## SKILLS FOR A HIGH PERFORMING CIVIL SERVICE

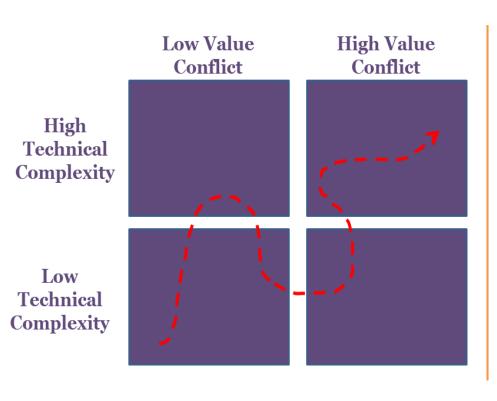
Good Governance for Cohesion Policy May 24, 2018 Brussels, Belgium

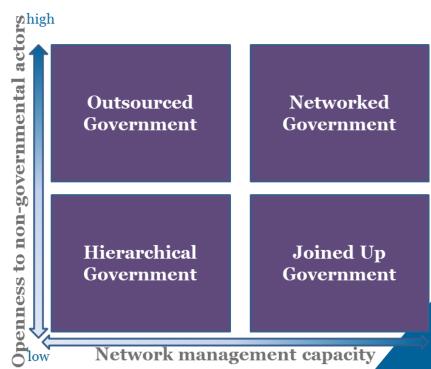
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# Complexity of public (cohesion) policy, requires increasingly networked governments, and...







... skills to ensure performance and impact.

Strategic Innovation orientation capabilities evidence, resilience Develop policy

Professional expertise



**OECD Public Governance Reviews** 

Skills for a High Performing Civil Service



capabilities Agile development, social finance

> Commission and contract

Strategic orientation using and developing policy outcomes

Innovation

Professional expertise

Civil servants

Professional expertise

Strategic orientation Engaging citizens to improve policy

Work with Citizens

> Innovation capabilties co-creation

**Professional expertise** 

Innovation capabilities as platform Collaborate in networks

Strategic orientation Align



## ... in a fit-for-purpose public organisation and civil service.

#### 1. Determine

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

#### 2. Attract and Select

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

#### 3. Develop and nurture

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

#### 4. Use

•What kind of organisation and leadership to *motivate* employees and provide *opportunities* to put skills to use?



# Towards an OECD Recommendation on Public Service Leadership and Capability

## Values-driven culture of leadership

- Defining Values
- Leadership Capability
- Inclusive
- Forward looking

### Capable and Trusted

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



### Agile and adaptive

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



## THANK YOU

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