

TRANSFORMING THE PUBLIC SECTOR

2024 ANNUAL MEETING OF THE OECD NETWORK OF SCHOOLS OF GOVERNMENT

Dubai, 28-29 May 2024

ON THE AGENDA

Keynote
Speaker:
Naheed Nenshi

Leading
transformation

The
transforming
world and
workforce

Learning
systems
transformation

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AGENDA

Day 1: Tuesday 28 May	
09:00 – 09:30	<i>Registration and Coffee</i>
9:30 – 10:00	Opening remarks
	<ul style="list-style-type: none"> • Prof. Geert Bouckaert, KU Leuven Public Governance Institute (Chair) • H.E. Ohood Al Roumi, Minister of State for Government Development and the Future, Government of the United Arab Emirates • Dr. Ali bin Sebaa Al Marri, Executive President, Mohammed bin Rashid School of Government, Dubai • Mr. Jón Blöndal, Head of Public Management and Budgeting, OECD
10:00 – 10:45	Keynote Speaker: Naheed Nenshi, Former Mayor of Calgary, Canada
	<p>Naheed Nenshi is the former three-term Mayor of Calgary (2010-2021). His leadership and initiatives transformed the city and led to record-high citizen satisfaction scores. Mr. Nenshi will share his experience from leading this transformation and discuss leadership vision, cultural change, and civil service reform and modernisation.</p> <p>Following the keynote speech, the floor will be opened for comments and discussion.</p>
10:45 – 11:15	<i>Coffee break</i>
11:15 – 12:30	Plenary Session 1: Leading Transformation – Guiding organisational and cultural changes
	<p>Public sector transformation does not happen on its own. It is designed, facilitated, and led by leaders fit for the job. This session focuses on forming an executive group capable of fulfilling the task of leading public service transformation. We will hear from a panel of schools who are designing and implementing innovative new methods for developing civil service leadership, and decision-makers in government with insights on the important role of the senior executive groups within administrations.</p> <p>Presentations by:</p> <ul style="list-style-type: none"> • Daniel Gerson: Head of the Public Employment and Management team, OECD • Isra Pastor: Director, Learning Department, National Institute of Public Administration (INAP) (<i>Spain</i>) • Toon Hui Ong: Vice Dean, Executive Director, Institute for Governance and Leadership, Lee Kuan Yew School of Public Policy (<i>Singapore</i>) • Betania Lemos: President, National School of Public Administration (ENAP) and Representative of the Government of Brazil to the Board of Directors of the Latin American Centre for Development Administration (CLAD) (<i>Brazil</i>) • Ra’ed BenShams: President, International Institute of Administrative Sciences (IIAS); Advisor, Ministry of Cabinet Affairs (<i>Bahrain</i>)
12:30 – 14:00	<i>Lunch break</i>

14:00 – 15:00	Plenary Session 2: Workforce Transformation – AI and demographics
<p>The world is changing, and along with it the public service. To keep up, schools and governments must understand the extent of these changes, and what they mean in terms of impacts on the workforce. This session will focus on AI and changing workforce demographics, and the necessary responses in terms of upskilling and reskilling as well as shifts in ways of working.</p> <p>A panel of speakers from schools will share insights on the impacts of the changing environment they are already seeing reflected in the workforce and capacity of their administrations. Participants can share initiatives currently underway in their schools and organisations to address these issues through discussion.</p> <p>Presentations by:</p> <ul style="list-style-type: none"> • Fadi Salem: Director, Policy Research Department, Mohammed bin Rashid School of Government (<i>Dubai</i>) • Helen Brophy: Director-General, Institute of Public Administration (<i>Ireland</i>) • Ran Kim: Professor and Senior Deputy Director, National Human Resource Development Institute, Ministry of Personnel Management (<i>Korea</i>) • Adèle Lieber: Head, Department for International Relations, General Directorate of Public Finances (<i>France</i>) • Philip Tuano: Dean, Ateneo School of Government, Ateneo de Manila University (<i>Philippines</i>) 	
15:00 – 15:30	<i>Coffee break</i>
15:30 – 16:30	Breakout Groups for Session 2: Workforce Transformation – AI and demographics
<p>After the previous presentations, participants will be invited to go deeper into these issues in facilitated breakout groups. Groups will be led by the following moderators, who will share a summary of the discussions in plenary:</p> <ul style="list-style-type: none"> • Nino Nareshalashvili, Public Administration Program Manager of Zurab Zhvania School of Public Administration (<i>Georgia</i>) • João Vitor Domingues, Head of the Institutional Relations Office, National School of Public Administration (ENAP) (<i>Brazil</i>) • Küllli Taro, Director of Public Administration and Innovation Programme, Tallinn University of Technology (<i>Estonia</i>) <p>During discussions, groups are encouraged to use the following questions to start off or guide their conversations:</p> <ul style="list-style-type: none"> • How do you think the workforce will be different in 10 years? 20 years? • What new profiles and skills will be needed, and which will be left behind? • What kind of reskilling and upskilling campaigns are needed to effectively address these challenges? 	
16:30 – 16:45	<i>Group Photo</i>
16:45 – 18:30	<i>Field Visit: Museum of the Future (guided tour)</i>
18:30	<i>Gala Dinner</i>

Day 2: Wednesday 29 May

09:00 – 09:30

Welcome Coffee

09:30 – 10:30

Plenary Session 3: Learning Systems Transformation – Innovating for results

Learning systems and strategies themselves are undergoing transformative shifts to address the changes happening in the world. Educational frameworks are transforming to emphasize informal and experiential learning, skill diversification, and real-world applicability. AI-enabled tools are pushing the frontiers of learning delivery. A greater focus on the individual's behaviour, motivations and capacity for change is emerging. This session discusses how schools can design, implement, and navigate this new, transformative approach and focuses on sharing methodologies and best practices.

A panel of speakers will share ways they are implementing learning methods with new, innovative approaches, and the challenges and successes they've faced in doing so. The session will allow for the identification of emergent best practices that schools can work together on to develop and provide for opportunities for discussion.

Presentations by:

- **Alana Baker:** Manager of the NSG; Policy Analyst in Public Employment and Management, Public Management and Budgeting, OECD
- **Andrew Key:** Director, Government Skills & Curriculum (*United Kingdom*)
- **Sabrina Bandera:** Lead on Innovation and Strategy Research, Presidency of the Council of Ministers, National School of Administration (SNA) (*Italy*)
- **Agita Kalvina:** Director, and **Baiba Medvecka:** Lead of Digital Academy, Latvian School of Public Administration (*Latvia*)

10:30 – 11:00

Coffee break

11:00– 12:00

Breakout Groups for Session 3: Learning Systems Transformation – Innovating for results

After the previous presentations, the participants will be invited to go deeper into these issues in facilitated breakout groups. Groups will be led by the following moderators, who will share a summary of the discussions in plenary:

- **Kristin Fabbe,** Director, Executive Education and **Katherine Miccinilli,** Programme Coordinator, Executive Education, Florence School of Transnational Governance, EUI (*Italy*)
- **Athanasios Raptis,** Director, National School for Public Administration (*Greece*)
- **Phindile Mkwazi,** Deputy Director-General, Learning and Professional Development, National School of Government (*South Africa*)

During discussions, groups are encouraged to use the following questions to start off or guide their conversations:

- What innovations in learning are promising to have the greatest impact? Are there any relevant examples of experiments of pilots from your organisation?
- What needs to happen in your administration or school to incorporate these innovations?
- How can we, as decision-makers and leaders, create buy-in for transformations in our organisations?

12:00 – 12:30

Closing remarks from the Secretariat

- **Dr. Ali bin Sebaa Al Marri**, Executive President, Mohammed bin Rashid School of Government, Dubai
- **Mr. Jón Blöndal**, Head of Public Management and Budgeting, OECD
- **Prof. Geert Bouckaert**, KU Leuven Public Governance Institute (Chair)



OECD NSG Annual Meeting 2023, hosted by the SNA in Rome, Italy