

OECD

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**Implementing the OECD Recommendation
on Public Service Leadership and Capability**

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THE SCHOOLS OF GOVERNMENT: THEIR ROLE

- To develop an effective, competent and forward-looking **public service** is a challenge for public organizations
- The OECD sees a pivotal role for Schools of Government (SoG)



THE ITALIAN NATIONAL SCHOOL OF GOVERNMENT



SNA

Presidenza del Consiglio dei Ministri
Scuola Nazionale dell'Amministrazione

- Training and Research
- Supports, promotes and facilitates innovation in the public sector
- New approaches to training are mandatory

DISRUPTIVE TECHNOLOGICAL EVOLUTION

A new technological and economic structure is redefining the relationship between the public and private sectors

- **Digital platforms** drive a new order based on a process of disintermediation through algorithms and artificial intelligence
- **Flexibility, autonomy, decentralization**
- **Schools of Government have to redefine their tasks and functions** to adapt themselves to the evolving framework

THE TASK FOR SCHOOLS OF GOVERNMENT

SoGs, as highlighted in OECD PSLC, should:

- a) Regularly review learning and development programs
- b) Assess the scope for introducing innovative techniques in the delivery and content of learning and development, including the use of social media and other information and communications technologies (as SNA has done)
- c) Strengthen the link between research and knowledge development activities and learning programs

A RECENT SNA PROJECT

A competencies assessment project launched in 2017 for the managers of the Italian Presidency of the Council of Ministers (PCM)



A RECENT SNA PROJECT

The study involved 51 senior officials

AIM: training and development paths able to bridge the gap between existing and desired competencies of managers



A RECENT SNA PROJECT

TASK

- Map PCM managerial positions
- Identify existing competencies
- Reorganize PCM organizational structure
- Prepare training paths
- Foster constant development



A RECENT SNA PROJECT

METHOD

- construction of a job description for each PCM manager
- transformation of the job descriptions into job profiles
- identification of any gaps between job profiles and competencies profiles



A RECENT SNA PROJECT

One of the ultimate aims of the OECD PSLC is to make the PA competitive and a driving force for the country

SNA has proposed a path for the PA that should allow to design the training based on the development needs of its managers

