

2012 International Conference on Human Resource Development in the Public Sector
Taipei, October 15, 2012

Future Challenges for Public Administrations and their HR Development

Dr Dr h. c. Barbara Haering

President of the Council of Foundation of IDHEAP

Vice-President of the European Research and Innovation Area Board



Institut de hautes études en administration publique
Swiss Graduate School of Public Administration

L'Université pour le service public

The world is vastly interconnected

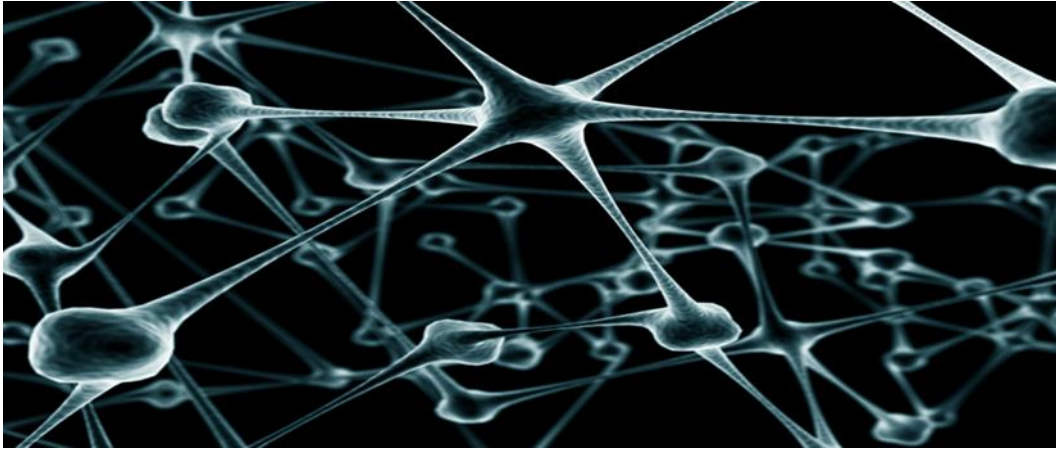


Flights

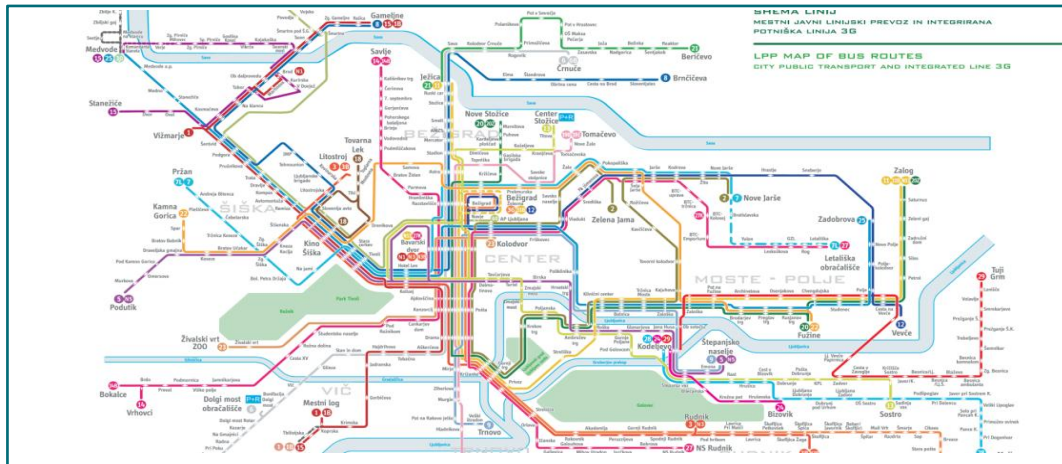


Facebook

The world is increasingly complex

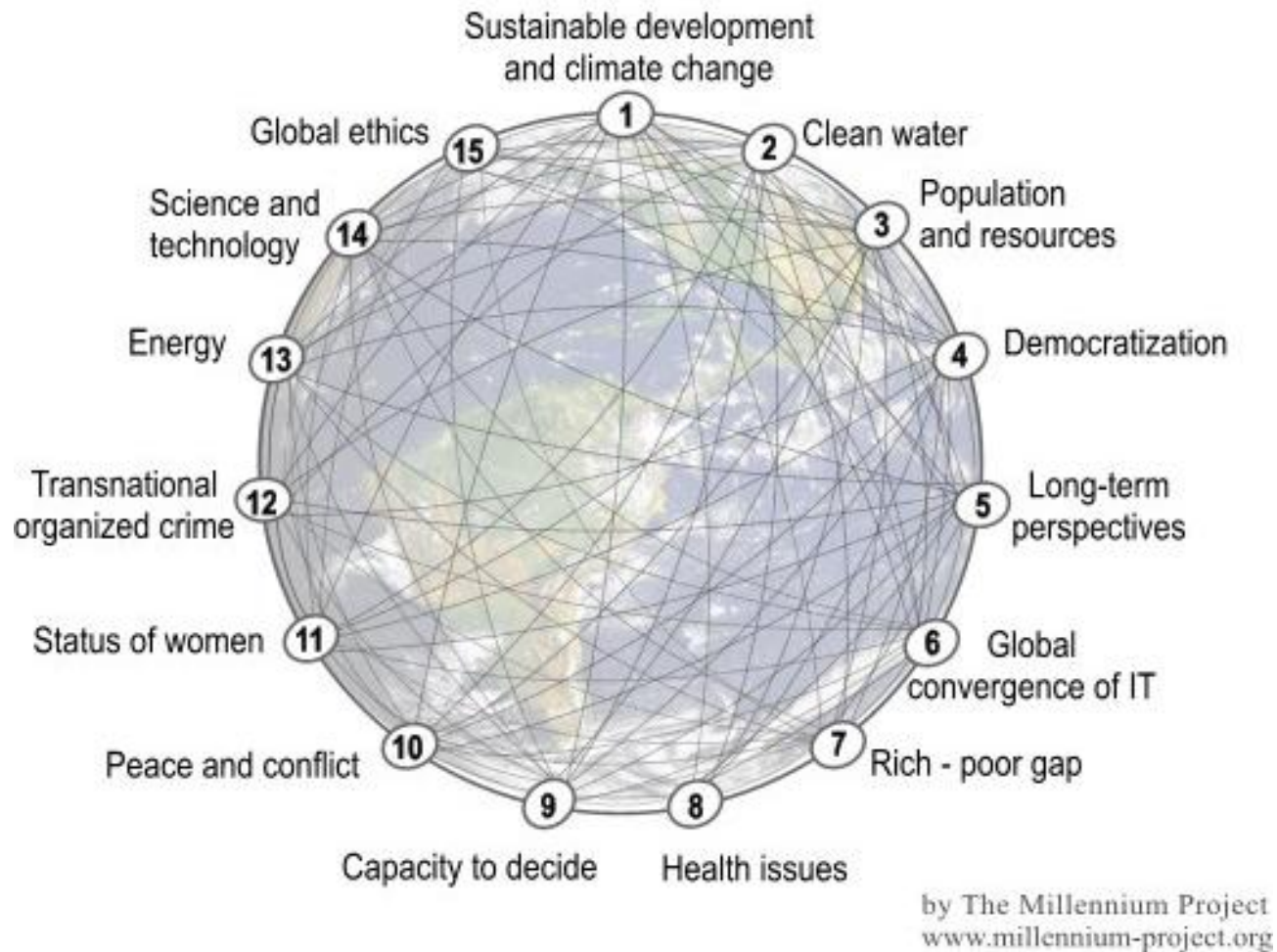


Neurons



Railways

We share boundary spanning challenges



Good news and bad news



- The world is getting better educated, better connected and more peaceful.

- People are living healthier and longer.

- Climate change continues, environmental viability for our life support is diminishing, water tables are falling and food prices are rising.

- Corruption and organized crime are increasing, putting democracy at stake.

- Economic instability is increasing and the gap between rich and poor continues to widen dangerously.



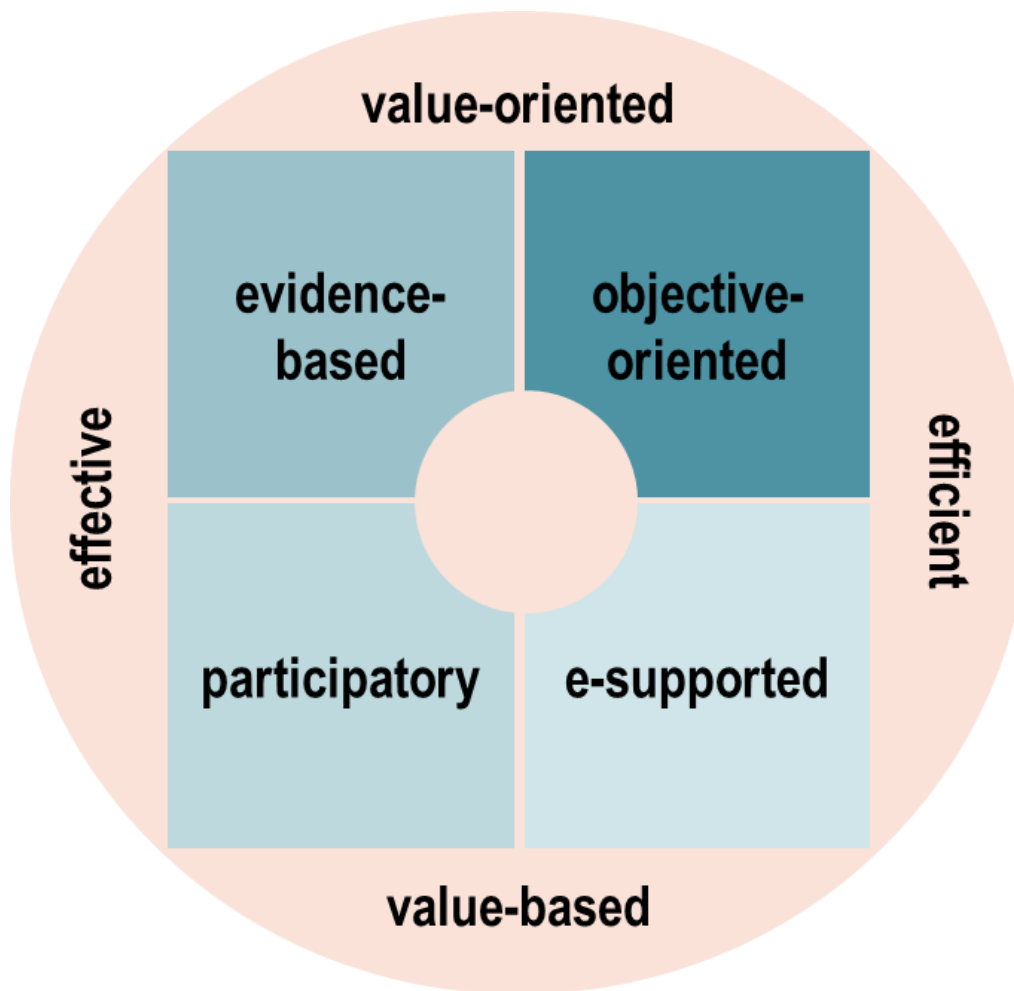
Global challenges in Switzerland

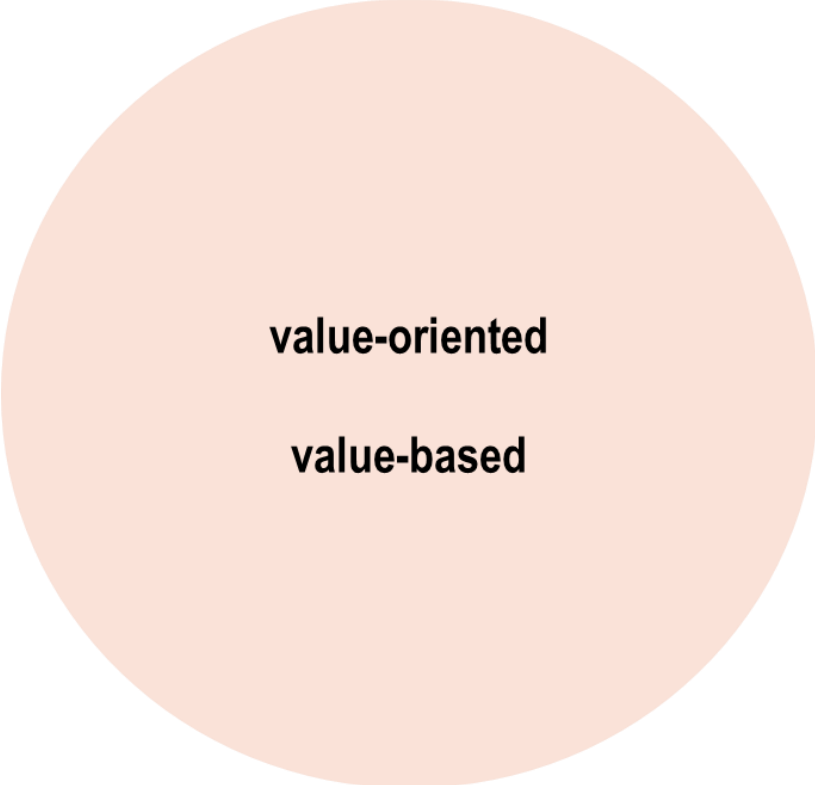
- **Climate change and energy security:** In 2011 Switzerland decided to gradually get out of nuclear power. In order to achieve this objective while assuring energy security and at the same time delivering on our obligation to reduce our CO2 emissions will be a huge challenge. Therefore, a comprehensive long term National Energy Strategy is in under way.
- **Financial crisis:** The international financial crisis has an important political impact on Switzerland's tax and banking system and affects our relation to other countries (EU/US).

What this means for the public sector

- The complexity of challenges is growing...
- Local issues may depend on global developments....
- The velocity of change is increasing exponentially...
- At the same time long term strategies are needed...
- The amount of information and data is exploding...
- People know about developments worldwide...
- Experience shows that we have the resources to address these challenges. The question is, to what extent decision makers will take the right decisions at the right time. Thereby, the public sector will be key.

How to approach these challenges





value-oriented

value-based

Value-based and value-oriented


- The cultural diversity of our societies is growing. Most countries don't form nations in the sense of a common ethnic or linguistic identity (any more).
- The feeling of belonging together and as well as the responsibility for common issues, therefore, has to be based on shared basic human values – going beyond our personal ambitions.
- The public sector will be key in fostering societal cohesion. Therefore, public policies have to be value-based as well as value-oriented.



**objective-
oriented**

Objective-oriented and performance-based

- Public administrations depend on clear objectives set by policy makers.
- Thereby, shifting from expenditures solely to an objective-oriented management strengthens strategic approaches and makes performance assessments possible.
- At the same time, it gives more flexibility to act according to needs and options on the operative level.
- This is a challenges for civil servants, since they are given more responsibility for the output of their work and for their own performance.



**evidence-
based**

Evidence-based decision making

- «The faster we drive, the farther ahead our headlights must shine!» (European Foresight College)
- Evidence-based decision making means taking into account:
 - Experience – assessed by performance evaluations
 - New scientific findings
 - Insights given by foresight projects
- We need new forms of cooperation at the interface of science, civil society and decision making in order to cope with the challenges ahead. We have to shift from thinking in “silos” to working in “transinstitutions”!

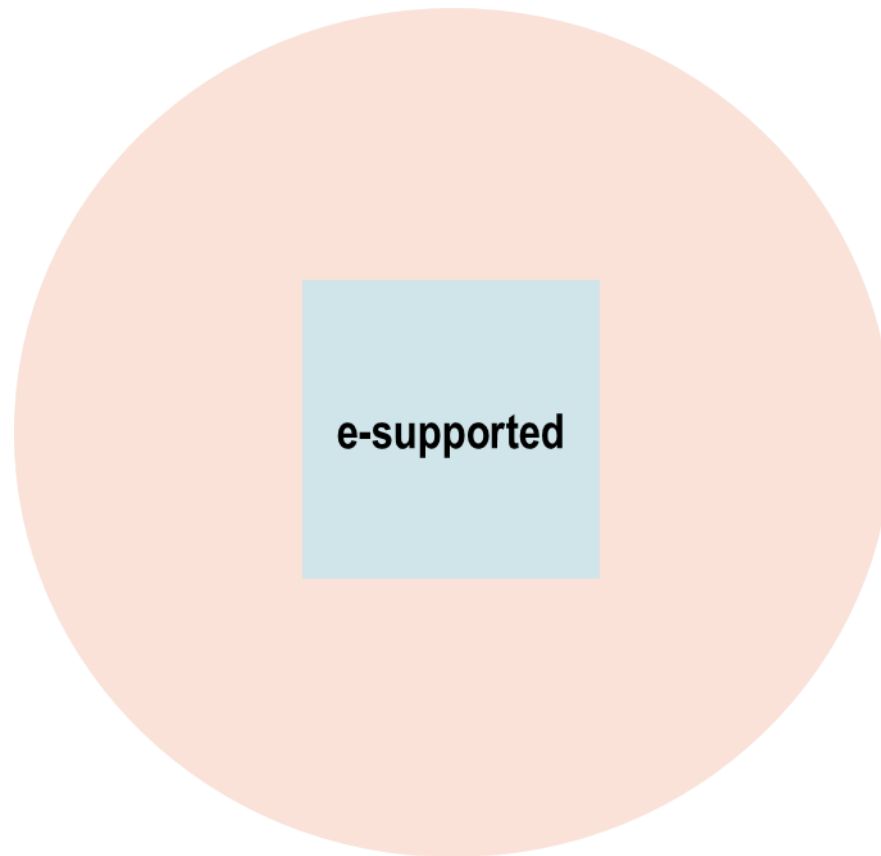


participatory

Participatory, citizen-oriented public sector

- Taken the importance of the public sector for addressing global challenges as well as for societal cohesion, concerned parties' participation should be enhanced.
- Thereby, we have to be aware of the fact, that the «haves» are always better organised than the «not-haves».
- Decision making may become slower. Yet, decisions based on participation tend to be more sustainable.
- Besides, public administrations are the gateway to the public and therefore, shall serve in a citizen-oriented spirit.

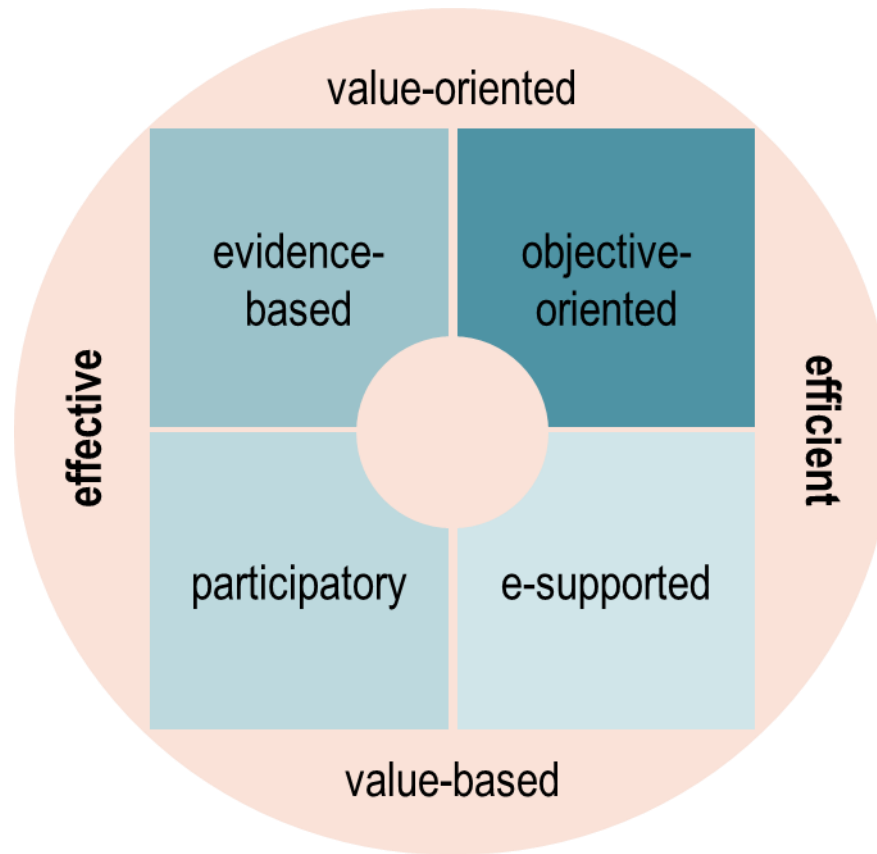
e-supported



e-supported public sector

- ICT have an enormous impact on private business models:
 - Products and services are merging.
 - ERP-software changes the style of management, since the whole process becomes visible.
- However, the public sector is lacking behind in terms of:
 - e-government projects addressing the interface of citizens and public politics as well as public administrations
 - open access to information and collective intelligence
 - ERP-supported management of public administrations
- We need innovative business models for the public sector!

Effectivity and efficiency are the goal!



Lessons learnt regarding HR Development

- In order to cope with the challenges civil servants should
 - comply with legal prerogatives, budgetary constraints and administrative neutrality
 - deliver public services effectively and efficiently
 - be open-minded, flexible and able to adapt to changing needs and circumstances
 - be able to position their task in a broader context
 - work in multiple networks facing various logics
 - show leadership and take over responsibility
 - lead their co-workers value based and objective oriented

Conclusions

- The public sector will be key in coping with local, regional and global challenges in a sustainable way.
- Thinking in multi-dimensional options will be essential in addressing the growing complexity of challenges and the increasing velocity of changes.
- The strength of the public sector strongly depends on the quality and commitment of its civil servants! They deserve high quality (continuous) training in order to be fit for the ever changing future!

Civil servants.



... all over the world!