles for Service Design and Delivery in the Digital Age: <https://oe.cd/sdd-gpps>



**2 questions to consider**



- How do you define success in terms of creating a public sector workforce that is fit for the future?
- Which of the areas for establishing and maintaining a digital workforce (recruitment, retention, skills development, skills allocation) is your biggest priority?