The Romanian Presidency of the Council of the European Union

EUPAN DG Meeting

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Competencies necessary for e-government

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E-government context in Europe

EU eGovernment Action Plan 2016-2020
A Digital Single Market Strategy for Europe
Tallinn Declaration on eGovernment
European e-Competence Framework
Ethics Guidelines for Trustworthy AI (EC, 2019)

E-government topics discussed in EUPAN workshops: one-stop-shops for public services, the „once-only“ principle in data collection, shared services, innovation, the use of AI in public administration.
Main research questions

The range of e-government services varies greatly across Europe. What makes the difference?

What competencies are necessary at strategic and operational levels for providing quality e-government services in European countries?

How to develop a framework of competencies necessary for e-government?

What challenges are anticipated, from a human resources management perspective, with regard to e-government services in European public administrations?
Survey objectives

- Map the current situation regarding the strategic and institutional frameworks for e-government, the competency frameworks developed (related to European e-Competence Framework),
- Identify challenges anticipated for the development of e-government services,
- Facilitate experience exchange within EUPAN regarding e-government institutions, the use of competency frameworks for e-government,
- Identify topical issues for further discussion within EUPAN, regarding new competencies required and e-government.
Common strategic ground

Responses from 24 EUPAN members (including EC)

Common ground:
- All respondents have a strategy for digital / e-government services (24).
- Common trend to have an institution for digitalization in public administration (21) + examples
- Similar competencies required for employees working in e-government services: digital/ IT (21), customer orientation (19), problem-solving approach (20), collaboration (20) – implementation of the European e-Competence Framework.
- Similar profile for managers of e-gov services: strategy and planning (21), IT background (20), management (19), communication (18), coordination (17).
How to attract and retain employees

Overview of measures to attract and retain people with key competencies for e-government services:

- development and training opportunities (18), flexible working options (15), attractive pay (9)

Training delivered through workshops (19), e-learning (18), practice-based / job shadowing (13)
Context favourable for e-government services

- E-government services associated with: efficiency (22), rule of law, (20) transparency (21), public interest (21), trust in government/PA (17)

- Factors important for developing e-government services: political endorsement (15), legislation (15), financial resources (14), user-centred design (12).
Challenges for e-gov services

- recruitment and selection of candidates with the required competencies (22), job attractiveness (15)
- team design (13)
- a specific competency framework (10)
- cybersecurity (17)
- the involvement of stakeholders in the design of e-government services (15)
- ethical issues regarding the use of technology (13)
Recommendations for EUPAN based on the survey and EUPAN WL workshop

Exchange of experience regarding:

- practices for job attractiveness (e.g. information campaigns, IT hub),
- staff training for developing competencies for e-gov (free e-learning platform, podcasts, awareness campaigns) and motivation (networking),
- ethical issues regarding the use of AI.
Thank you!

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