**Working through Networks in the Age of Complexity**

**7th Annual Meeting of the OECD Network of Schools of Government**

**31st October – 1st November 2019**
**Gwacheon, Korea**

The OECD's Network of Schools of Government (NSG) will meet in Gwacheon for its 7th Annual Meeting on 31 October - 1 November 2019 at the invitation of the National Human Resources Development Institute (NHI) of South Korea. The meeting is also supported by the Korea Policy Centre of the OECD.

The 7th Annual NSG meeting will explore how the public sector can strategically respond to rapidly changing public administration environments, including digital transformations, through cooperation, network building, leadership and the development of public service capabilities.

This year the NSG meeting will be combined with the NHI Global Public HR Conference on 31st October. The main aim of the conference is to provide a platform for networks to share practices, policies and experience among HR experts, academic professionals, high-profile government officials and practitioners from South Korea and abroad. The program of the conference will include public sectors, international organizations and private sectors in line with the main theme.

The HR Conference will focus on the following issues

> Session I
"Enhancing Collaborative Governance in the Age of Hyper-Connectivity;
Communication, Collaboration, Value Creation & Platform"

> Session II
"Shared (collaborative) Accountability and Sustainable Development"

> Session III
"Best Cases and Practices of Collaboration in Private Sector"

   * Co-Hosted by the National Human Resources Development Institute (NHI) and OECD Network of Schools of Government (NSG)

   * Co-Organized by the Korean Society for Public Personnel Administration (KOSPPA) and KDI (Korea Development Institute) School of Public Policy and Management (KDIS)

   * More detailed information will follow.

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## Thursday, 31st October 2019 - NHI Global Public HR Conference

*09:30 – 10:00 Registration*

10:00 – 10:20

### Item 1. Performance

Cultural Performance (TBD)

10:20 – 10:40

### Item 2. Opening ceremony and remarks

- Opening Remarks (NHI President)

- Welcoming Remarks (President of KOSPPA)

- Congratulatory Remarks (Minister of MPM-TBD)

- Congratulatory Remarks (OECD-TBD)

10:40 – 11:20

### Item 3. Keynote Speeches

 "Working through Networks in the Age of Complexity: Trends and Implications for Civil Services"

Prof. Geert Bouckaert, KU Leuven - Public Governance Institute and Chair of NSG

"Building Implementation Capability for Complex Policy Problems: The Role of Networks"

Dr. Michael Woolcock (Lead Social Scientist, World Bank)

11:20 – 12:00

### Item 4. Plenary Session (Special Talk with Keynote Speakers)

A Chair (Dean of KDIS, YOU Jong-il) will lead a special talk with the two keynote speakers to draw out the speakers' insights.

*12:00 – 13:00 Lunch Break (Casual type) (60 mins)*

13:00 – 14:40

### Item 5. HR Conference session 1 / Organized by KOSPPA

"Enhancing Collaborative Governance in the Age of Hyper-Connectivity; Communication, Collaboration, Value Creation & Platform"

**Objectives**

The importance of collaboration among public, private and non-profit organization in the hyper-connected era is getting increased attention.  As such, this session is an opportunity to discuss the role of HR (including schools of government) from result-oriented frameworks to a collaboration facilitator for successful governance networks.  This session will also explore the role of HR as a platform to create public values for assuring communication, the management of independent collaboration partners, and collaboration accountability.

*14:40 – 15:00 Coffee Break*

15:00 – 16:40

## Item 6. HR Conference session 2 / Organized by KDIS

"Shared (collaborative) Accountability and Sustainable Development"

**Objectives**

In order to better ensure sustainable development, "collaborative accountability" among policy network participants (i.e., government, citizens, and corporates) needs to be enhanced. Accordingly the concept and cases of collaborative accountability will be introduced with the successful cases of overcoming the challenges during the policy implementation for development. We will also deal with the concept and cases of "social economy" that helps fill the gap of market failure and government failure, and the corresponding HR strategies. e.g., fostering government officials and social entrepreneurs who are well versed with social values, collaborative accountability, CSR (corporate social responsibility), CSV (creating shared value), etc.

*16:40- 16:50 Tea Break*

16:50 – 17:50

## Item 7. HR Conference session 3

"Best Cases and Practices of Collaboration in Private Sector"

**Objectives**

Various cases will be presented to give thoughtful implications and insights related to collaboration to public HRD (human resources development) institutions. This session will explore best cases of collaboration within private sectors, and between private and public sectors from the private perspective. This will also introduce cases of private HRD institutions to offer a different point of view and approach to public sector HRD practices.

*18:30- 20:00 Welcome Reception*

## Friday, 1st November 2019 – NSG Meeting

*08:30 – 09:00 Registration*

09:00 – 09:15

## Item 8. Opening day 2

- **Mr. Geert Bouckaert**, KU Leuven - Public Governance Institute and Chair of NSG
- NHI Hosts
- Korea Policy Centre
- **Mr. Daniel Gerson**, Senior manager of the public employment and management project, Public Governance Directorate, OECD

09:15 – 09:35

## Item 9. Updates from the Secretariat: Recommendation on Public Service Leadership and Capability, and the Sustainable Development Goals

**Objectives**

Building on the discussions started in Helsinki in 2018, the day will open by marking the adoption by the OECD Council of the [Recommendation on Public Service Leadership and Capability](#) (PSLC) in January 2019. The Secretariat will also present an update on the OECD's work on Policy Coherence for Sustainable Development and the Governance of the SDGs. and.

- **Daniel Gerson** and **Carina Lindberg**, Governance Directorate, OECD

- Comments from NSG participants

09:35 – 10:30

## Item 10. Session 1: Networks in the Future of Work in the public service

**Objectives**

The global political and economic setting is complex and fast-changing. Demographic change, globalisation, and technology have profoundly changed the world of work. This context pushes and enables governments to adopt more collaborative and networked forms of working, within and outside government. New ways of working, which combine government agencies, private and not-for-profit organisations require Schools of Government to rethink the leadership and capabilities needed in a fit-for-purpose civil service. Considering the principles of the Recommendation on Public Service Leadership and Capability, this session will discuss how Schools of Government have begun to understand, cont

extualise and prepare civil servants to a hyper-connected and networked world.

- Panel session with three schools:
    - **Mr. Yun Wooje**, National HRD Institute (NHI), Korea
    - **Mr. Christopher Walker**, Australia New Zealand School of Government
    - **Mr. Ronald Mendoza**, Ateneo School of Government, Philippines
- Open discussion:
    - *How does today's hyper-connected and networked world impact the work of public servants? What are implications regarding skills, capabilities and leadership?*
    - *What implications for Schools of Government, in terms of both content and format?*

*10:30 – 11:00 Coffee break*

11:00 – 12:00

## Item 11. Session 2: Enhancing Communication and Connectivity in the Public Sector

**Objectives**

Schools of Government tend to be known as training providers for civil servants or future civil servants. At the same time, many Schools offer practical support and advice on policy design and implementation, produce research, bring together expertise and can mobilise support across a number of governmental and non-governmental organisations. This session will discuss Schools' role as hubs of knowledge and practice networks to improve public governance. It will be set up as a dialog between HR leaders who determine the demand for these services, and the schools who provide the supply to meet that demand.

- Presentation of aspects of SEA GaaG material (OECD)
- Facilitated discussion between HR leaders and Schools of Government

- HR Leaders: *What kind of training, research and analysis is required from schools of government? What is the demand in terms of enhancing communication and connectivity?*

  o **Mr. Fletcher Honemond**, Office of Personnel Management, USA

  o **Ms. Kayo Rokumoto,** National Personnel Authority, Japan

- Schools: *How can schools of government respond to the demands from public administration? What innovations can they offer to match supply with demand?*

  o **Mr. Diogo Costa**, National School of Public Administration (ENAP), Brazil

  o **Mr. Philippe Vermeulen**, DG Recruitment & Organization, Belgium

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*12:00 – 13:30: Lunch break*

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13:30 – 15:30

## Item 12. Session 3: Leadership and Senior Civil Service

**Objectives**

As the context and challenges of the public service change at a fast pace, the capabilities of public servants and those who lead them are constantly required to adjust. The relevance of traditional top-down leadership is being challenged by the increasingly network-based public sector activities.

This session will be an opportunity to reflect on lessons learned from recent projects related to the changing nature of Public Sector Leadership, such as the Leadership Case Studies developed it the context of the ongoing multi-country project on public service leadership, and a parallel review of Brazil's senior civil service and leadership skills for innovation. The session will also focus on the case study of Korea's Competency Assessment for the Senior Civil Service.

- Presentation of the Korean Case Study by the OECD

- Response from Mr. Shin Inchul, Ministry of Personnel Management (MPM), Korea

- Reflections from:

  o **Ms. Margaret Meroni,** Canada School of Public Service

  o **Ms. Marian O'Sullivan**, Institute of Public Administration, Ireland

  o **Ms. Evi Maya Savira**, National Institute of Public Administration, Indonesia

- Small group discussion

  o *What are the emerging practices in leadership competency assessment and development?*

  o *In what ways are schools of government supporting the identification of future-oriented leadership competencies?*

- **Mr. Hwang In Pyo**, "Korea-Uzbekistan Partnership for HRD on Public Service Leadership"

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*15:30 – 16:00 Coffee Break*

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16:00 – 17:30

## Item 13. Session 4: Implementing the Recommendation on Public Service Leadership and Capability

**Objectives**

The PSLC Recommendation, which has benefitted from input of NSG members since its earliest drafts, aims to improve the ways of organising and managing public employees to emphasise proactive collaboration and innovation. Among other provisions, it recommends countries to "develop public employment systems that foster a responsive and adaptive public service able to address ongoing and emerging challenges and changing circumstances", "identifying skills and competencies needed to transform political vision into services which deliver value to society", or "creating a learning culture and environment in the public service".

In this session, participants will discuss how they can help governments implement the Recommendation. Possible areas for Schools of Government involvement could include thematic research around specific aspects of the PSLC Recommendation or challenges in its implementation; development of partnerships across expert groups and government sector; and developing skills and competencies to transform political vision into services.

- Opening reflections from:
    - **Prof. Raed Awamleh**, Dean, Mohammed Bin Rashid School of Government, Dubai
    - **Mr. Maurizio Mensi**, National School of Administration (SNA), Italy
    - **Mrs. Kamonwan Sattayayut**, Civil Service Commission, Thailand
    - **Carina Lindberg,** Policy Coherence for Sustainable Development, OECD
- Open discussion
    - *What is the role of schools of government to implement the Recommendation on Public Service Leadership and Capability?*
    - *How can schools help in the development of a new generation of indicators to track civil service leadership and capability?*
    - *How can the OECD-UNDP Global Hub on the Governance for the SDGs support implementation of the Recommendation?*

17:30 – 18:00

## Item 14. Next steps and closing remarks

- Roundtable (every participant will be asked to make a very short statement on the following questions)
    - *How can the network contribute to your upcoming work?*
    - *What would you like to contribute to the network this year?*
- Closing remarks
    - **Mr. Geert Bouckaert**, Chair of NSG
    - Representative from NHI
    - Korea Policy Centre
    - OECD

*Close of meeting*