

# The OECD Network of Schools of Government and the Public Employment and Management Workstream

International Forum “European standards of good governance for training higher education students in the specialty “Public Management and Administration”

**Alana Baker**

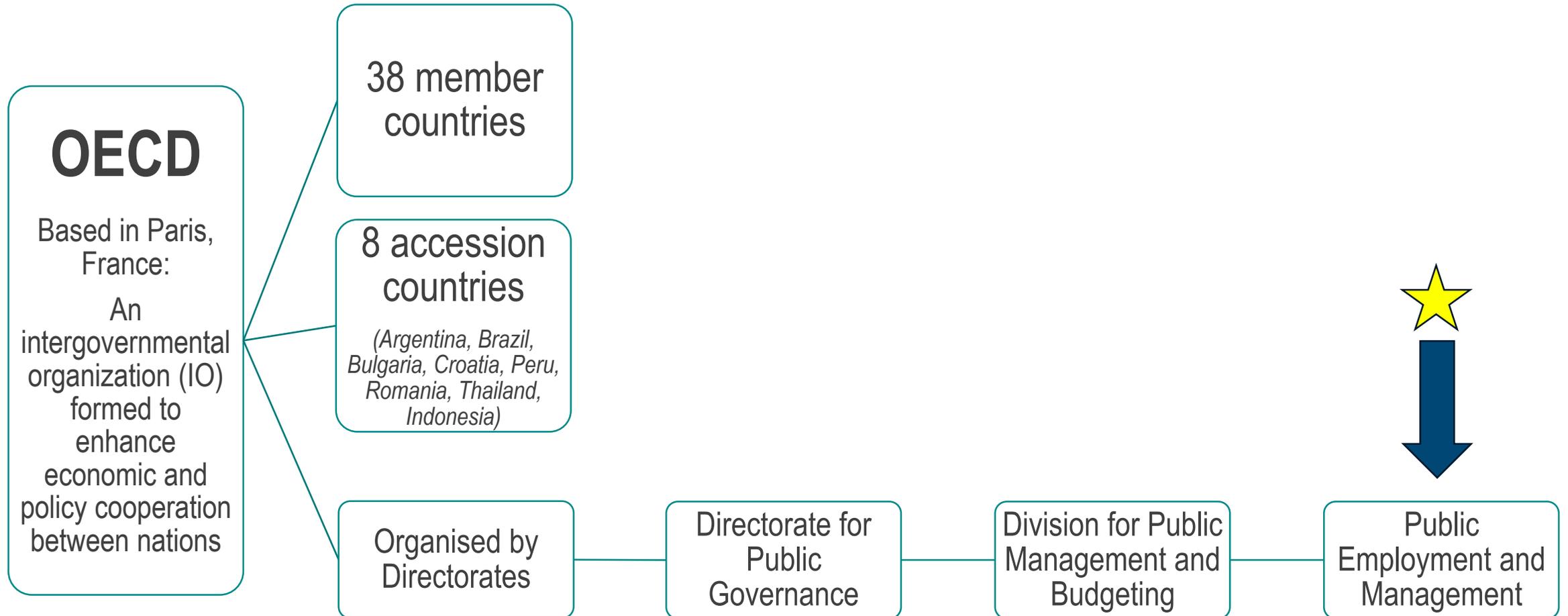
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**Analyst, OECD Public Employment and Management**

29 May 2025

Kyiv, Ukraine







## Three pillars, 14 principles

### Values-driven culture and leadership

1. Defined values
2. Capable leadership
3. Inclusive and safe
4. Proactive and innovative

### Skilled and effective public servants

5. Right skills and competencies
6. Attractive employer
7. Merit-based
8. Learning culture
9. Performance-oriented

### Responsive and adaptive employment systems

10. System stewardship
11. Strategic approach
12. Mobile and adaptive
13. Appropriate terms and conditions
14. Employee voice

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- Recommendations are developed with OECD member countries and other stakeholders.
  - Member countries agree to adhere to and implement the principles of Recommendations.





## The OECD NSG

The purpose of the NSG is to bring decision-makers around civil service learning and skill-building, especially pertaining to leadership, together for sharing and cooperation.

- > Annual meetings each year (for the last 13 years):
  - > **2025 in Florence**, hosted by the EUI Florence School of Transnational Governance.
  - > **2024 in Dubai**. Hosted by the Mohammad Bin Rashid School of Government.
  - > **2023 in Rome**. Hosted by the Italian National School of Administration.
  - > Previous years in Brazil, South Korea, Athens, etc.
- > Annual webinars
- > Ad-hoc work (e.g., 2025 survey on green skills and training in collaboration with Environment and Climate Change Canada).



- > **The Network:**
  - > Is world-wide, generally national/central schools and main universities, but also a growing number of regional institutes
  - > Members are Heads/Deans/Senior faculty of Schools
  - > Is made up of the institutes responsible for training/skills and associated strategies in public admins
  - > Is rapidly growing (~170 member institutes)

<https://www.oecd.org/en/networks/oecd-network-of-schools-of-government.html>



# NSG Meetings – How do they go? 2025 – Shaping the Future in Times of Turbulence

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2025 Annual Meeting of the OECD Network of Schools of Government  
*Shaping the Future in Times of Turbulence*

Thursday, 8 May 2025

13:30-14:00 Registration and Welcome Coffee

14:00-14:15 Opening

- **Chair:** Professor Geert Bouckaert
- **Host:** George Papakonstantinou, Acting Director, School of Transnational Governance, European University Institute (EUI)
- **OECD:** Jón Blöndal, Head of Public Management and Budgeting, OECD Secretariat

14:15-14:30 Chair's Remarks: Futures for the Public Sector

Session 1: What Future for Schools of Government?

14:30-15:30 Session 1: What Future for Schools of Government? – Plenary

A panel of directors of schools of government will discuss future opportunities and challenges for schools of government and the strategic direction of learning and development for the public service.

Moderator:

- **George Papakonstantinou**, Acting Director, School of Transnational Governance, European University Institute (EUI)

Panel Speakers:

- **Ong Toon Hui**, Vice Dean and Executive Director, Institute for Governance and Leadership, Lee Kuan Yew School of Public Policy (Singapore)
- **Maja Handjiska-Trendafilova**, Director, Regional School of Public Administration (ReSPA) (Western Balkans)

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- **Andrew Key**, Director of Government Skills, Cabinet Office (United Kingdom)
- **Manuel Pastor**, Director, National Institute of Public Administration (INAP) (Spain)

15:30-18:00 Session 1: What Future for Schools of Government? – Facilitated Discussion

Following the panel, participants will break into facilitated discussion groups to brainstorm further on the future of schools of government. Results will be reported in plenary.

With a coffee break partway through

18:00 Day 1 Summary Insights

- **Daniel Gerson**, Lead, Public Employment and Management, Public Management and Budgeting, OECD Secretariat

18:15 Group Photo followed by cultural activity and Gala Dinner

- Dinner speaker: **Laura Tyson**
  - Laura Tyson is Senior Fellow, School of Transnational Governance, European University Institute (EUI). She is former Dean of the London Business School and the University of California-Berkeley Haas School of Business.

Friday, 9 May 2025

9:00-9:30 Arrival and Coffee

Session 2: Tensions at the Top

9:30-11:00 Session 2: Tensions at the Top – Plenary

Constructive tensions between political and administrative leadership are a core feature of democratic governance. The OECD's work in this area identifies common trends (e.g. speed of decisions, crises) which apply additional pressure.

This session will begin with a presentation on the relationships between these groups, including the skills and capabilities required of each. It will follow with a panel discussion on how schools of government can ensure both groups have the skills and insights needed to work together and achieve lasting impact.

Presentation:

- **Rod Glover**, Chief Executive and Academic Director, McKinnon Institute and Professor of Political Leadership, Monash University (Australia)

Panel Speakers:

- **Michael Bauer**, Professor and Chair in Public Administration, School of Transnational Governance, European University Institute (EUI)
- **Geert van Maanen**, Former Secretary-General of the Ministry of Finance (Netherlands)
- **Evi Dramaloti**, Secretary-General of Coordination at the Presidency of the Government (Greece)
- **Taki Sarantakis**, President, Canada School of Public Service

11:00-11:30 Coffee break

11:30-12:30 Session 2: Tensions at the Top – Breakout Groups

Breakout Group Moderators:

- **João Vitor Faria Domingues**, National School of Public Administration (ENAP) (Brazil)

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- **Anneke Schmider**, Australia and New Zealand School of Government (ANZSOG)
- **Hugo Cyr**, National School of Public Administration (ENAP) (Quebec, Canada)
- **Patricio Lloret**, Latin American Centre for Development Administration (CLAD)

12:30-14:00 Lunch break

14:00-14:30 Keynote Address: José Manuel Barroso

José Manuel Barroso is the former Prime Minister of Portugal and former President of the European Commission.

Session 3: Fostering Innovation for Sustainability

14:30-15:30 Session 3: Fostering Innovation for Sustainability – Plenary

Achieving governments' sustainability objectives requires innovation in policy design and service delivery. This panel session will look at how Schools of Government equip civil servants with the needed skills, competencies and mindsets.

Results from the NSG survey on green training will first be presented to start off this session.

Panel Speakers:

- **Betânia Lemos**, President, National School of Public Administration (ENAP) (Brazil)
- **Pipawin Leesamphandh**, Director, Civil Service Training Institute (CSTI), Office of the Civil Service Commission (OCSC) (Thailand)
- **Christopher Hurst**, Senior Fellow, School of Transnational Governance, European University Institute (EUI)
- **Silvia Ferreira**, Director of the Knowledge, Innovation and Development Department, National Institute of Administration (INA) (Portugal)

Survey Results:

- **Alana Baker**, Lead, Network of Schools of Government, Public Management and Budgeting, OECD Secretariat

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15:30-16:00 Coffee break

16:00-17:00 Session 3: Fostering Innovation for Sustainability – Breakout Groups

Breakout Group Moderators:

- **Fadi Salem**, MBR School of Government (Dubai, UAE)
- **Agita Kalvina**, Latvian School of Public Administration
- **Angélica Vega Hernandez**, Public Administration School, University of Costa Rica
- **Naja Vrettakou**, Hellenic National Centre for Public Administration & Local Government (EKDDA) (Greece)

17:00 Closing remarks by the EUI-STG, the OECD Secretariat and the Chair

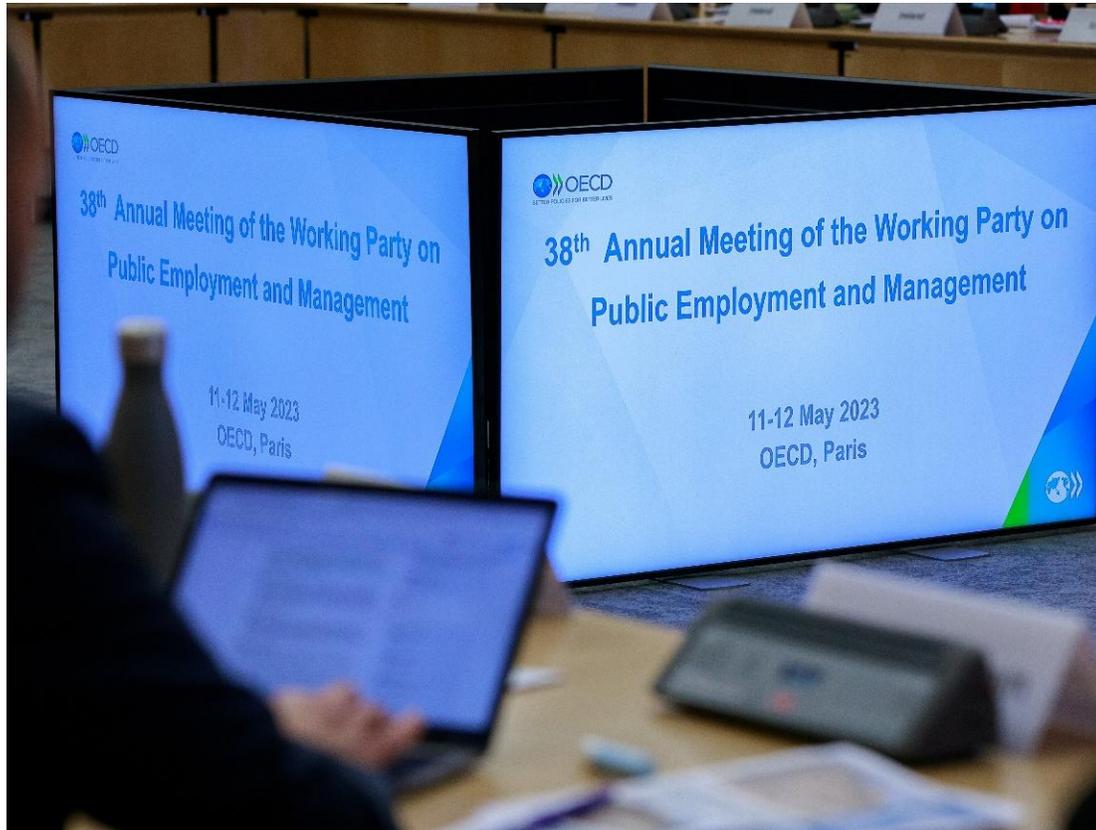
Event closed by 17:30



# OECD Working Party on Public Employment and Management (PEM)

The international forum for top civil servants to discuss emerging trends and good practices on better leadership in the public service. Strong focus on public service transformation and innovation in workforce management, supported by data collection and country-specific work.

## Setting the public management agenda



- The PEM Working Party is one of several that exist under the umbrella of the Public Governance Committee (PGC).
- Annual leader's roundtable in Paris
- Ad-hoc webinars throughout the year and close alignment with OECD Network of Schools of Government
- Delegates from 38 OECD Member countries, plus Accession countries and invited guests
- Working Party delegates: Director-General from central HR body, Ministry of Public Administration, Civil Service Commission or equivalent



# OECD Public Service Leaders' Roundtable: May 14, 2024

## Look Back

- What has changed over the last 5 years in your public service?

## Look Forward

- How do you envisage your public service 10 years from now?

## Machinery of Government

- How to align people, structure, process and technology to cope with an uncertain future?

## Leadership

- What kind of leaders are needed?



## OECD WORKING PARTY ON PUBLIC EMPLOYMENT AND MANAGEMENT PUBLIC SERVICE LEADERS ROUNDTABLE

Tuesday 14 May 2024, OECD Headquarters, Paris  
Room CC10



**Keynote address:**  
Michael Wernick

**Roundtable 1:**  
Change and mission

**Roundtable 2:**  
Preparing for uncertainty

**Roundtable 3:**  
Capability and performance

**Roundtable 4:** Vision and leadership

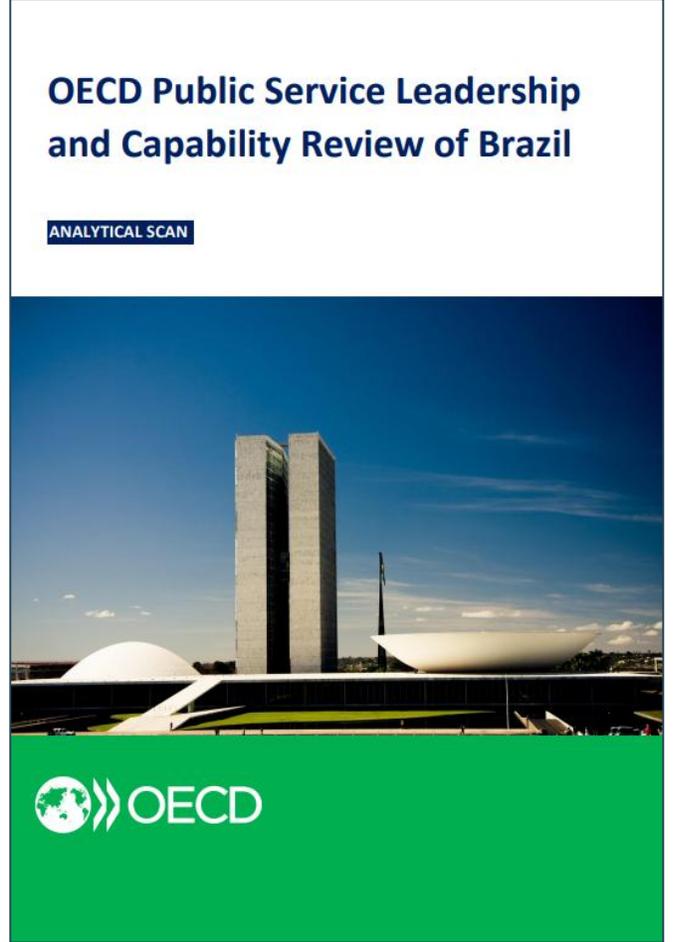
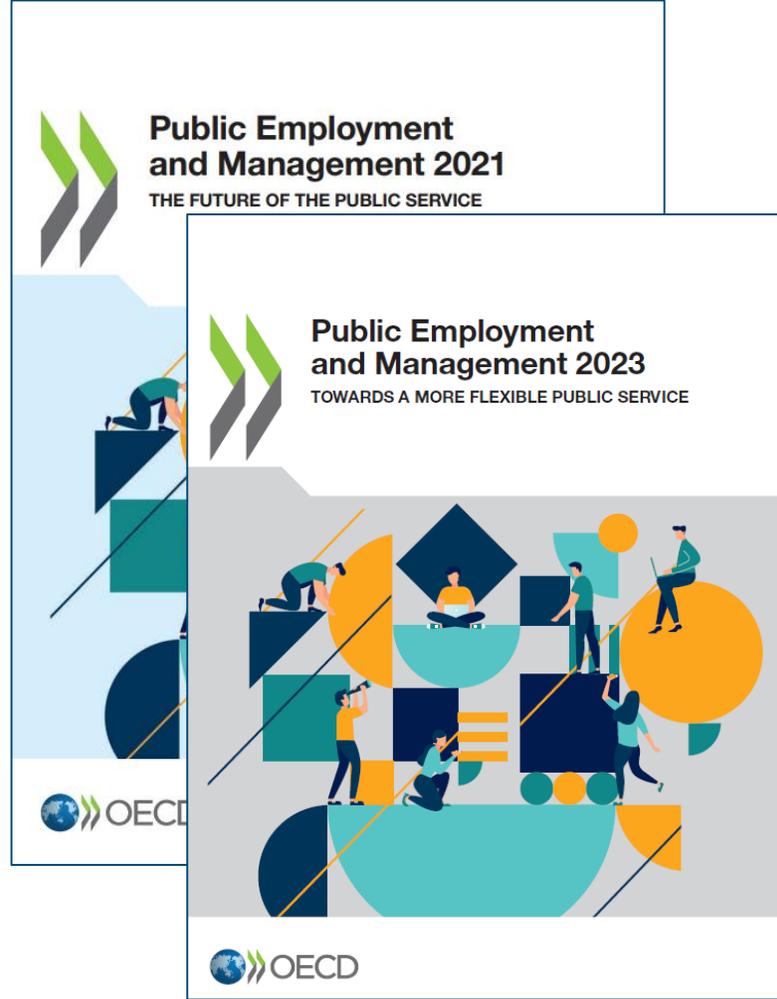
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We work closely with countries to help with challenges, and we also publish reports and data



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# Much of our work is with and within countries/administrations, not published online

NSG	PEM	Civil Service Leadership	Political Interface
Learning and Development	Performance Management	Workforce Planning	Attraction
Recruitment	Skills and Competencies	HR Policy and Process	Frameworks
Data and Surveys	PSLC Reviews	PGR Contributions	Centres of Government

Thank you

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