



# Works and results of Expert Group in 2022

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# Overview of 2022

5 meetings organised throughout 2022:

- 2 high-level/strategic meetings (January and June);
- 3 thematic meetings (March, October, November)
- 2 hybrid, 3 on-line meetings.
- In 3 working languages of the EC- respect of multi-linguism.

# January 2022

## 1<sup>st</sup> High-level meeting

### Inaugural meeting – 31<sup>st</sup> January:

- Mission and scope explained by management of DG REFORM
- Significance of **quality** of Public Administration for the EU stressed for EU policies, EU legislation, optimal implementation of the RRPs
- Proposal for the Expert Group as a **platform for dialogue** between the EC and MS but also among MS
- **Complementary role** of the Expert Group to other thematic networks aiming at synergies and not at overlaps
- Expert Group as a **permanent structure with a continuous and comprehensive work programme** co-designed with the MS
- Warm welcome of the initiative and interventions by several Members representing FR, IT, NL, LT, BU, AT.
- Thematic presentation by FR on the FR barometer aimed at measuring and reporting on progress on government policies

# March 2022

## 1<sup>st</sup> technical meeting- Proposed work programme for 2022

Focus on **rules and procedures** and selection of **thematic areas** of common interest

- Clarification of the roles, status and rights of Members, Experts and Observers
- Analysis of the survey - thematic areas of common interest:
  - Management of digital transformation
  - People-centric services
  - Measuring capacity and performance of PA
  - Common standards and principles of PA
  - Implementation of EU instruments
  - Multi-level governance
  - Attractiveness of PA
  - Skills in PA

June 2022

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## 2<sup>nd</sup> High-level meeting

# Strategic dialogue on TSI and multi-country projects

- **First in-person meeting** hosted by the EL - celebration of the 10 years of cooperation between FR, EL and the EC in the area of PA reforms
- Coincided with the termination of the FR Presidency of the European Council - presentation of key results
- Presentation of TSI process, correlation between TSI and national priorities, overview of PA reforms in the RRP, sharing of TSI experiences and lessons learnt by MS (EL, LV, HU)
- Priorities of TSI 2023, flagship projects- link with EUPAN priorities on exchanges of civil servants, multi-country projects.
- Priorities of CZ Presidency and reform priorities of MS- FI, IE, CZ

June 2022

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## 2<sup>nd</sup> High-level meeting

# Strategic dialogue on TSI and multi-country projects

- **Round table discussions:**

- How can common principles and values of public administration help promote adaptation and good performance?
- How can public administrations benefit from the existing or new indicators?
- How can the expert group help increase the benefit from the use of EU support to public administrations in Member States?
- How can we learn better together in the context of the expert group?
- How can the expert group help disseminate knowledge?
- What do we need to build resilient public administration?

October 2022

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# 2<sup>nd</sup> technical meeting on management of digital governance

## 2<sup>nd</sup> in-person meeting hosted in Ljubljana

- Presence of the Minister, Ms Hovnic
- Active participation of DG DIGIT, JRC, DG CNECT, DG HR
- Comprehensive and compact agenda
- Overview of **EU initiatives** in the area of digital transformation: digital decade policy programme 2030, tools and indicators for monitoring digital transformation, Interoperability Act, Digital Services and Digital Markets Act, Data Government and Data Act

## 2<sup>nd</sup> technical meeting on management of digital governance

- **Concrete EU initiatives:** data space for PA, use of AI in the public sector- trustworthy and ethical use of AI, Gov-Tech and innovation in the public sector, environmental impact of digitalisation- digital waste, and the Agreement of Sectoral Commission of Social Dialogue: impact of digitalisation on work organisation health and safety, right to disconnect etc.
- **Good practices** presented by MS and EC:
  - **SI:** digitalisation of human resources management processes and upskilling of public officials re: digital competencies
  - **FR:** challenges for recruiting and retaining digital talents
  - **SE:** governance of digital transformation of public sector considering multi-level governance and decentralisation
  - **HU:** digital transformation through centralisation and optimal use of resources
  - **DG HR:** alignment of HR strategy with digital transformation
  - **DG REFORM:** overview of TSI support in the area of digital transformation



## 2<sup>nd</sup> technical meeting on management of digital governance

- **Round tables and breakout rooms**
  - How can we manage better the digital transformation in public administration? What works and what does not in governance roles and processes at domestic level?
  - How can we bring digital at the centre of organisational development in public administration? What can we improve, what can we keep in defining the strategies, resources, budgeting of individual organisations?
  - What challenges in managing digital transformation in public administration we can effectively address together?
  - How can public administration be an attractive working place for digital specialists, while preserving the basic principles of civil service policy? What existing and possible practices we can apply? How to attract young digital talents to the civil service? How to offer attractive career paths and opportunities for digital talents?
  - What are we missing in managing the digital transformation of public administration today?

## 2<sup>nd</sup> technical meeting on management of digital governance

- **Key conclusions**

- Digital transformation is a critical challenge for public administration and as such it should be treated horizontally in the strategies of the Member States;
- The added value of this technical meeting was two-sided:
  - ❖ **for the Commission:** comprehensive overview of all policy initiatives by all co-competent services
  - ❖ **for the Member States:** overview of all the tools and mechanisms that the MS could use for promoting their national digital reforms, including knowledge sharing, opportunities for funding and innovation in the public sector.
- Interest demonstrated by MS:
  - ❖ **knowledge sharing for attracting digital profiles** in public administration, incl. **incentives** for competing with remunerations from the private sector
  - ❖ **a competency framework on digital skills in PA**

## 3<sup>rd</sup> technical meeting on science for policy making

- Last meeting of 2022 out of 5 in total – online
- Highlights:
  - Staff Working Document of the JRC/RTD: “**Supporting and connecting policy-making in the Member States with scientific research**” : stocktaking of lessons learnt during COVID-19, challenges on interlinking science with policy and measures to overcome the challenges
  - **EU better regulation agenda**: evidence from scientific community during stakeholders’ engagement fits into the EU policy-cycle
  - TSI multi-country project on “**Building capacity for evidence-informed policy-making in governance and public administration in a post-pandemic Europe**”: **connect** policy-making with scientific community, **institutionalise** the relationship between policy-makers and science.

## 3<sup>rd</sup> technical meeting on science for policy making

- Selected examples of networks and institutes from MS:
  - **NL**: inter-ministerial Chief Science Officer network
  - **EE**: Ministerial Science Advisors formal network: advises ministers on research and development issues
  - **PT**: different configurations for mobilising decision and policy makers, citizens, scientists and relevant stakeholders to promote a culture of science for policy.
  - **FR**: French National Research Institute for Agriculture, Food and Environment (INRAE) -strong scientific and innovative orientation [aimed at supporting the public policy cycle from the agenda prioritisation to the evaluation

November 2022

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## 3<sup>rd</sup> technical meeting on science for policy making

- Reflection on:
  - What challenges do Member States face when trying to connect scientific research with policymaking?
  - What types of science for policy mechanisms could be useful for other Member States?
  - How do the services that are at the heart of the functioning of the state help other bodies to benefit from the knowledge of scientific communities?

# Results achieved

- First year of operation: dialogue established
- Identification of key topics common to MS and the EC
- Clear correlation between the initiatives of the EC and the reforms of the MS
- Clear correlation of the TSI projects, the RRP's and national priorities
- Knowledge sharing on common challenges desired
- Network of civil servants shaping resilient PA for the future through the Expert Group can be considered
- Concrete results can be achieved through the Expert Group – to be explored in 2023

# Thank you



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