

*DRAFT*

**Competencies and skills  
for e-government  
development and implementation**

**OECD E-leaders Conference 2008  
Knut Rexed**

# My credentials

- ✓ **IBM1401 programmer in 1960s and computer user since**
- ✓ **Member of National Labour Market Board in 1980s**
- ✓ **Political team in Ministry of Finance in 1990s**
- ✓ **Promoting e-government in first half of 2000s**

# **The architectural evolution** *under these four decades*

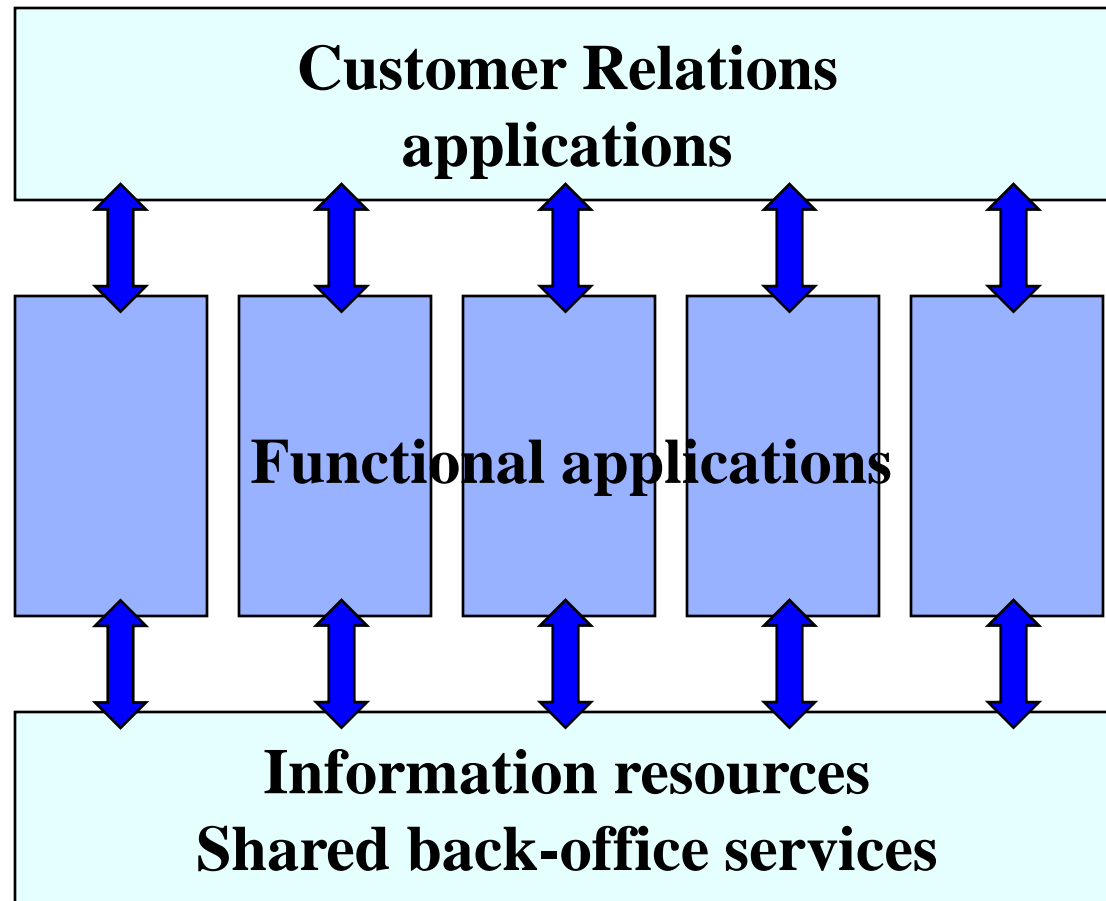
**From isolated applications ...**

**... to integrated silo-based  
programmes ...**

**... over futile dreams of integrated  
cross-governmental programmes ...**

**... to flexible and dynamic network  
structures**

# A modern architectural paradigm



# The architectural conclusions

**Applications can be designed independent of each other ...**

**... as long as the interactions between applications are standardised ...**

**... and as long as data sets are standardised**

# 1

**How do we choose to  
organise government?**

# The organisational paradigm 1

**Decomposition of the production processes ...**

**... followed by a decomposition of the production organisations**

**From hierarchies to networks**

**From command-and-control to negotiated agreements**

# The organisational paradigm 2

*The driving forces:*

**A more sophisticated service  
sector**

**Enhanced control of distributed  
networks**

**Specialisation creates scale  
advantages**

# The organisational paradigm 3

## *The outcome:*

**In-house sourcing no longer a self-evident choice**

**Specialised competence can be bought instead of hired**

**Applications as services instead of products**

**Need for enhanced competence in service procurement and contract management**

# 2

**Which skills and competences are required ?**

# The demand side 1

**Digitalised information and microelectronic applications are ubiquitous elements**

**“IT” is no longer a more useful competence designation than “electricity technology”**

**Competency focus shifts from technology to function, content and accessibility**

# The demand side 2

## *Focus on interoperability*

- ✓ **Technical**  
*can the components interact correctly?*
- ✓ **Semantic**  
*are data sets always named and defined in the same way?*
- ✓ **Organisational**  
*are organisations able to co-operate?*
- ✓ **Legal**  
*are organisations allowed to co-operate?*

# The demand side 2

## *Today's professional sub streams*

- ✓ **Designing applications**
- ✓ **Adapting and installing applications**
- ✓ **Managing applications and supporting users**
- ✓ **Information security**

# The demand side 3

## *Emerging strategic competences*

- ✓ **Optimising information organisation and management**
- ✓ **Re-structuring case handling processes**
- ✓ **Enhancing interactions with customers/clients/citizens**
- ✓ **Using Web-based applications**

3

**What does the supply  
side look like ?**

# The supply side 1

*There is only one labour market*

- ✓ **Specialist labour is mobile**
- ✓ **Specialists have a stronger bond with their profession than with the public sector**
- ✓ **Remuneration for specialists is essentially determined by market conditions**

# The supply side 2

## *Investments in competency*

- ✓ **Employer investments will be concentrated on proprietary skills and competences**
- ✓ **Investments in generic skills and competences will have to be financed by the state**
- ✓ **Individuals will favour investments that increase their mobility options**

# The supply side 3

## *Supplying new skills*

- ✓ **An unsatisfied demand is necessary for investments in increased supply**
- ✓ **Extensive e-activities among youth will facilitate the development of skills**
- ✓ **All secondary schools should use e-methods in their educations**
- ✓ **Universities should develop cross-faculty curricula and degrees**

# 4

**What will this imply  
for the public  
administrations?**

# Some HRM challenges 1

*for the public administrations*

**The general shift from a  
static rule-governed environment  
to a dynamic result-oriented  
administration**

# **Some HRM challenges 2** *for the public administrations*

**Public sector managers are seldom recruited on managerial skills.**

**Managerial skills and innovative capacity tend to be scarce skills**

# **Some HRM challenges 3** *for the public administrations*

**A qualified specialist has to work  
full time with qualified issues in  
his/her profession**

# Some HRM challenges 4

*for the public administrations*

**Pay for specialists are set by the market and not by the government or by trade union negotiators**

# My last words

*Public administrations will have an easier journey ...*

**... if they avoid unnecessary centralisation**

**... if they contract out functions**

**... if they recruit for positions**

**... if they invest in management**

*than if they don't*

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# Key questions 2A

- Should the role of the CIO be re-invented in the public sector and how?
- What frameworks are needed to work with the private sector to stimulate innovation?
- Should national economies be stimulated to generate e-government related skills and competencies more effectively?
- How can “soft skills” for e-government be generated and taught in the public sector?
- How can mobility of talented e-government specialists be enhanced?

