



Annex of the report on *Competencies necessary for eGovernment*  
at the request of EUPAN WL experts

## Inventory of examples submitted in the questionnaire on **Competencies necessary for e-government**

At the request of EUPAN experts at the EUPAN Working Level meeting in Focsani, Romania, on 8-9 April 2019, this inventory of examples provided for the questionnaire on *Competencies necessary for e-government* was created as an Annex to the report entitled *Competencies necessary for eGovernment*.

The inventory contains answers for questions 1 (regarding a strategy for digital / e-government services and a governmental institution for digitalization or e-government services) and 5 (regarding a brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services in the public administration).

The information in this inventory is as provided. This inventory is transmitted by email to EUPAN members.

The report on *Competencies necessary for eGovernment* is for publication on EUPAN website and email dissemination.

### **BELGIUM**

“Digital Belgium” is the action plan, which outlines the digital long-term vision for our country and translates this into clear ambitions. On the basis of five clear, specific priorities we would like to put Belgium more firmly on the digital map. Is possible to check the strategy with more details in this link: <http://digitalbelgium.be/en/>

Digital Transformation is part of the new public service BOSA. It took over the assignments of Fedict and works for the Federal Government. It is responsible for e-government. As such, Digital Transformation helps the federal public services (FPS) to

improve their communication and services to the general public, businesses and civil servants, using information and communication technology. Digital Transformation works with the FPS, continuously developing new electronic services available via the federal portal [www.belgium.be](http://www.belgium.be). Fedict has also helped to produce the electronic identity card (eID) and the Tax-on-web system. Finally, Digital Transformation is helping to make Belgium an important centre of IT knowledge. The department supports Belgian companies in exporting their know-how and experience in Belgian e-government projects abroad. <https://dt.bosa.be/en>

links to webpages (if available) regarding competencies required for employees working in e-government services

[https://dt.bosa.be/en/over\\_fedict/jobs](https://dt.bosa.be/en/over_fedict/jobs) - All must have at least “PRINCE2” certification.

<https://egovselect.be/fr>

<https://www.linkedin.com/company/digitaltransformation/jobs/>

## CH SWITZERLAND

Strategic plan 2017 - 2019 : <https://www.egovernment.ch/en/dokumentation/publikat/>

You will find here links to more information regarding e-government services in Switzerland:

<https://www.egovernment.ch/en/>

<https://www.kmu.admin.ch/kmu/en/home/publications/e-government.html>

<https://www.bakom.admin.ch/bakom/en/homepage/digital-switzerland-and-internet/strategie-digitale-schweiz.html>

links to webpages (if available) regarding competencies required for employees working in e-government services

[https://intranet.infopers.admin.ch/dam/infopers/de/dokumente/personalentwicklung/kompetenzmodell\\_grundanforderungen/430\\_kompetenzmodell\\_e.pdf.download.pdf/430\\_kompetenzmodell\\_e.pdf](https://intranet.infopers.admin.ch/dam/infopers/de/dokumente/personalentwicklung/kompetenzmodell_grundanforderungen/430_kompetenzmodell_e.pdf.download.pdf/430_kompetenzmodell_e.pdf)

[https://intranet.infopers.admin.ch/dam/infopers/de/dokumente/personalentwicklung/kompetenzmodell\\_grundanforderungen/430\\_kompetenzmodell\\_uebersicht\\_e.pdf.download.pdf/430\\_kompetenzmodell\\_uebersicht\\_e.pdf](https://intranet.infopers.admin.ch/dam/infopers/de/dokumente/personalentwicklung/kompetenzmodell_grundanforderungen/430_kompetenzmodell_uebersicht_e.pdf.download.pdf/430_kompetenzmodell_uebersicht_e.pdf)

[https://intranet.infopers.admin.ch/dam/infopers/de/dokumente/personalentwicklung/kompetenzmodell\\_grundanforderungen/430\\_grundanforderungen\\_e.pdf.download.pdf/430\\_grundanforderungen\\_e.pdf](https://intranet.infopers.admin.ch/dam/infopers/de/dokumente/personalentwicklung/kompetenzmodell_grundanforderungen/430_grundanforderungen_e.pdf.download.pdf/430_grundanforderungen_e.pdf)

[https://intranet.infopers.admin.ch/dam/infopers/de/dokumente/personalentwicklung/kompetenzmodell\\_grundanforderungen/43010\\_kompetenzen\\_4\\_0\\_version\\_1\\_0.xlsx.download.xlsx/43010\\_kompetenzen\\_4\\_0\\_version\\_1\\_0\\_d.xlsx](https://intranet.infopers.admin.ch/dam/infopers/de/dokumente/personalentwicklung/kompetenzmodell_grundanforderungen/43010_kompetenzen_4_0_version_1_0.xlsx.download.xlsx/43010_kompetenzen_4_0_version_1_0_d.xlsx)

## CEHIA / CZ

The government programme “Digital Czech Republic” (approved in 2018) includes strategy for raising capacities and competencies of civil servants and other public employees (mainly in territorial self-governing units). Implementation plans of the above-mentioned programme are currently in the process of formulation, taking into account also future needs in the area of digital skills of civil servants and other public employees, e.g. centres of shared competencies (public and private sector), suggestion and realization of new educational system in cooperation with universities to get more qualified graduates in the domain of ICT, or implementation of modern principles of process management and public service management.

The high level coordination of public services digitalization takes place at the Government Council of Information Society. The Ministry of the Interior is, for example, responsible for Public administration portal <https://portal.gov.cz/obcan/>, from where e-government services for citizens are accessible. It is also responsible for approving IT projects of other public administration authorities to comply with national architecture of eGovernment. Each government sector implements sectoral digitization policy in close coordination with other sectors, as well as regional and local administrations. Mobile application “[what to do, when...](#)” provides information on key government services for life situations of citizens.

More information on Czech eGovernment is available [here](#). The document will be updated in 2019.

**brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services in your public administration**

Required competencies are job-specific and depend on the specific tasks related to the specific position. We don't have yet any general strategy embracing competencies required for employees working in eGovernment services. Nevertheless, the government programme "Digital Czech Republic" and Strategy of digital literacy set in general a common goal - digital competencies of the public employees working with eGovernment will be deepened, using e-training and focusing on the development of specific, transferable and non-transferable digital competencies.

Czech Government has decided in 2016 that for the key posts in the civil service with the field of service called Information and Communication Technologies there would be a possibility to get up to double pay tariff for IT experts working at these service posts. The appointing authority should decide what service posts are the key ones (it could be only 5% of all service posts in the respective service authority). This measure should help to attract and retain people with key competencies for e-government services.

In general, the flexible working options (e.g. flexitime) are commonly spread in the public administration for all the employees and it is the public/service authority that sets its rules.

In general, public employees (civil servants and public employees of territorial self-governance units) shall increase their qualifications as required by the respective acts (Civil Service Act, Act on Officials of Territorial Self-governing Units) in their field of service.

A common training for eGovernment service is not set. In compliance with the Civil Service Act, civil servants who start to work in the field of eGovernment have to pass a specialized exam to prove that they have a sufficient overview of eGovernment legislation, infrastructure, processes and services.

Further training of civil servants is designed by their appointing authority - every service authority decides what type of further training a civil servant should pass, in response to his/her field of service (eGovernment is part of the field of service Information and Communication Technologies), his/her individual needs, his/her results of service performance appraisal and specific job tasks.

Within the framework of the eGovernment implementation, respective public employees (those working with eGovernment services) were trained in eGovernment competencies in a massive manner - there were organised two consecutive e-learning trainings with several runs from 2009 to 2015, with the financial support of European Social Fund. Every e-learning had several modules, focused on the specific eGovernment services,

e.g. services provided by the network of Czech POINT assisted public administration contact points where citizens can obtain certified extracts from a number of public administration registries, notify changes in their data or get authorised conversion of paper documents into digital format. These trainings grounded the basic training programs for public employees working in eGovernment services.

The eGovernment department of the Ministry of the Interior currently works on the project focused on the promotion of eGovernment services among citizens and the public officials themselves. The project runs till 2022 and it shall deliver new updated training modules to support the use of available digital tools and eGovernment services.

<https://www.mvcr.cz/clanek/vzdelavani-zamestnancu-verejne-spravy-a-propagace-aktivit-v-oblasti-egovernmentu.aspx>

## DENMARK

Digst.dk; modst.dk

<https://en.digst.dk/news/news-archive/2019/january/world-class-digital-services/>

<https://en.digst.dk/media/15367/a-solid-ict-foundation-strategy-for-ict-management-in-central-government.pdf>

## ESTONIA

Strategy:

[https://www.mkm.ee/sites/default/files/digital\\_agenda\\_2020\\_estonia\\_engf.pdf](https://www.mkm.ee/sites/default/files/digital_agenda_2020_estonia_engf.pdf) Please note that the Digital agenda 2020 was renewed in December 2018 to update strategic goals etc. however, the renewed English version is not yet available online.

Entity: Information Society Services Department at the Ministry of Economics, which is responsible for the development of public services, standardisation and establishment of a user-friendly service environment.

brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services

We do not set particular competency requirements for specialists and managers working with e-services. It depends largely on the nature of the job position as well as on the specific person. But we believe it is important to have a problem-solving mindset, the

ability to collaborate with other people as well as think of services from the viewpoint of the customer/ user.

## FINLAND

### Strategy

Our strategy for digitalisation is part of Government Action Plan 2018-2019 (Finland, a land of solutions), the section Digitalisation, Experimentation and Deregulation.

([http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/160985/29\\_18\\_Finland\\_a\\_land\\_of\\_Solutions\\_2018-2019\\_EN.pdf?sequence=1&isAllowed=y](http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/160985/29_18_Finland_a_land_of_Solutions_2018-2019_EN.pdf?sequence=1&isAllowed=y))

### The institutions

#### The Ministry of Finance / The Public Sector ICT Department:

- steers public sector information management, structural development, and joint services and service provision
- steers the general criteria for information security, prepares information and administrative policies and develops digital administration
- provides preconditions for the digitalisation of the public sector and sets a strong example. This is done by digitalising public sector services, promoting interoperability across administration and enabling the security of authorities' activities.
- each ministry steers the development of information management and related projects in its own administrative branch (= altogether over 100 government agencies).
- <https://vm.fi/en/public-sector-ict>

#### Population Register Centre:

- promotes the digitalisation of society and electronic services in Finland, will have an expanding role
- <https://vrk.fi/en/population-register-centre>

#### Government ICT Centre (Valtori):

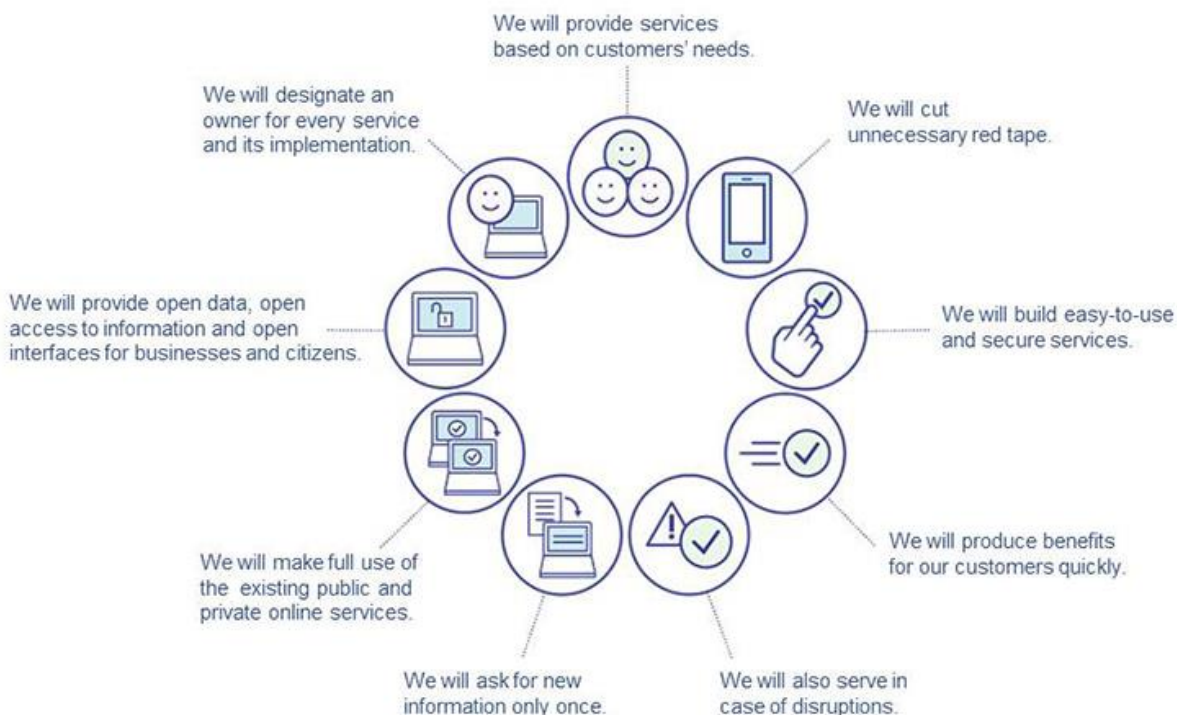
- provides sector-independent ICT services for the central government as well as information and data communications technology services and integration services that meet the requirements of high preparedness and security
- services are a combination of our own service production and commercial services provided by trusted partners -> this integrator-role is important in digitalisation work of government agencies

<https://valtori.fi/en/information-on-valtori>

we have identified a set of core values for state administration --> they all apply to different activities within our state administration (please see the pictures) and include in practise the list of values named in this survey

In addition to the shared state administration value-base, the following nine principles are the commonly agreed rules for digitalisation in all public administration. They lend support to the leap in productivity, user-orientation and the primarily digital role of public services.

(also: <https://vm.fi/documents/10623/1464506/Principles+of+digitalisation/46654223-408d-4d2e-862a-4bee7ec43887/Principles+of+digitalisation.pdf>)



Handbook for Digitalisation (only in Finnish): <https://suomidigi.fi/pelikirja/>

Survey on skills required by digitalisation in the Finnish government was conducted in 2016. Based on the survey findings a concept was developed to help the agencies and support the shared development.

Competence required by digitalisation - The way the Finnish government looks at it:

<https://www.innokyla.fi/documents/3575377/8c10fdf2-4be1-4c89-9dcd-5c18cb48e303>

(Updating will take place at some point in 2019.)

## FRANCE

The French approach was not to define general key competencies for the e-government services, but first of all to identify main jobs requiring digital, information and communication systems competencies for the State. 20 trades have been identified in the interministerial directory of state trades (2017), and for each, required knowledge, know-how competencies and know-how-to-be competencies.

In a broader reflection on the digital, information and communication systems professions, 44 trades were identified, including 15 in tension (strategic, rare or critical competencies).

These trades/competencies which are particularly sought are those in the architecture and planning of the Information system, computer security (responsible, auditor, security analyst of IS), data processing (data scientist), project management IS ...

Link to the Interministerial directory of state trades (Répertoire interministériel des métiers de l'Etat), chapitre Numérique et systèmes d'information et de communication (pages 585 - 625) : [https://www.fonction-publique.gouv.fr/files/files/biep/Rime/RIME\\_edition\\_web\\_2017.pdf](https://www.fonction-publique.gouv.fr/files/files/biep/Rime/RIME_edition_web_2017.pdf)

Here are the 20 trades with the related competencies required.

The competences identified for the job "Head of Digital and Information and Communication Systems" in the interministerial directory of state trades

- Know-how: analyze a behavior - a context - a problem; deciding, leading a project/an approach; leading the change; cooperating
- Know-how-to-be: Leadership; sense of organization ; diplomacy; listening
- Knowledge: process and environment; budget and accounting management; ICS architecture; computer security standards; governance and steering method; English.

The French Civil Service is developing a specific HR strategy plan for key competencies of Digital, Information and communication systems: this includes 32 actions for 2019-2022. To summarize :

- develop the Employer Branding, equipping the "sourcing" of the best profiles;
- expand recruitment pools (apprenticeships, partnerships with engineering schools, etc.);



- set up specific training courses for the digital professions (master plan);
- support the “career paths” via specialized career mobility advisers and develop “trainees” as digital experts;
- speed up the mobility process;
- encourage the hiring of high-level digital expert contract workers (comparable remuneration to the private sector, career support, first-time recruitment on permanent contracts, etc.)/

## GERMANY

The process of digitization is carried out by different agencies within the federal system.

## GREECE

<http://www.mindigital.gr/index.php/%CE%BA%CE%B5%CE%AF%CE%BC%CE%B5%CE%BD%CE%B1-%CF%83%CF%84%CF%81%CE%B1%CF%84%CE%B7%CE%B3%CE%B9%CE%BA%CE%AE%CF%82/220-digital-strategy-2016-2021>

brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services

<http://apografi.gov.gr/perigrammata/14-perigrammata.html> (job descriptions)

[http://www.et.gr/idoes-nph/search/pdfViewerForm.html?args=5C7QrtC22wFalhF2BrTT7HdtvSoClrL8BWSxBgEw3dF5MXD0LzQTLWPU9yLzB8V68knBzLCmTXKaO6fpVZ6Lx3UnKl3nP8NxdnJ5r9cmWyJWelDvWS\\_18kAEhATUkJb0x1LIdQ163nV9K--td6SluePOvDbQz9TtZnnpqmsYEAAGCoOOEL8JeWhEND\\_1IG9e](http://www.et.gr/idoes-nph/search/pdfViewerForm.html?args=5C7QrtC22wFalhF2BrTT7HdtvSoClrL8BWSxBgEw3dF5MXD0LzQTLWPU9yLzB8V68knBzLCmTXKaO6fpVZ6Lx3UnKl3nP8NxdnJ5r9cmWyJWelDvWS_18kAEhATUkJb0x1LIdQ163nV9K--td6SluePOvDbQz9TtZnnpqmsYEAAGCoOOEL8JeWhEND_1IG9e) (Presidential decree on required competencies for the public sector - ΠΔ 50/2001 Προσοντολόγιο)

## HUNGARY

National Infocommunication Strategy 2014-2020:

[https://www.kormany.hu/download/5/ff/70000/NIS\\_EN\\_clear.pdf](https://www.kormany.hu/download/5/ff/70000/NIS_EN_clear.pdf)

E-government is the competence of the Ministry of Interior of Hungary, the Deputy State Secretariat of Informatics.

**brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services**

The management structure of e-government services in Hungary is multi-layered:

- The Ministry of Interior is responsible for legislation, policy-making and monitoring of implementation;
- The 100% State-owned company, NISZ National Infocommunication Service Provider Zrt. is mainly responsible for providing infrastructural background and common building blocks for e-government services;
- The 100% State-owned company, IdomSoft Zrt. is responsible for development.

In light of the above, different skills and competences are required in the various field regarding e-government.

## IRELAND

The Office of the Government Chief Information Officer (OGCIO) within the Department of Public Expenditure and Reform is responsible for Public Service ICT policy and strategy, alignment with policy and strategy, as well as the provision of shared ICT services to other public bodies. It should be noted that each public body retains responsibility for the carrying out of its own ICT affairs.

Public Service ICT Strategy: <https://ictstrategy.per.gov.ie/index.html>

eGovernment 2017 - 2020: <https://egovstrategy.gov.ie/>

Our Public Service 2020: <https://ops2020.gov.ie/>

**brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services**

All recruitment, whether ICT or not, is assessed against a general Competency Framework -  
[https://www.publicjobs.ie/documents/PAS\\_CS\\_Competency\\_Models\\_2017.pdf](https://www.publicjobs.ie/documents/PAS_CS_Competency_Models_2017.pdf).

In addition, the Civil Service ICT HR Professionalization Strategy [<https://ictstrategy.per.gov.ie/ictstrategy/files/Civil%20Service%20ICT%20Professionalisation%20Strategy%20-%20January%202018.pdf>] sets out the first steps of a programme of strategic change for the management of our ICT resource. It includes a commitment to help establish a recognised

Framework approach for the development of all ICT staff across the Civil Service.

## ITALY

Within the European Digital Agenda Framework, Italy has developed its own national strategy, identifying priorities and methods of intervention, as well as actions to be carried out and measured based on specific indicators, in line with the scoreboards of European Digital Agenda.

The Italian Digital Agenda was drawn up in collaboration with the Conference of Regions and Autonomous Provinces.

As part of the Italian Digital Agenda, the Italian Strategy focused on ultra-broadband and the **2014-2020 Digital Growth Strategy** were set up to pursue the objectives of the Digital Agenda.

The Digital Growth Strategy aims to coordinate interventions and resources for digital innovation

Focusing on digital skills of citizens and digital development of businesses, also through the progressive transition of public services towards digital.

The Agenzia per l'Italia Digitale - Agency for Digital Italy (AgID) is the technical agency of the Presidency of the Council of Ministers. The main purpose of the Agency is to guarantee the achievement of the Italian digital agenda objectives and contribute to the diffusion of information and communication technologies, with the aim of fostering innovation and economic growth.

AgID supports digital innovation and promotes the dissemination of digital skills, also in collaboration with international, national and local institutions and bodies. The Strategy is implemented according to co-planning approach, also enhancing the best practices on the territory in order to define national and standard plans.

Italy has a clear strategy set out by the three-year plan 2019-2021, approved by the Presidency of the Council of Ministers. AgID has the task of coordinating public administrations in the implementation of the Three-Year Plan for information technology in Public Administration.

<http://www.funzionepubblica.gov.it/digitalizzazione/agenda-digitale>

brief description and/or links to webpages (if available) regarding competencies required for employees working in e-government services

<https://www.agid.gov.it/it/agenzia/stampa-e-comunicazione/notizie/2018/10/15/online-linee-guida-competenze-digitali-professionali-leadership>

<http://www.funzionepubblica.gov.it/articolo/dipartimento/24-10-2018/competenze-digitali-la-pa-al-la-consultazione-del-syllabus>

## LATVIA

Strategy for digital / e-government services:

The main digital policy planning document that serves as the National Digital Government Strategy (NDGS) for Latvia are the medium term development planning document "Information Society Development Guidelines 2014-2020". Please, kindly find the NDGS document in English by click to the link for "Information Society Development Guidelines 2014-2020"

[http://www.varam.gov.lv/eng/darbibas\\_veidi/e\\_gov/?doc=13317](http://www.varam.gov.lv/eng/darbibas_veidi/e_gov/?doc=13317)

Governmental institution for digitalization or e-government services:

The Ministry of Environmental Protection and Regional Development

brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services

<https://nevis.mk.gov.lv/Uploads/CompetenceDictionary.6310fce38bd842a3b5a769030b30042a.pdf>

<https://likumi.lv/doc.php?id=250211#piel4>

## **MALTA**

A Parliamentary Secretary responsible for the Digital Economy and Innovation.

[www.opm.gov.mt](http://www.opm.gov.mt)

Operating in a rapidly changing environment, the Malta Information Technology Agency (MITA) is committed to supporting Government in implementing innovative technologies to better serve citizens and businesses. This empowers the Public Administration to contribute to the strengthening of the digital economy. MITA's role is to assist Government continuously in the digitalisation of Public Services. It promotes technology-driven change in Government, ensuring employees develop and hone the right skills, for the country to enjoy significant social and economic payoffs. [www.mita.gov.mt](http://www.mita.gov.mt)

The Permanent Secretary, Office of the Prime Minister (Strategy & Implementation) that is responsible for corporate information management projects. [www.opm.gov.mt](http://www.opm.gov.mt)

brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services

For its Technical roles MITA has adopted a competence framework that is based on Skills Framework for the Information Age V6. For its managerial roles, MITA has adopted management competences that were determined through a formal exercise involving Senior Management, Line Managers, and Agency Objectives.

In Malta, each ministry has an Information Management Unit (IMU) led by a Chief Information Officer (CIO). There is also a dedicated ICT Class for career progression and development. The prospectus by the Institute for Public Services (IPS) has a toolkit designed for the development of ICT Class Officers, and moreover a CIO Forum is established to ensure a co-ordinated approach to eGovernment and for the sharing of knowledge and experience between ministries. This is led by the Office of the Prime Minister (OPM).

## **NETHERLANDS**

Strategy: NL DIGIBETER, digital government agenda

[www.nldigitalgovernment.nl](http://www.nldigitalgovernment.nl)

[www.nldigitalgovernment.nl/wp-content/uploads/sites/11/2019/02/digital-government-agenda.pdf](http://www.nldigitalgovernment.nl/wp-content/uploads/sites/11/2019/02/digital-government-agenda.pdf)

[www.nldigitalgovernment.nl/digital-government-agenda](http://www.nldigitalgovernment.nl/digital-government-agenda)

Governmental institution: LOGIUS

[www.logius.nl/english](http://www.logius.nl/english)

The European e-Competence Framework <http://www.ecompetences.eu/> has been adopted by the Dutch Government. We use the e-CF as an important tool for recruitment, career development and education and have this framework incorporated in the “Kwaliteitenprofielen” a set of 61 specific descriptions for e-professionals.

## NORWAY

Digital agenda for Norway in brief:

[https://www.regjeringen.no/contentassets/07b212c03fee4d0a94234b101c5b8ef0/en-gb/pdfs/digital\\_agenda\\_for\\_norway\\_in\\_brief.pdf](https://www.regjeringen.no/contentassets/07b212c03fee4d0a94234b101c5b8ef0/en-gb/pdfs/digital_agenda_for_norway_in_brief.pdf)

**brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services**

**Our work on leadership development in public sector and what is required to become digital leaders:**

Leaders are trained to better be able to understand how ICT can change the way the services are provided, and to be able to lead and manage the development and implementation of new ICT systems and ICT-related processes. By increasing the leaders' general awareness about digitization, it will hopefully become a natural topic on the leaders' strategic agenda. The initiative aims to make the leaders understand that digitization cannot be left to the ICT-department, but is part of every leader's field of responsibility.

Important topic in the training:

- Why collaboration across hierarchies is so important in a digital perspective
- How they can collaborate in order to reach common goals through digitization
- The links between general strategies on sector or enterprise level and digitization

## POLAND

Ministry of Digital Affairs has developed the “Strategic Action Priorities of the Minister of Digital Affairs in Computerization of Public Services” focuses on digital transformation of the state. The five main principles of the digital state are: 1. Consistent and simple services for citizens 2. Secure access to network and public services 3. Development of modern telecommunications infrastructure 4. Easy access to public data 5. Constant e-skill development.

([http://archiwum.mc.gov.pl/files/directions\\_of\\_strategic\\_actions\\_of\\_the\\_minister\\_of\\_digital\\_affairs\\_in\\_the\\_field\\_of\\_computerization\\_of\\_public\\_services.pdf](http://archiwum.mc.gov.pl/files/directions_of_strategic_actions_of_the_minister_of_digital_affairs_in_the_field_of_computerization_of_public_services.pdf))

brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services

no common list of competencies required for employees working in e-government services.

## PORTUGAL

- ICT Strategy - The [ICT2020 Strategy](#), approved by the Resolution of the Council of Ministers n° 108/2017 of March 2, is a common strategy that will guide the digital transformation of the Portuguese Public Administration until the year 2020.

The Council for Information and Communication Technologies in Public Administration (CTIC) is the coordination structure responsible for developing and operationalising this strategy, which comprises three main axes: (i) promotion of integration and interoperability; (ii) innovation and competitiveness; and (iii) resource sharing and investment in digital competences. These three axes foresee a total of 12 measures and 37 actions, which include activities to implement in a cross-sectoral and distributed way by the different government areas. The respective budgets and expected benefits are presented for all actions, whether in terms of savings for the Public Administration or economic and social benefits.

- Governmental institution for Digital Government - The [Administrative Modernization Agency \(AMA\)](#) is the public body that follows the Presidency of the Council of Ministers responsibilities in the areas of administrative modernization and simplification and digital transformation, under the superintendence and tutelage of the Secretary of State Assistant and of Administrative Modernisation.

AMA was established in 2007 and its activity is divided in three major pillars: Digital Transformation, Public Services Delivery (both physical and digital) and Simplification, and Public Participation. The Agency is also responsible for the national modernisation financing programme focused on the efficiency and effectiveness of the public administration.

AMA exercises a cross-sectorial management role in the Portuguese e-Government policy domain, leading areas such as ICT strategy and governance, electronic identification (eID), interoperability, open data, and other building blocks of the digital government in Portugal.

brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services in your public administration.

Competency Category	Specific Competences
Government Competencies	Administrative Law Policy Process
Change Competences	Strategy and Planning Change Management Project Management Risk Management
Design Competences	Organizational Design Process Design Information Systems (IS) Design
IT Competences	IT Skills User Service ICT Vision Abilities IS Privacy and Security
Social Competences	Cooperation Leadership Communication and Coordination
Personal Competencies	Self-Management Creativity

## ROMANIA

The National Strategy for Digital Agenda for Romania / Strategia Nationala Agenda Digitala pentru Romania (HG nr. 432/2015) <https://www.comunicatii.gov.ro/legislatie/>

The Agency for Digital Agenda for Romania / Agentia pentru Agenda Digitala a Romaniei <http://www.aadr.ro/>

brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services



<http://posturi.gov.ro/>

## **SLOVAKIA**

Office of the Deputy Prime Minister of the Slovak Republic for Investments and Informatization

<https://www.vicepremier.gov.sk/en/index.html>

National Agency for Network and Electronic Services

<https://www.nases.gov.sk/en/national-agency-for-network-and-electronic-services/index.html>

Document - The National Concept of eGovernment

Here we can see all the vacancies published in public administration:

<https://open.slovensko.sk/VK/SelectionProcedureList> or

<https://www.uvostat.sk/vyberovekonania>

## **SLOVENIA**

The Ministry of Public Administration of the Republic of Slovenia is responsible digitalisation and e-government services.

In the Public Administration Development Strategy 2015 - 2020 is also a chapter on IT support, enhancement the use of e-services, digitalisation and interoperability. The goal of which is to greatly improve the flexibility, connectivity and transparency in public administration.

Another relevant document is also the Development Strategy for the Information Society until 2020.

brief description and / or links to webpages (if available) regarding competencies required for employees working in e-government services

Employees working in e-government services work at posts of officials. In addition to the general conditions governed by labour law regulations, the following shall be set as conditions for the posts of officials: the title, the field of education, functional and special knowledge and skills (professional qualifications = expert knowledge and

personal skills required for the performance of work), and also other conditions provided by an Act (Article 79 of the Public Employees Act).

Regarding human resource management we are currently in the process of establishing Competency model for the Slovenian public administration. Competency model includes different competencies for (currently) fourteen different areas of work. One of the areas involves [competences for](#) the posts working in the area of [informatics](#).

In the framework of the training programs for civil servants, we have designed a new program for the development of digital literacy. It consists of basic horizontal training which could include various vertical and in-depth trainings for more specific content. The competence model contains 21 competences, following the European Digital Competences, that are classified in five areas: information literacy, communication and cooperation, digital content creation, security and problem solving. During the training, the theoretical starting points are upgraded with an individual participation in practical workshops, focusing on applied knowledge and understanding of technology as a tool for more efficient work and problem solving. The pilot trainings will start in spring 2019.

## SPAIN

The Digital Transformation Plan for the General Administration and Public Agencies.  
[https://administracionelectronica.gob.es/pae\\_Home/dam/jcr:0d4cfaad-3df4-46a1-8b87-aa3dc602e90b/Plan\\_de\\_trans\\_Estrategia-TIC\\_ingles.pdf](https://administracionelectronica.gob.es/pae_Home/dam/jcr:0d4cfaad-3df4-46a1-8b87-aa3dc602e90b/Plan_de_trans_Estrategia-TIC_ingles.pdf)

The Digital Transformation Plan for the General Administration and Public Agencies, defines overall objectives, sets specific targets, identifies activities to achieve specific targets and identifies actors responsible for the implementation of activities

Spain is aligned with the eGovernment Action Plan 2016-2020 and as part of this Action Plan should observe the following underlying principles: digital by default, once-only principle Inclusiveness and accessibility, Openness & transparency, interoperability by default. These principles are reflected in the national Digital Transformation Plan for the General Administration and Public Agencies. Spain is also signatory of the Tallin Declaration on eGovernment, signed by 32 European countries.

The General Secretariat of Digital Administration, under the Ministry of Territorial Policy and Public Function is responsible to promote Digital Government Strategy and global e-service . <https://administracionelectronica.gob.es/>

This organization has a governance structure with the participation of all ministries and plays a key role in the work of those two cooperation and governance structures.

The strategy is coordinated through the Sectorial commission Electronic Administration (CSAE) where are participating central, regional and local public administration, also public universities.

Regarding competencies:

All public employees must pass a public examination process. The competencies, programme and proves included can be found in the following link:

<https://www.boe.es/boe/dias/2018/01/10/pdfs/BOE-A-2018-339.pdf>

<https://www.inap.es/cuerpo-superior-de-sistemas-y-tecnologias-de-la-informacion-de-la-administracion-del-estado>

## SWEDEN

The Swedish Government's strategy for the digitalisation of the entire nation (including the public sector), but also several other drives for digitalisation directed at specific issues or at the regional- and local governments.

As of September 2018, Sweden has an Agency for Digital Government that acts as a hub for digitalisation of the public sector, DIGG: <https://www.digg.se/about-us>

The Swedish public sector needs many employees with IT-competencies. Which specific competencies that are required varies, but the most sought after right now is software and system developers. Skills in E-security is also in high demand. There is also a growing need for IT technicians and other employees in IT operation, but not so much shortages for IT personnel in maintenance and support.

Managers and e-gov

*Most sought after for managers is the ability to understand what e-technologies can be used for to develop operations. Note that the Swedish public administration practices a position-based system, so the specific competencies depends on the position in question.*

The Agency for Government Employers (SAGE) manage a website Jobba statligt (“Work for the State”) <https://www.arbetsgivarverket.se/jobba-statligt/in-english/> to promote attractiveness and increase interest among applicants for work in the central government administration.

To try to ease the shortages for IT personnel and other professionals SAGE participate in fair exhibitions for students to promote inter alia IT work for the central government sector. Many agencies with interest in students trained in specific subjects also participate.

Together with the Swedish employment office, SAGE has had a well-frequented webinarium about working with IT for the central government administration. Examples on interesting and individually developing (as this is a very important factor for IT personnel) work in agencies has been used.

## **EUROPEAN COMMISSION**

[C\(2018\)7118 European Commission Digital Strategy: A digitally transformed, user-focused and data-driven Commission](#)

No current competency framework specifically targeted towards employees working in e-government services.