



08 February  
2023

# Interoperable Europe Academy

## A proposal for a European framework for digital transformation: Interoperability skills & competences in the public sector

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3rd HIGH-LEVEL MEETING OF THE EXPERT GROUP  
ON PUBLIC ADMINISTRATION AND GOVERNANCE

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# Agenda

i. **Background:** Policies



ii. **Problem definition:** Digital capacities for Public sector



iii. **State of play:** IOPEU Academy & proposed competences framework for interoperability for Public Sector



iv. **Way forward:** Updated framework & Curriculum for Digital transformation



v. **Way forward:** Your contribution & feedback



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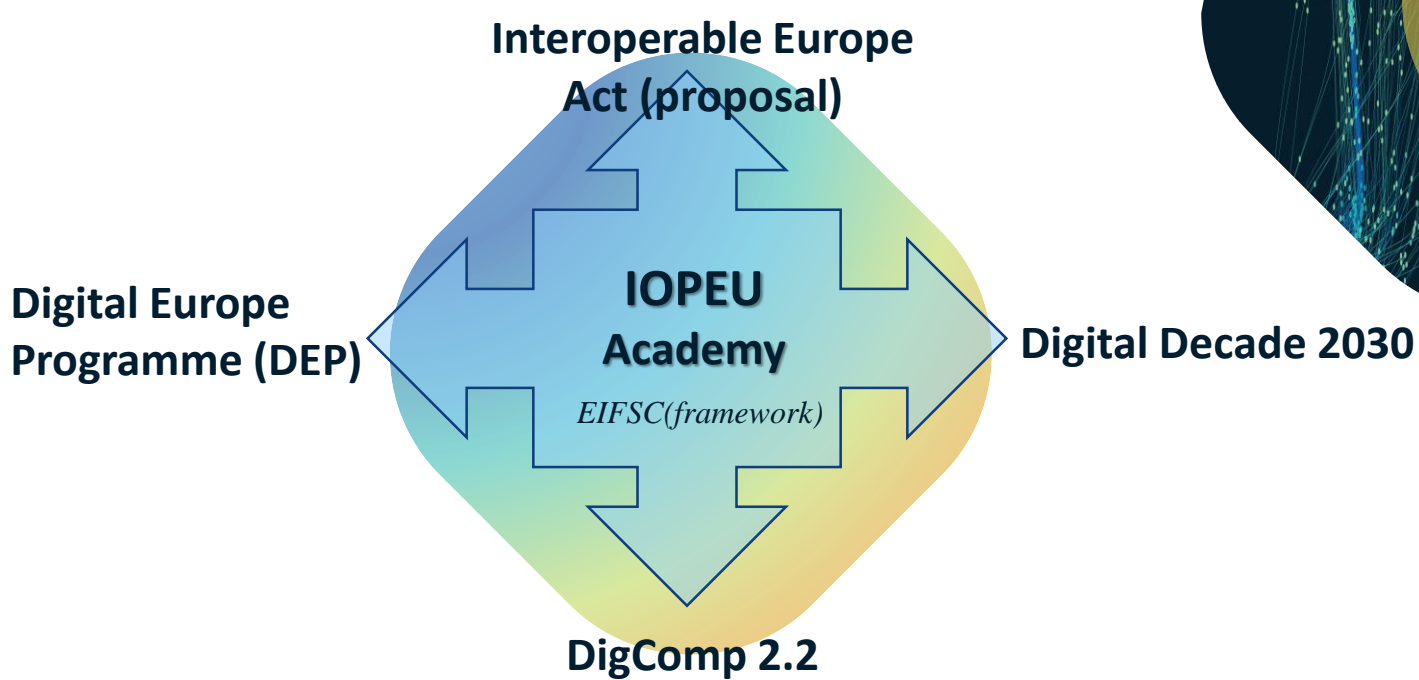
# Agenda

## Welsh i. Background:

### Policies



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✓ **Interoperable Europe Academy (IOPEU Academy)** contribute to **DEP** by aiming to **improve the level of the advanced digital skills of civil servants** to support policy, service delivery, impact evaluation and interoperability.

✓ **Interoperable Europe Act (proposal)** includes in its provisions innovation and emerging technologies to support civil servants with advanced digital skills such as AI (Artificial Intelligence).



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✓ **IOPEU academy** contribute directly to the **Digital Decade** target for digital skills. This is due to the fact that **all civil servants as citizens should have basic digital skills** and ICT professionals are concerned to contribute to the digital public services.

✓ **DigComp 2.2** includes Competency areas for citizens thus for public sector as well. Digital competencies according to the **proposed European framework for interoperability skills and competences (EFISC)** include also other learners profiles that are related with ICT and digital public services.

# The role of Public Administration in the Digital era

## 1. Digital Decade 2030

- **100 % online accessible provision of key public services and, where relevant, citizens and businesses in the Union will interact online with public administrations,**
- **100% of Union citizens have access to their electronic health records,**
- 100 % of Union citizens have access to secure electronic identification (eID) means, enabling them to have full control over identity transactions and shared personal data,
- Digital citizenship, ensure the protection of digital rights
- **Fostering leadership and sovereignty**
- Digitally skilled population and highly skilled digital professionals, with the aim of achieving gender balance
- Secure, resilient, performant and sustainable digital infrastructures

## 2. OECD Digital Government Policy Framework: Six dimensions of a Digital Government

- **Digital by design,**
- **Data-driven public sector,**
- **Government as a platform,**
- **Open by default,**
- **User-driven (Citizen),**
- Proactiveness in public services - > Implies AI,

## 3. UN Roadmap for Digital Cooperation

### **DIGITAL capacities**

1. **Public goods,**
2. **Inclusion,**
3. **Capacity - Building,**
4. **Human Rights,**
5. **Artificial Intelligence,**
6. **Trust and Security,**
7. **Global Digital Cooperation**

*\*Targets combined and summarized in Berlin Declaration 7 key Policy Areas (in green colour)*





# Competency areas for citizens – Proficiency Levels

## Competency areas for citizens

([DigComp 2.2](#))

1. Information and data literacy,
2. Communication and collaboration,
3. Digital content creation,
4. Safety,
5. Problem Solving.

## Proficiency levels

1. Foundation -> At basic level and with guidance,
2. Intermediate -> On my own and solving straightforward problems,
3. Advanced -> As well as guiding others,
4. Highly specialized -> At highly specialized level.



# Interoperable Europe Act an enabler

Help EU and Member States administrations to deliver connected digital services to citizens and businesses across Europe



To ensure a **consistent, human-centric EU approach** to interoperability from policy-making to policy implementation



To establish an interoperability **shared governance structure** to enable public administrations to work together and agree on shared interoperability solutions



To create an ecosystem of interoperability solutions for the EU's public sector so that public administrations in the EU and other stakeholders can **contribute to and re-use such solutions, innovate together and create public value**



Introduces an **assessment of the impacts** of the planned actions on cross-border interoperability when a public sector body intends to **set up a new or significantly modify** an existing network and information system that enables public services.

Supports the achievement of the Digital Decade 2030 targets





To conclude =>  
should include the following Digital Competency areas:

1. **Public - Digital Policy making – monitoring and assessment**
2. **Better regulation - Legislative processes,**
3. **Structures of Organizations – Human Resource Management**
4. **Collaboration - Administrative procedures,**
5. **Citizen driven Digital Public Service implementation and provision,**
6. **Emerging technologies-innovation and proactiveness**
7. **Open Government – multi-stakeholder participation in policy making**



# Agenda

ii. Problem definition:

## Digital capacities for Public sector



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# Digital transformation is a key challenge for the public sector

Connected, human-centric digital services need cross-border interoperability



**Digital skills for public administrations are essential to make Digital Government happen.**



Officers within public administrations **need new skills and training to adapt** local public services to the digital era and to work **across sectors** within the administrations and **across borders**.



**Interoperability skills and competencies are the drivers.**



**Competences** are the proper **combination of knowledge, skills and attitudes** towards the digital era and digital decade.



# Problem definition

**Are public organisations able to integrate the digital skills and competencies for interoperability?**

Currently, it has not been assessed how the EFISC could be reused by public organisations and whether these organisation have the required dynamic capabilities to integrate trainings for skills & competencies.

We need to assess organisational capabilities to:





# Problem definition

## Research objective

To propose a methodology for investigating the application & effectiveness of the EFISC framework in public sector via a case study

## Where can we start assessing?

European Local Governments  
(e.g. Greek municipalities, one from each region)

## Who can provide us the information we need?

Public Administration Managers  
(e.g. policy managers, human resource managers, procurement managers)



**Public servants and their organisations:** reinforcing the processes involved in organisational learning and human resource development.



**Interoperable Europe Academy:** gathering new inputs for the design and update of innovative learning resources



**European Commission:** gaining insight on how to monitor the development of organisational interoperability in terms of skills and competencies.



# Agenda

## iii. State of play:

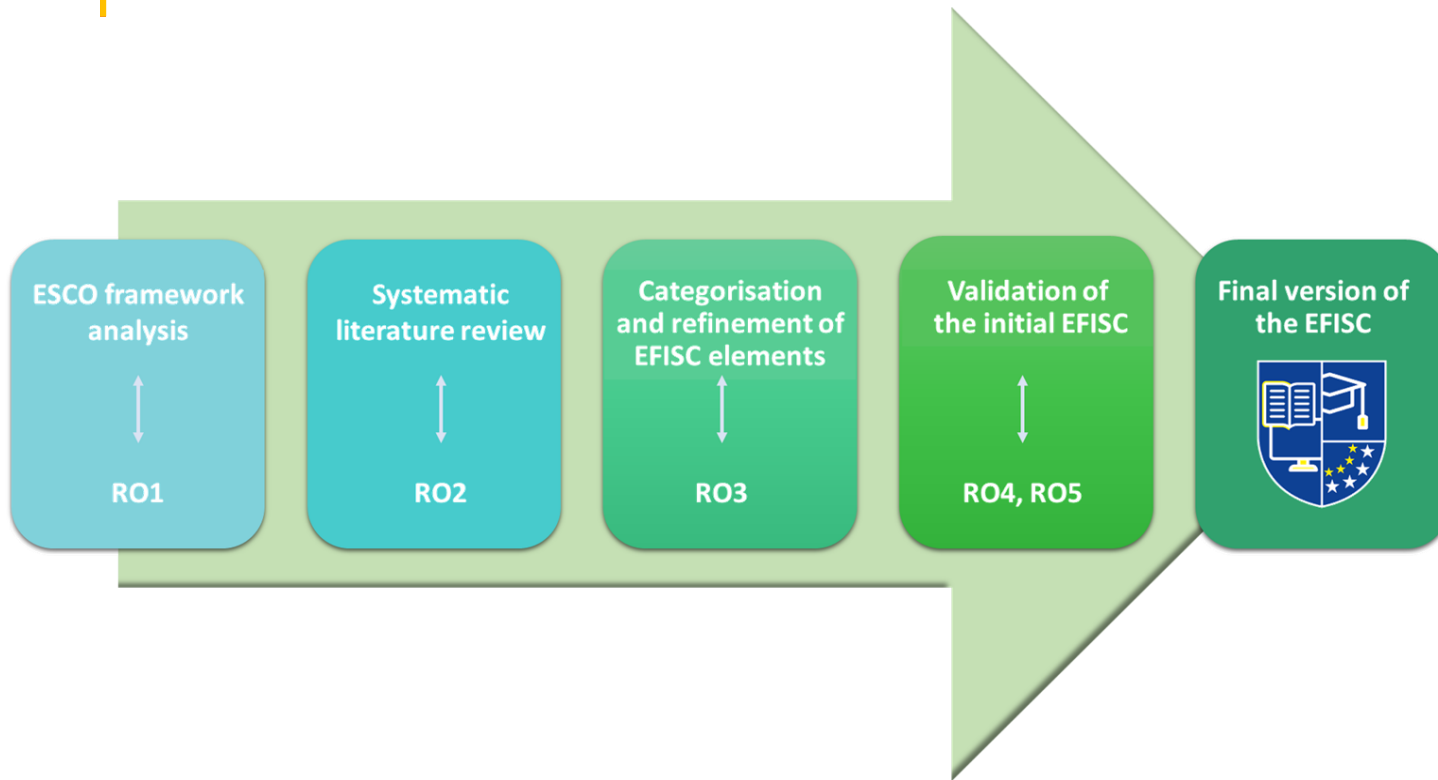
IOPEU Academy & proposed competences framework  
for interoperability for Public Sector (EIFSC)



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# Interoperable Europe Academy: Skills & Competencies

**A proposed European framework for interoperability skills and competences (EFISC) that can be applied to all public sector administrations and young professionals.**



European Commission

**Study on the development of a European framework for interoperability skills and competences in the public sector (EIFISC)**

3 Attitudes  
17 soft & 6 hard skills  
6 Knowledge elements  
4 Values





# EIFISC: Skills & Competencies for Public Administration

## European framework for interoperability skills and competences

9 Attitudes	17 Soft skills	6 Hard skills	6 Knowledge elements	4 Values
<ol style="list-style-type: none"> <li>1. Enthusiastic</li> <li>2. Responsible</li> <li>3. Persistent</li> <li>4. Efficient</li> <li>5. Innovative</li> <li>6. Service-oriented</li> <li>7. Results-oriented</li> <li>8. Evidence-based</li> <li>9. Culturally open</li> </ol>	<ol style="list-style-type: none"> <li>1. Analytical thinking</li> <li>2. Critical thinking</li> <li>3. Collaboration</li> <li>4. Decision-making</li> <li>5. Negotiation</li> <li>6. Teamwork</li> <li>7. Creativity</li> <li>8. Adaptability</li> <li>9. Leadership</li> <li>10. Networking</li> <li>11. Precision</li> <li>12. Self-development</li> <li>13. Communication</li> <li>14. Future orientation</li> <li>15. Proactivity</li> <li>16. Empathy</li> <li>17. Holistic viewpoint</li> </ol>	<ol style="list-style-type: none"> <li>1. Digital Information skills</li> <li>2. Research skills</li> <li>3. Reviewing skills</li> <li>4. IT skills</li> <li>5. Financial skills</li> <li>6. Management skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Information and communication technologies</li> <li>2. Knowledge in administrative workflows</li> <li>3. Organisational knowledge</li> <li>4. European Interoperability Framework knowledge</li> <li>5. Knowledge of national interoperability framework</li> <li>6. Knowledge of regulations related to their field, including General Data Protection Regulation</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrate the added value of interoperability</li> <li>2. Contribute to public values</li> <li>3. Understand the value of common standards</li> <li>4. Demonstrate consciousness about the relevance of interoperability</li> </ol>



# For whom?

Courses can target all, or some of the profiles, depending on topic and competences

## 01 Chief Information Offices

Accountable for:

- ICT Strategy and Implementation
- ICT Governance Policy
- ICT Department & Budget.

## 02 Systems Architects

Accountable for:

- Solution Specification
- Integrated Solution

## 03 Policy Managers

Accountable for:

- Organisational policy positions
- Strategic alignment

## 04 Legal Advisors

Accountable for:

- Legal documentation
- Legal analysis and recommendations

## 05 Public Administration Managers

Accountable for:

- Government policy implementation
- Public policy implementation

## 06 Software developers

Accountable for:

- Documented code

## 07 Town/City Councilors

Accountable for:

- Local legislation
- Spending and budgetary targets
- Public relations

## 08 Financial Managers

Accountable for:

- Organisational accounts
- Annual report



+ other profiles involved in the process of digitalisation of public administration.



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# TRAININGS & EVENTS



more than **7000**

a growing number of LEARNERS

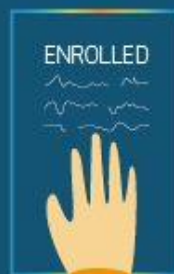
more than  
**23**  
eLearning  
courses



**14**  
events  
and counting



**1300+**  
a growing number of  
issued certificates



**180+**  
members of  
the  
Stakeholder  
community  
on Joinup +  
more

# ENROLL TODAY



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# Agenda

## iv. Way forward:

Updated framework & Curriculum for Digital transformation



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# Research Methodology for the current update of the EIFISC

The assessment will be conducted to understand:



Which skills and competencies civil servants possess



Is there a knowledge gap?



What type of training is required to acquire further IOP skills and competencies?



How could advanced digital skills & competencies training be incorporated in public administrations?

# Competences for digital public services

## Interoperability as a basis

Public Administration profiles have been consistently defined

Specialization may be additionally required e.g. Public Administration Manager -> Human Resource Manager

Interoperability layers and EISC reflects **all Public administration duties:**

- I. Governance
  - ❖ Policy making and implementation,
  - ❖ Planning and research on good governing principles,
  - ❖ Creating programs and financial support
- II. Integrated public services governance
  - ❖ Citizen – centric/ User – driven
- III. Legal
  - ❖ Legislative processes ensuring digital readiness,
- IV. Organizational
  - ❖ Communicating effective programs to employees, government and relevant stakeholders
  - ❖ Collaboration and best practices

- V. Semantics
  - ❖ Information structure, exchange
- VI. Technical

## Common Principles among the upcoming horizontal curriculum framework for public services and interoperability

### We need courses for :

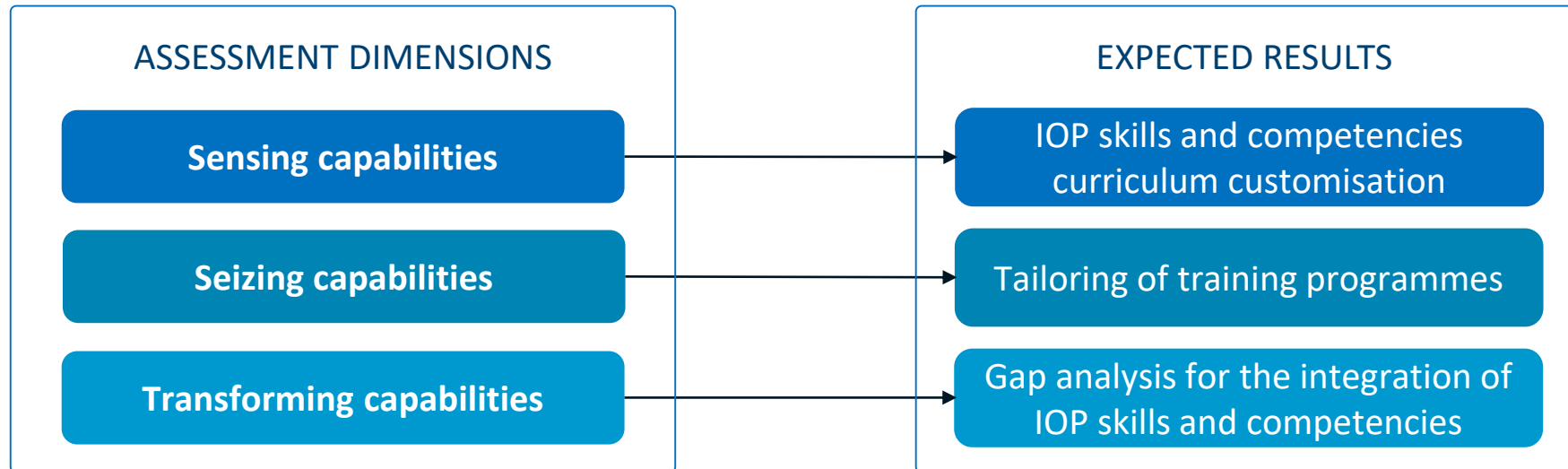
1. horizontal cross domain topics such as:
  - I. strategy and policy,
  - II. Legislative processes ensuring digital readiness,
  - III. Organizational issues,
  - IV. Information structure
  - V. Collaboration and best practices
  - VI. Methods and tools,
2. Specific domain tools and methods
3. All public administration profiles,
4. Specific knowledge, skills and attitudes
5. Different Proficiency levels





# Next Steps

Provide insight for the potential update and customisation of the EFISC and the Interoperability Academy curriculum.



Added-value provided

Realisation of an organisational capabilities' assessment process, which could be **replicable in the future and for different kinds of public organisations.**

**A contextualised approach for the assessment of organisational capabilities** for interoperability-oriented human resource development.

# Agenda

v. Way forward:

Your contribution & feedback



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# Digital transformation is a key challenge for the public sector

Connected, human-centric digital services need cross-border interoperability



Create a **curriculum framework for each specific profile**, topic and area of competency



Interoperable Europe Academy **Curriculum Phase II** – population of the next level sub topics and the course/gap analysis.



Development of courses, organization of trainings, workshops, webinars which will **help reduce the gap** in the required skills, competences and knowledge (based on curriculum)



Further research work on the digital skills and competences in the public sector



**Good practices** from Member States Regarding digital competences



Communication with Member States regarding their **needs and requirements**



**Co-hosting of events / like lectures and hands-on trainings** in Member States



Feedback on already produced **eLearning courses**



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# Thank You!

- ✓ Join community for the digital skills and not only for public sector (please feel free to be member and share your open for all trainings, events, news <https://joinup.ec.europa.eu/collection/digital-skills-public-sector>)
- ✓ IOPEU Academy : <https://academy.europa.eu> and <https://joinup.ec.europa.eu/collection/digital-skills-public-sector/solution/interoperable-Europe-academy>
- ✓ Enroll in a course or share it with your networks <https://academy.europa.eu/> type interoperability in the search, one nice entry point is the interoperability basic course which by April it would be in all EC languages.
- ✓ Proposed EIFISC <https://op.europa.eu/en/publication-detail/-/publication/4e07a84f-abbf-11eb-927e-01aa75ed71a1>



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