

EUPAN Working Level Meeting

1-2 October 2026

Day 1



ÉIRE2026.EU
IRELAND2026.EU

Scene-Setting Remarks

Marianne Cassidy, Assistant
Secretary General

*Public Service Transformation
Division, Department of Public
Expenditure, Infrastructure, Public
Service Reform and Digitalisation*

Whole-of-Government





An Foras Riaracháin
Institute of Public
Administration

EUPAN Survey of Members

Irish Presidency of the Council of the EU 2026



An Roinn Caiteachais Phoiblí Bonneagair
Athchóiriúcháin Seirbhíse Poiblí agus Digitíúcháin
Department of Public Expenditure Infrastructure
Public Service Reform and Digitalisation



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Survey Overview

The Institute of Public Administration (IPA) and the Government Department of Public Expenditure, Infrastructure, Public Service Reform & Digitalisation (DPER) surveyed EUPAN members in **June–Aug 2026**.

79%

Response rate from EUPAN members.

What the survey examined

Whole of Government Policy Development & Implementation (**WGPD**I).

Thematic focus

- Governance, Leadership & Authority
- Co-ordination Mechanisms and Culture
- Evidence, Data and Learning
- Resources and Implementation Capability
- Constraints and Challenges

Headline Results

100%

of respondents reported that their government engaged in WGPDI

27%

of governments have a formal or shared definition of WGPDI (approaches vary)

Shared strengths and challenges

- Members reported similar experiences despite different government structures and policy approaches.
- The approach to WGPDI is typically tailored to policy issues.
- Shared goals, coordinated design, and centre-led prioritisation are common, while integrated delivery and joint accountability were less frequently cited.

Governance & Leadership

1. Enablers of successful WGPDI

- Central leadership
- National strategies
- Political sponsorship

2. Primary implementation levers

- Central monitoring
- Legal and regulatory mandates
- Political oversight and sponsorship

100% of responding countries reported that implementation presents some form of challenge.

3. Accountability and structures

- Lack of shared accountability is a key challenge. Formal structures necessary but not sufficient for success
- Also need collaboration, political leadership.

4. Key trade-offs

- Accountability versus shared ownership
- Central control versus local autonomy
- Consistency versus flexibility

Co-ordination Mechanisms



Collaboration tends to occur effectively

21% note a culture of 'strong' collaboration with 66% noting 'moderate' collaboration

Effective between ministries **and** between ministries and public administration bodies



Data Sharing is crucial but remains a challenge

Data systems usually not integrated within and between ministries

Evidence for policy tends to be administrative data, treasury analysis and international benchmarking



Organisational Silos are a challenge

Organisational culture and budget silos are main barriers to WGPDI (along with data sharing)

Breaking down silos is a key success factor

Success Factors & Challenges

What helps

Collaboration across government and with a wide range of stakeholders. This is noted as critical for successful WGPDI.

Cross-government collaboration is the highest **capability**. Governments are developing emerging capabilities in data, digital and AI.

Capabilities are **supported** primarily through formal training (96%) and communities of practice (75%)

What holds delivery back

Learnings from WGPDI tend to be captured but in ad hoc ways

7%

Systematically

80%

Informally / occasionally

Key Preliminary Takeaways

The survey points to a movement from coordination towards collective capability



The challenge is to build the:

Leadership

Relationships

Evidence

Resources

Capabilities



There does not appear to be a single structural solution

Breakout Sessions

A: Governance & Leadership

Room: Plenary Room

Objective: Explore governance arrangements and leadership behaviours that support effective whole-of-government delivery

B: Co-ordination

Room: Erin Room

Objective: Identify approaches that strengthen collaboration and co-ordination across organisations

C: Success Factors

Room: Courtyard Room

Objective: Identify factors that contribute to the successful implementation or delivery of whole-of-government policy.

Breakout Sessions: 10:05 - 10:35

Summary of Discussions: 10:35 - 11:00

Breakout Discussion Groups

A. Governance and Leadership (Plenary Room)	B. Co-ordination (Erin Room)	C. Success Factors (Courtyard Room)
Ave Kala	Jānis Glazkovs	Trine Wold Møller
Ira Alanko	Peter Bastiaens	Bruno Snappe
Andra Voiciša	Marta Kuzawska	Katarzyna Dudzik
Tone Kristin Kastnes	Jana Novosakova	Eleni Valaka
Klairi Grigoriadi	Celia Fernandes	Lucía Carmona Buendía
Tatiana Tsvetkova	Andreas Hagström	Giorgos Polykarpou
Karin Berglind	Sandra Senichault De Izaguirre	István Kamrás
Marilette van As	Nadine Hoffmann	Cheryl Hill
Teresa de Martín Martinez	Dagne Padegime	Arnault Prêtet
Thomas Pappenscheller	Ledja Shuperka	Alexandra Bánovská
Trine Flygenring Christensen	Antoneta Hoxha	Jorge Kühni
Michael Elkjær Pedersen	Maria Geronymaki	Rozalija Karchicka Vasilevska
Tea Juratovec	Christiana Avraamidou	Luca Romanini
Thomas Muscat	Ivan Ćurić	Vaida Alisauskaite
Barnabás Sallai	Inga Sirutavice	Önne Kivnurm
Monika Markeviciute	Bojana Bajic	Sebastijan Svat



Break

11:00-11:30

Digital and Innovation at Scale





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Department of Public Expenditure Infrastructure
Public Service Reform and Digitalisation

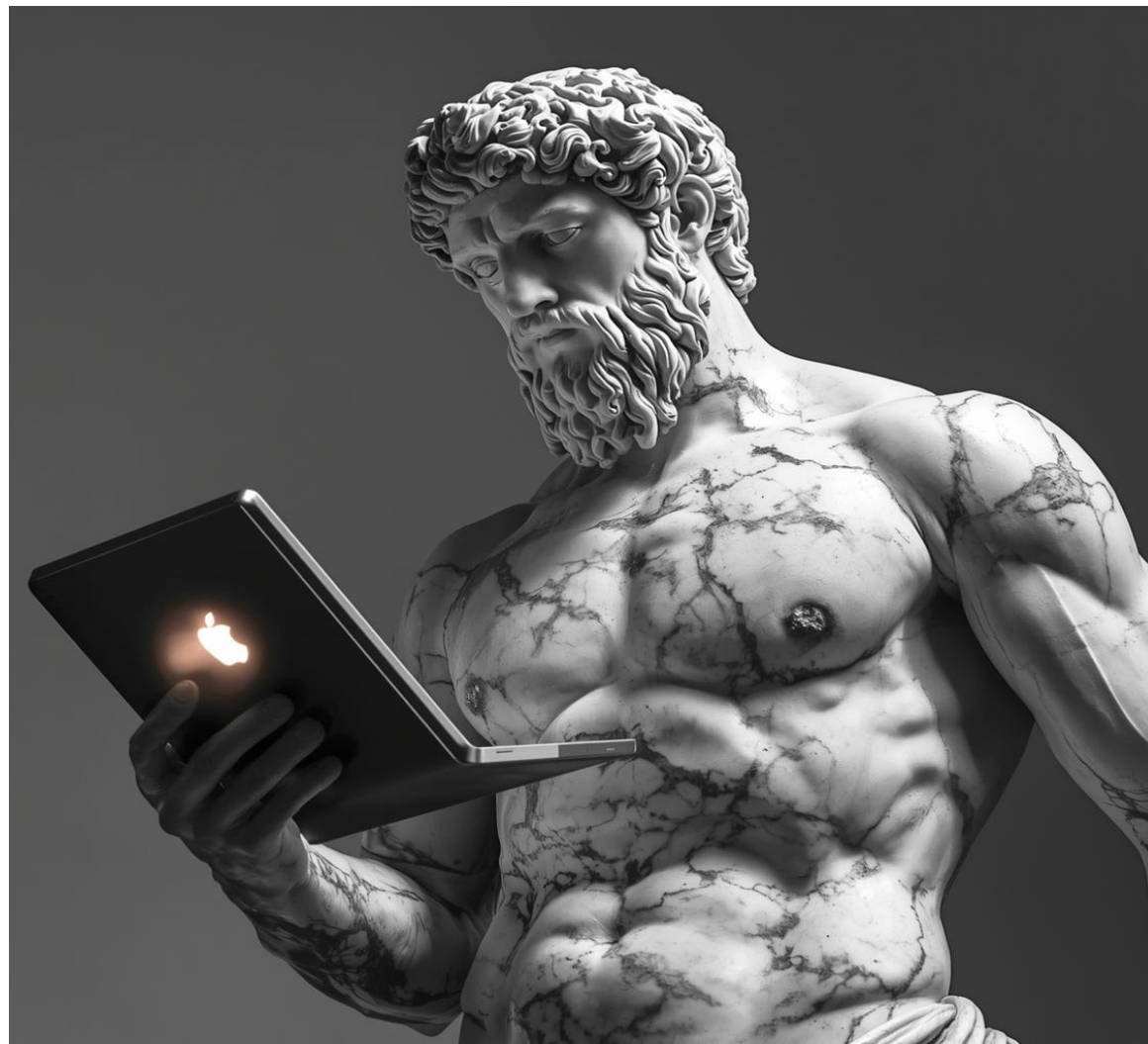
Government As A Platform

Strategic Opportunities and Challenges

Tony Shannon

Head of Digital Services

Office of Government Chief Information Officer





Public Services- Services to the Public



[illegible]

A Whole-of-Government Approach to Investing in Digital Technologies to Achieve the SDGs

Client communication – Create connections between clients or between individuals and a community. Examples include a short messaging service, internet chat, or a social media site.

Client education – Create an awareness of a topic.

Data analysis and business in values; create alerts around a

Data collection and reporting
of all kinds (often to replace p

Decision support – Apply general results with domain-specific knowledge

Financial services – Automat

Identification and registration

Knowledge management – C

Marketplace – Create a disco

Problem diagnosis – Build a

Procurement – Manage business

Remote monitoring – Autom

Supply chain management –

minimize wastage, and provide

Work planning and coordination
and team members within an

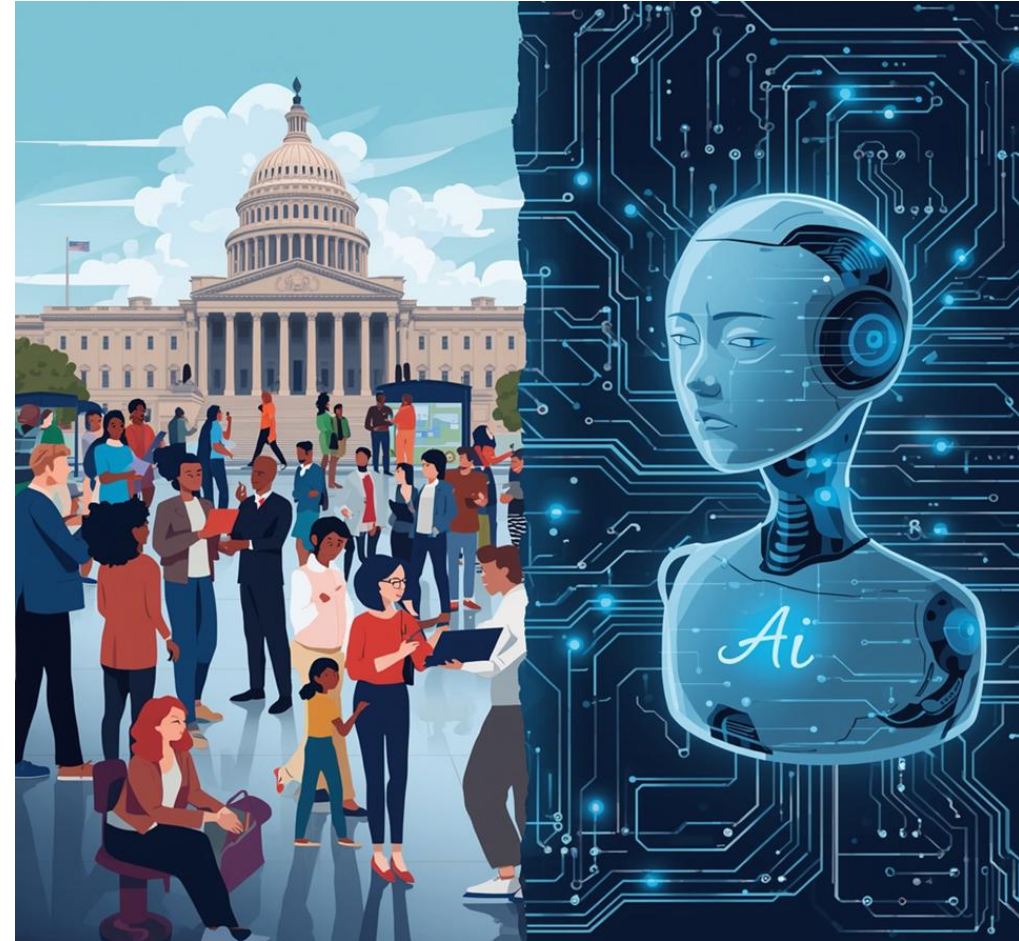
- Case Management
- Client Communication
- Data Collection & Reporting
- Data Analysis
- Decision Support
- Identify & Register
- Knowledge Management
- Marketplace
- Procurement
- Work Planning & Coordination

The Agentic State

Rethinking Government for the Era of Agentic AI

[Read our Vision Paper](#)

AGENTIC AI DEVELOPMENT STAGES





Towards 2030: Decade of Digital & Green



Rialtas na hÉireann
Government of Ireland



Rialtas na hÉireann
Government of Ireland

Better Public Services

A transformation strategy to deliver for the public and build trust



Prepared by the Department of Public
Expenditure, NDP Delivery and Reform
gov.ie

2023

An R



Digital and Innovation at Scale



The Public Service will work together to

- Tackle big societal issues and drive societal change
- Achieve a seamless user experience and inclusive service delivery
- Provide a dynamic and agile workplace

A Public Service that:

- Builds trust in public institutions
 - Focuses on outcomes
- Delivers climate action and sustainability

penditure NDP Delivery and Reform

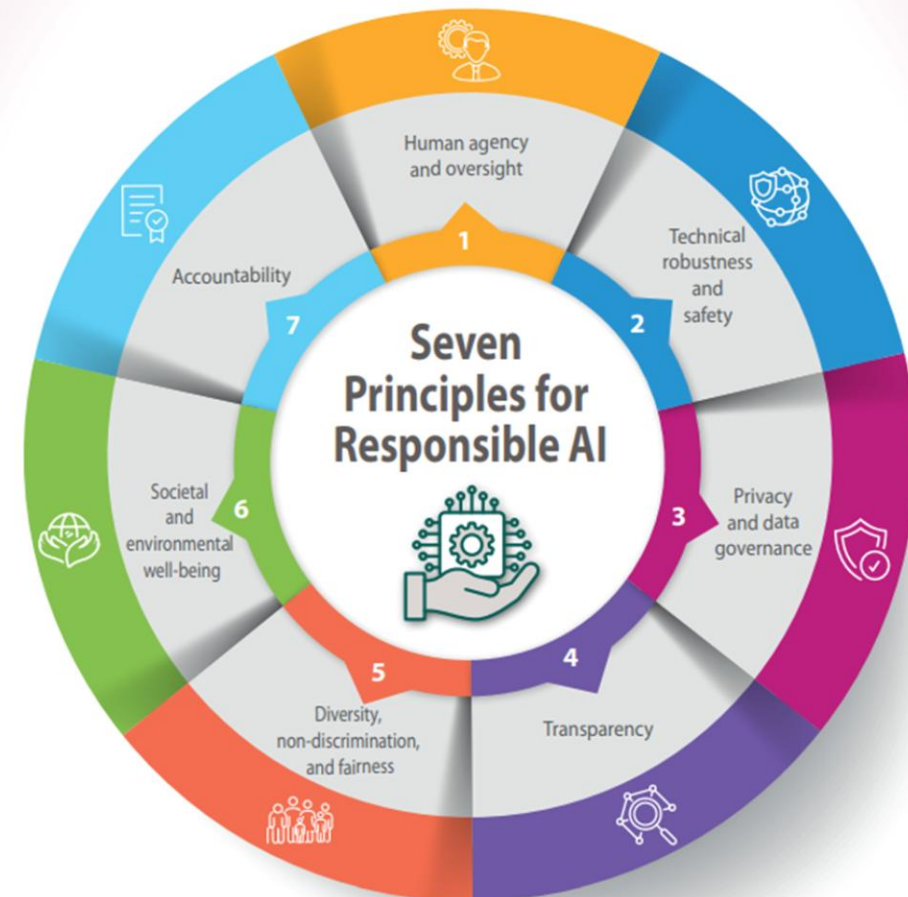


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Athchóiriúcháin Seirbhíse Poiblí agus Digitiúcháin
Department of Public Expenditure Infrastructure
Public Service Reform and Digitalisation

Guidelines for the Responsible Use of Artificial Intelligence in the Public Service



Department of Public Expenditure, Infrastructure,
Public Service Reform and Digitalisation



Life Events

Life events refer to significant experiences or changes in an individual's life that can have a profound impact on their circumstances and/or well-being. These events often necessitate interactions with multiple services or agencies



Renting, Buying,
Moving House



Having a baby &
early childhood



Owning &
Driving a Car



Setting up a
Business



Finding &
losing a job



Moving to
Ireland



Marriage/
Divorce



End
of life



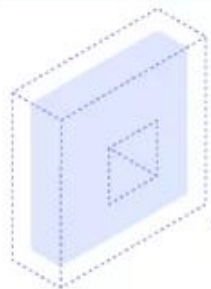
Digital Public Infrastructure

Solutions and systems that enable essential, society-wide functions and services

DPGS AND BUILDING BLOCKS CAN BE
IMPLEMENTED AS PART OF A COUNTRY'S DPI

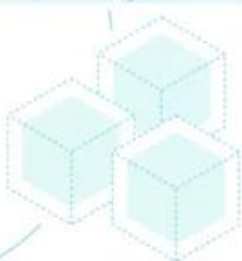
Digital Public Goods

Open license, SDG relevant



Building Blocks

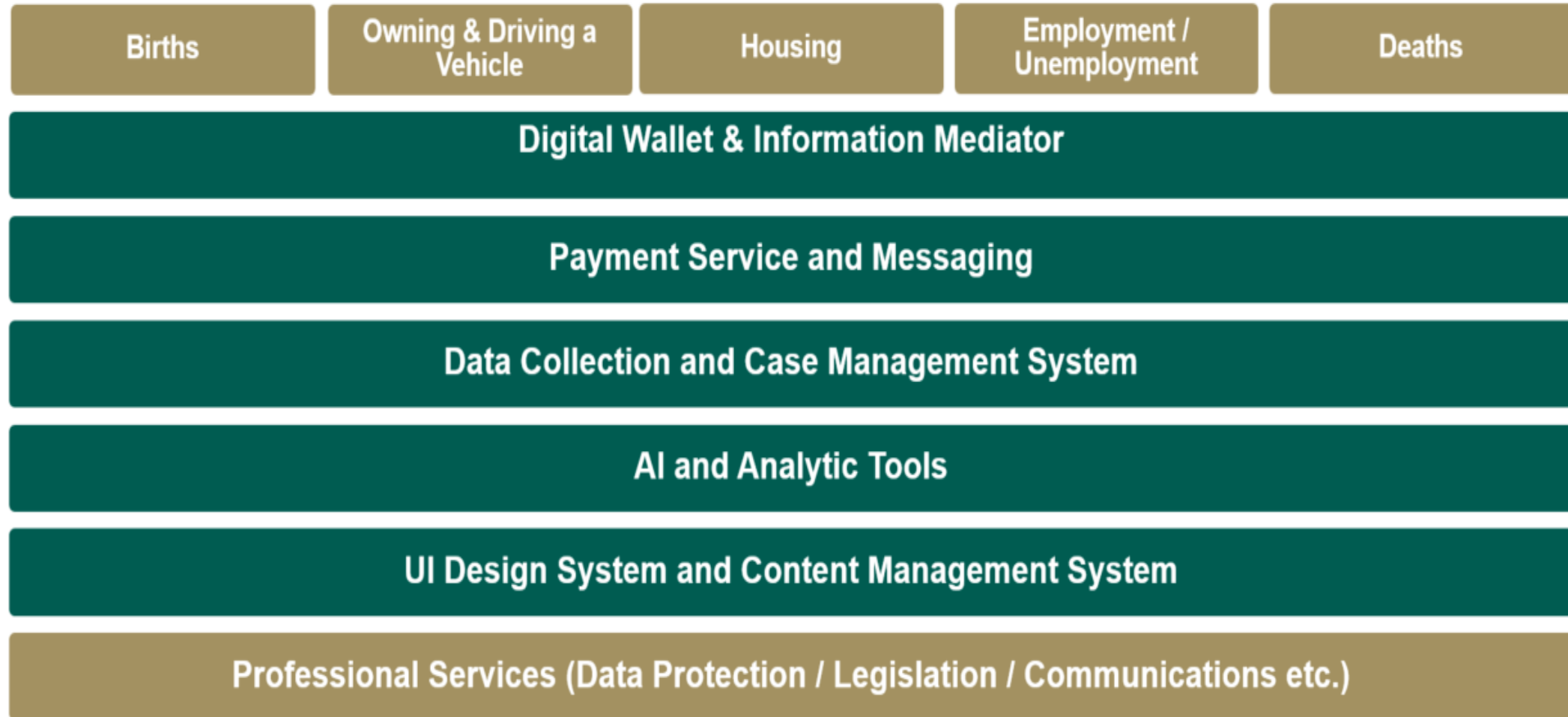
Interoperable, generic component



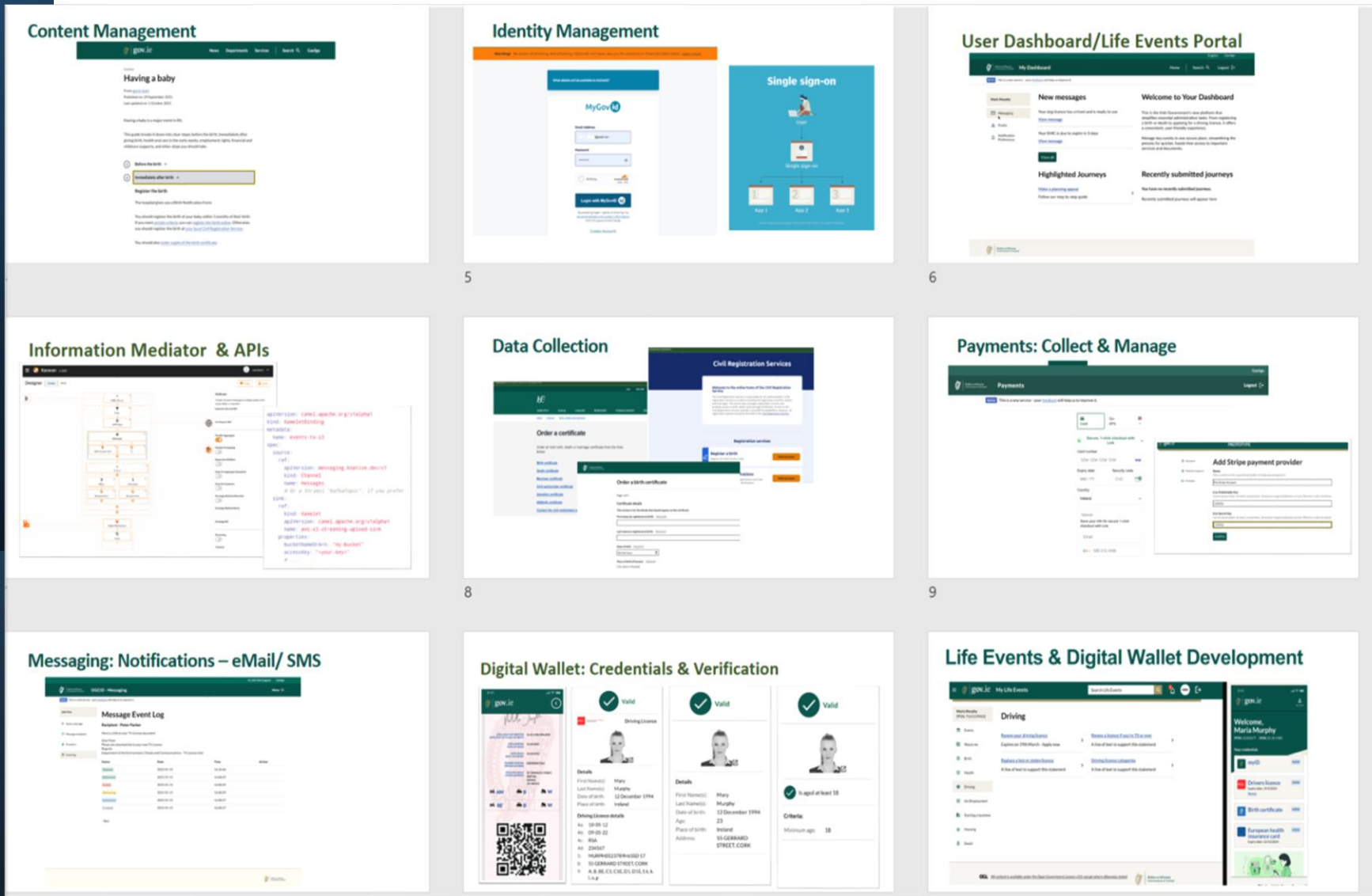
Interoperable open source solutions that are relevant to the SDGs and have generic components may be both Building Blocks and Digital Public Goods



Life Events: Building Blocks Approach



Government As A Platform Building Blocks



Life Events & Digital Wallet Development



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My Life Events

Search Life Events

5

MM

Maria Murphy

PPSN: TUV1599432

Events

About me

Birth

Health

Driving

Un/Employment

Starting a business

Housing

Death

Driving

[Renew your driving licence](#)

Expires on 19th March - Apply now

[Replace a lost or stolen licence](#)

A line of text to support this statement

[Renew a licence if you're 70 or over](#)

A line of text to support this statement

[Driving licence categories](#)

A line of text to support this statement

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Rialtas na hÉireann
Government of Ireland

9:41

gov.ie

Account

Welcome,
Maria Murphy

PPSN: 1234567T | DOB: 25-10-1980

Your credentials

myID

VIEW

Drivers licence

Expiry date: 19/3/2024

Renew

VIEW

Birth certificate

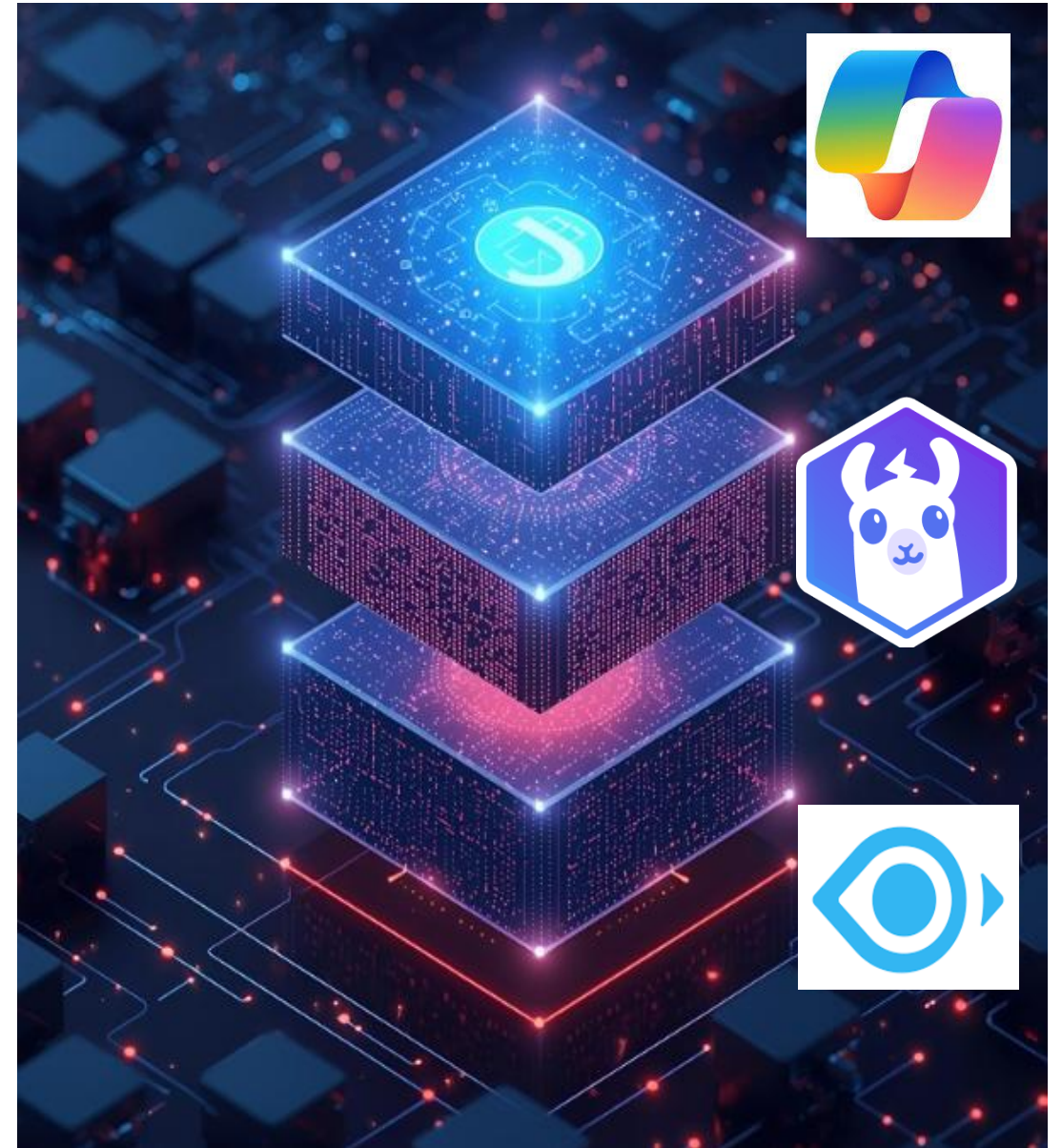
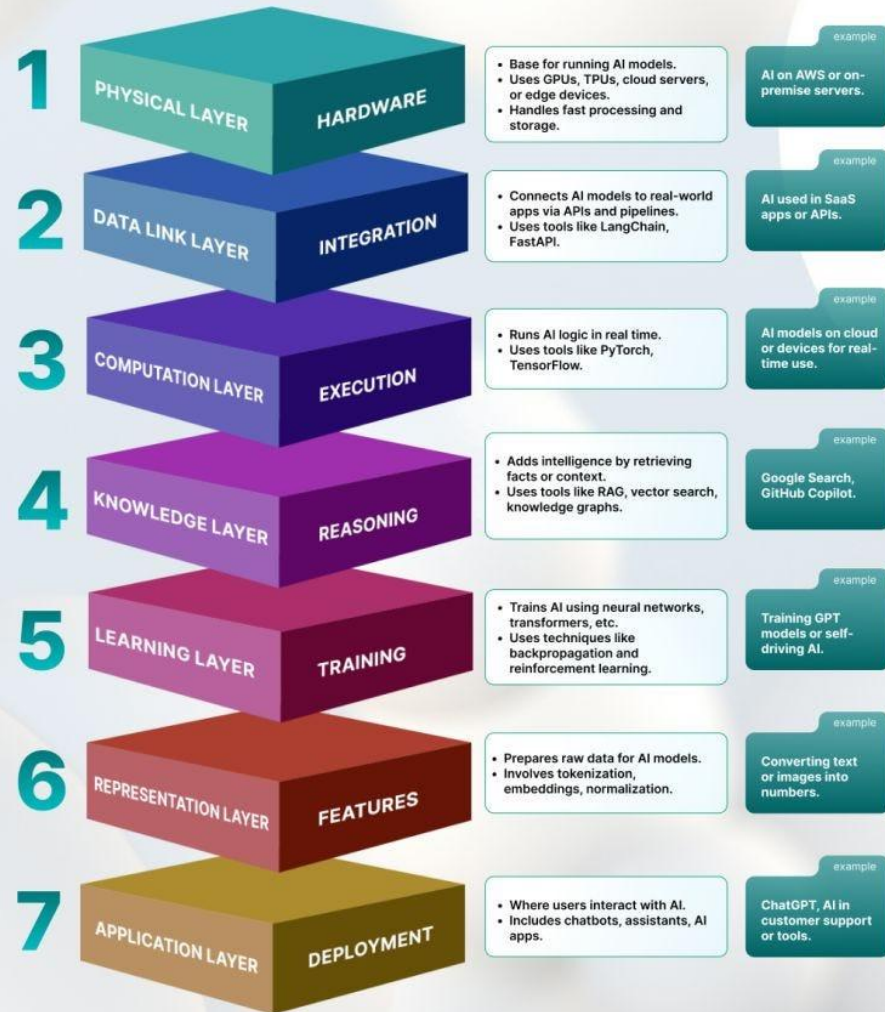
VIEW

European health insurance card

Expiry date: 12/12/2024

VIEW

AI Architecture In Seven Simple Layers





Life Events: Search & Chat

 gov.ie

News Departments Services | **Gaeilge**

Service

Apply for a grant from SUSI

From: [Department of Further and Higher Education, Research, Innovation and Science](#)

Published on: 25 May 2018

Last updated on: 17 April 2023

Facility that allows users apply for any of the maintenance grant schemes offered by the government to students in further and higher education.

The eligibility indicator on [susi.ie](#) can be used to check eligibility for the student grant.

Submit your online application to SUSI before the closing dates.

[Access service here](#)

 gov.ie

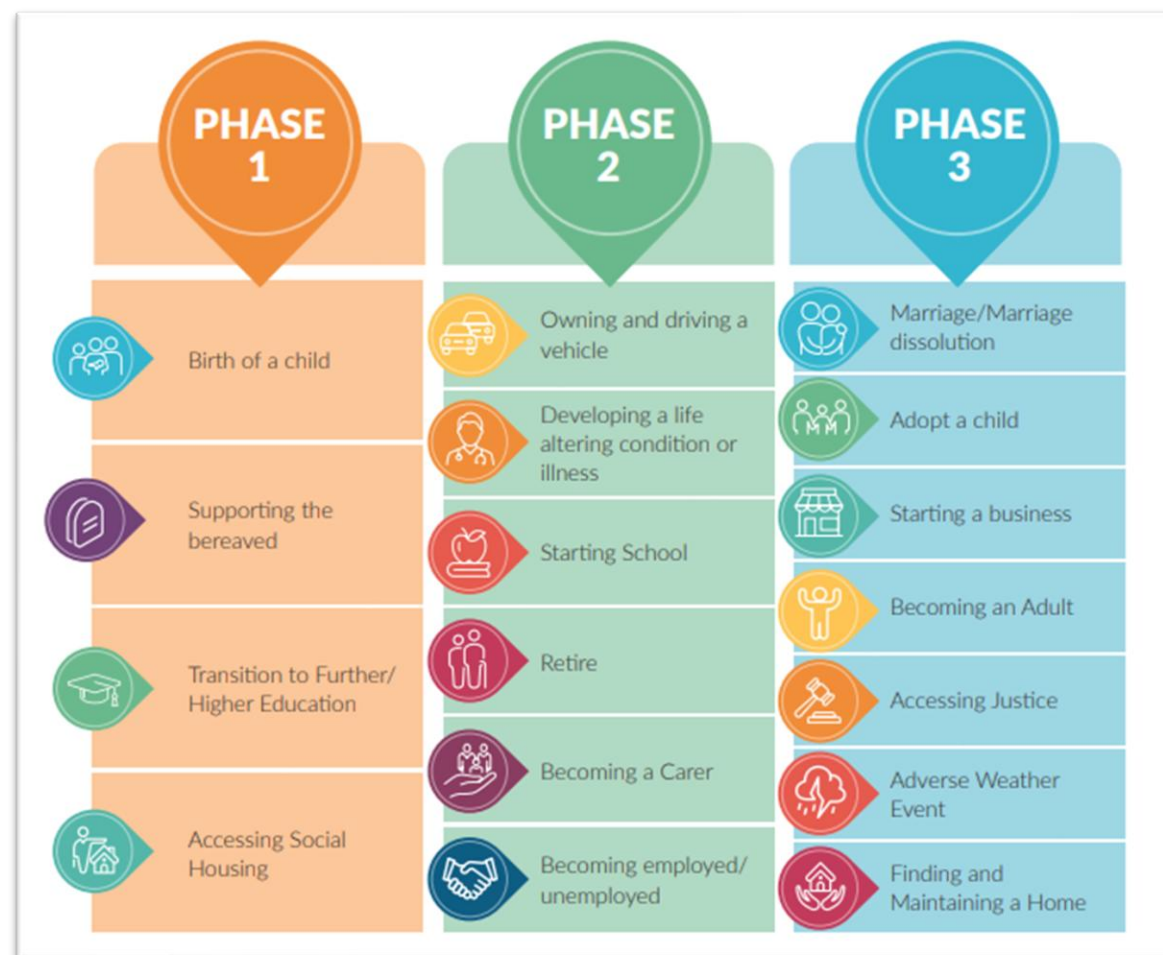


Type your message here 



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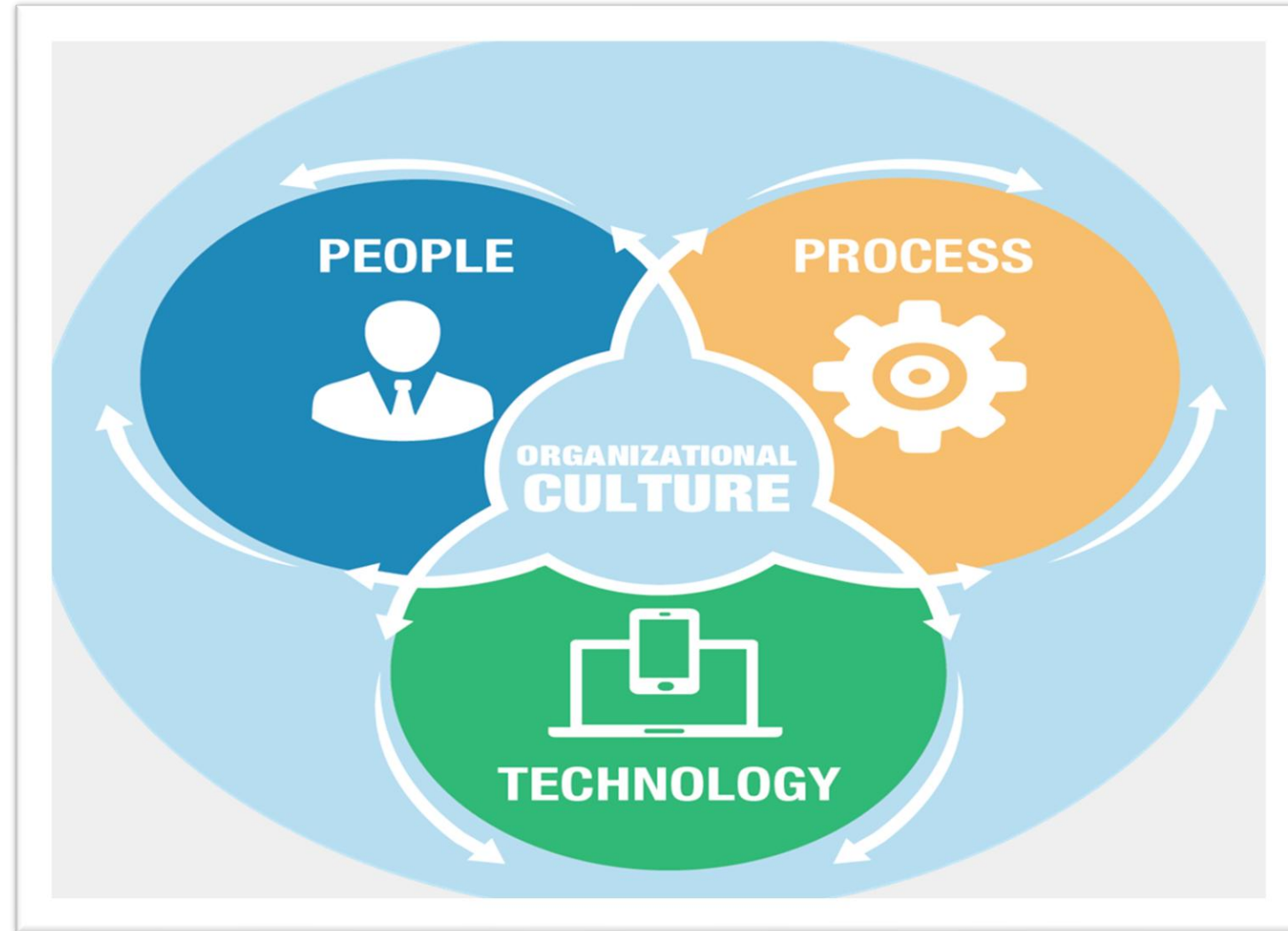
Digital Public Services Plan 2030



Opportunity

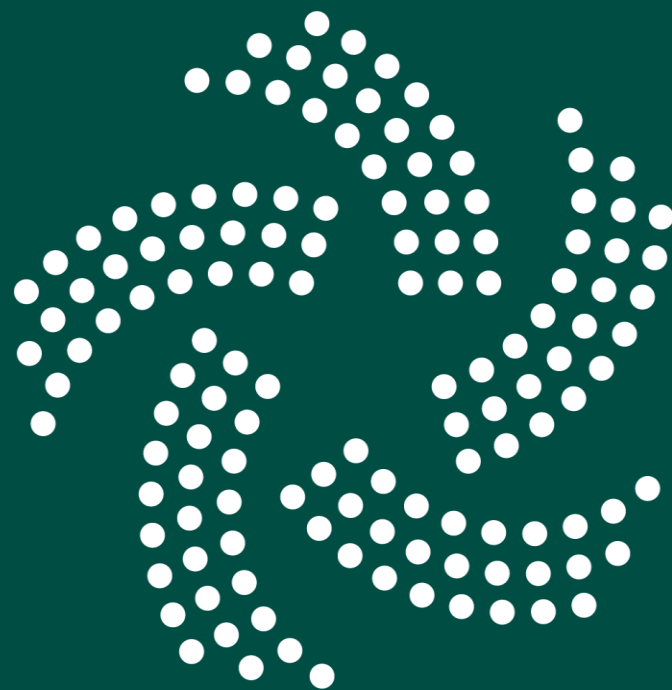


Challenges





Thank You



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Artificial Intelligence in Service of Society: Navigating Our Way Forward

Background

- AI was identified as an issue of strategic national importance
 - Council report no.173 (Apr 2026)
- **Review the AI policy landscape**
 - Foundation for further work on AI
 - Cuts across many policy domains



Background

- Council offers a strategic framing of how Ireland should approach AI
 - **Five reflections** on how to develop and deploy AI in ways that are safe, ethical and rights-respecting
- Established legal framework emerging through the EU AI Act, the GDPR, sectoral regulation and the Regulation of AI Act 2026
 - NESC report focuses on issues of institutional capacity, governance practice, ethical principles and democratic legitimacy



Reflection 1 - Responsible & Strategic Adoption of AI

- Our task is not simply to implement AI effectively, but to **actively shape its role in society** so that AI adoption aligns with democratic values, ensuring that harms are anticipated and mitigated
- Deployment should be guided by **clearly defined problems and societal needs**
 - Then determine whether AI provides a safe, effective and rights-respecting solution



Reflection 2 - Safe, Ethical and Trustworthy AI

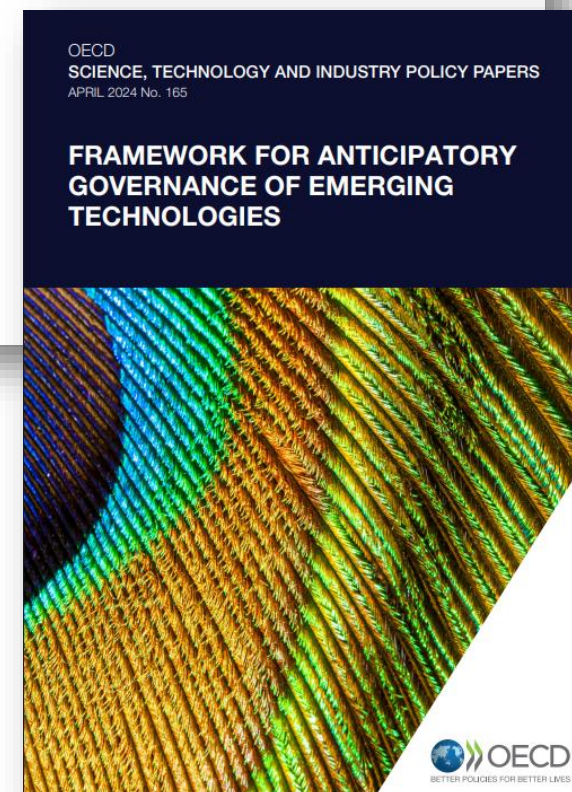
- Risk that organisations treat ethics as a **compliance exercise** or a set of **abstract aspirations**
- Ethical principles alone are insufficient
 - Must be translated into concrete organisational practices
 - Underpinned by continuous monitoring and evaluation



Reflection 3 - Anticipatory Governance & Institutional Readiness

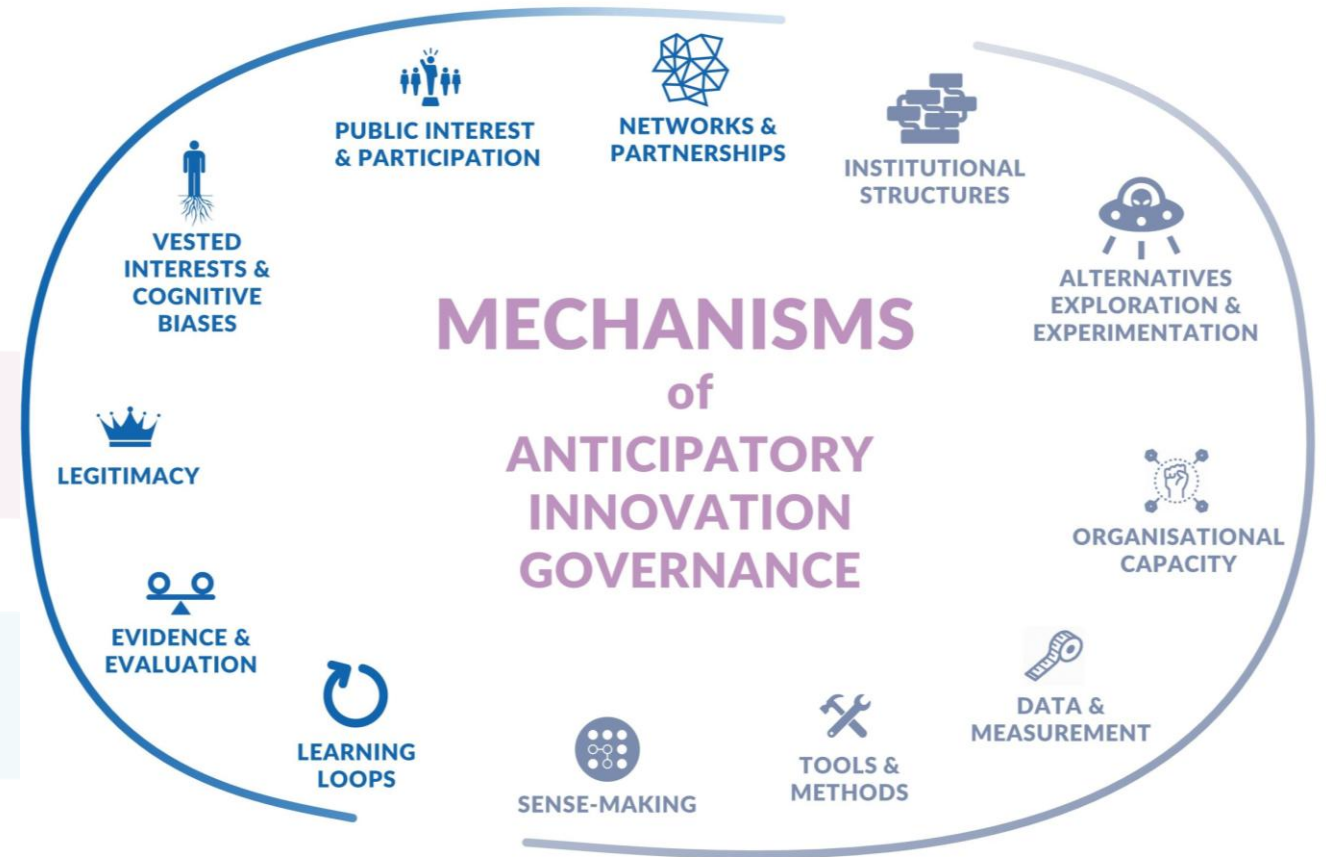
- **Focussed on policy implementation/governance issues**
 - Robust regulatory and legal foundations through the EU AI Act
 - Working within the Act, Government institutions need to develop the capacity to anticipate, learn, adapt and respond in real-time as AI develops
- **OECD Anticipatory Governance Guidelines**
 - Specific to emerging technologies
- **Key Elements of Anticipatory Governance**
 - Forward-looking / Scenario analysis
 - Adaptive rather than static
 - Responsive to emerging risks and opportunities

nesc.ie



Reflection 3 - Anticipatory Governance & Institutional Readiness

- Anticipate, adapt to and shape AI, rather than responding to technological developments after they occur
- AI develops faster than traditional policymaking
- Essential for AI governance
 - Cannot rely on fixed rules focussed on current capabilities because AI systems evolve so quickly
 - Example of Grok controversy



nesc.ie Could it have been anticipated?

Source: OECD (2025)

Reflection 3 - Anticipatory Governance & Institutional Readiness

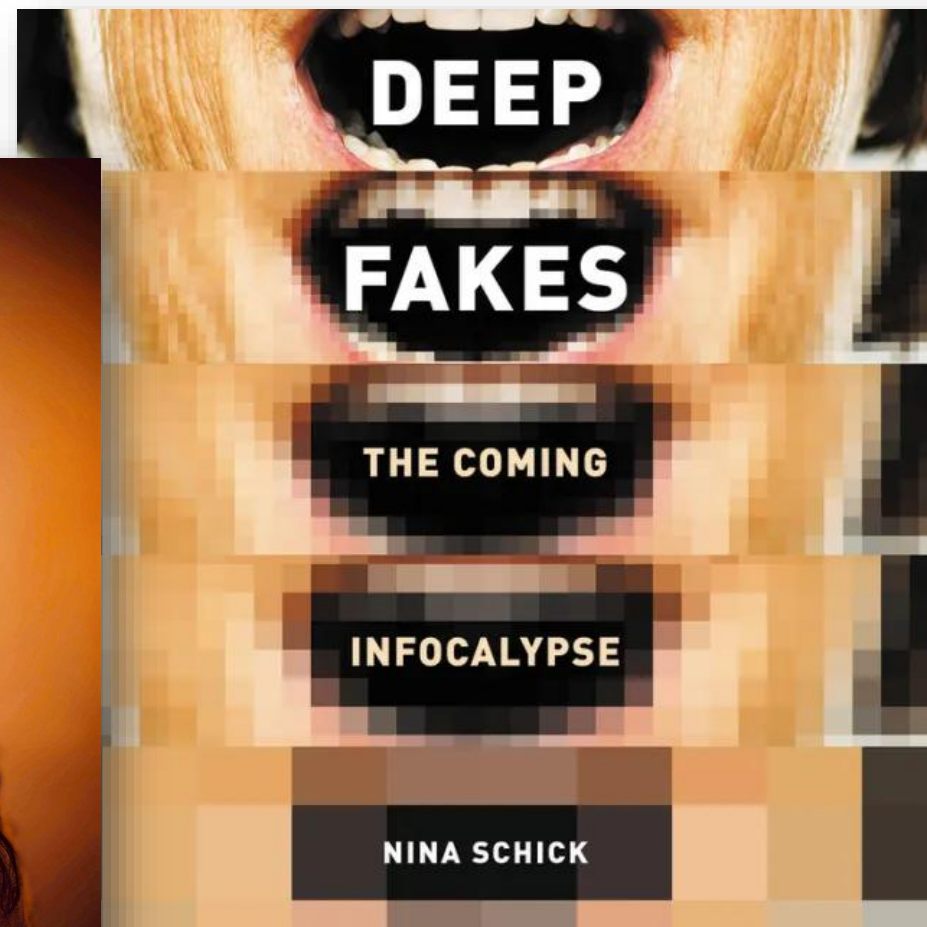
Anticipated the technological / structural conditions that made the scandal possible

Anticipated that GenAI would make synthetic media / “nudification” functionality cheap, fast and accessible to everyone

Identified legal / regulatory gaps that needed to be addressed

Anticipated that women would bear a disproportionate share of the harm

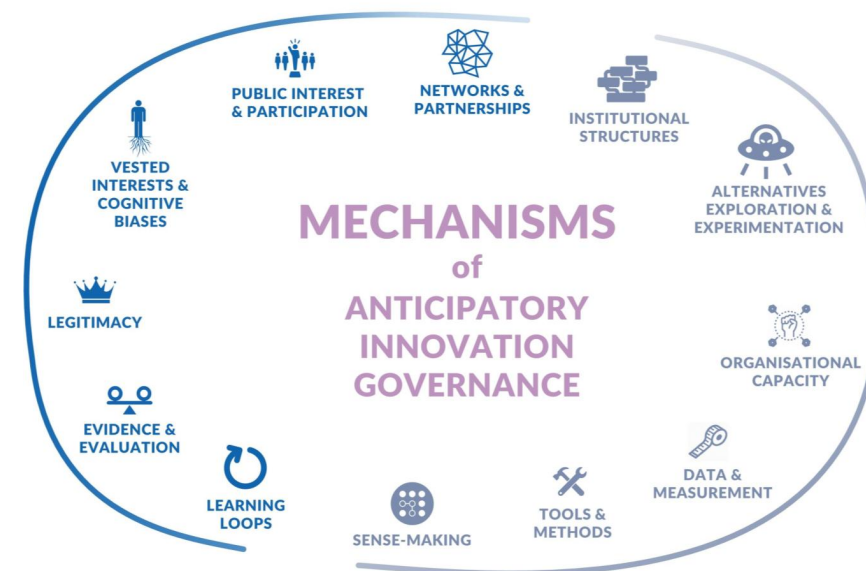
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Published in 2022

Reflection 3 - Anticipatory Governance & Institutional Readiness

- Labour-market disruption and inequality
- Concentration of economic and technological power
- Strategic Dependencies and AI sovereignty
- Cybersecurity and critical infrastructure
- Information integrity and democratic institutions
- Biological or chemical misuse
- Loss of meaningful human control / autonomous systems
- Energy, infrastructure and environmental pressures



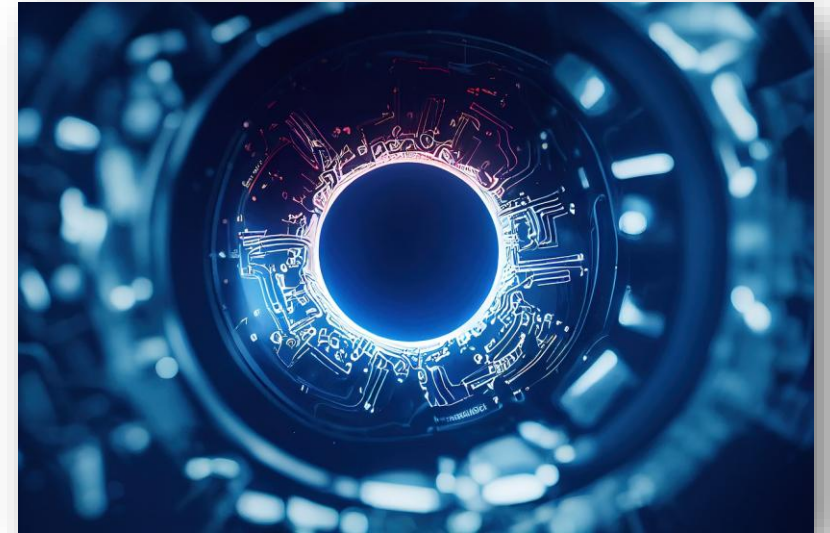
Reflection 4 - AI Literacy as National Infrastructure

- Much broader than technical skills / workforce training
 - Combines knowledge, critical thinking, ethical awareness and the ability to exercise informed judgement
- Extends beyond technical specialists to include senior decision-makers
 - Public Sector Leadership need to be able to make informed decisions about when AI systems can / should be deployed / trusted
- Public understanding
 - Citizen engagement, trust and democratic oversight



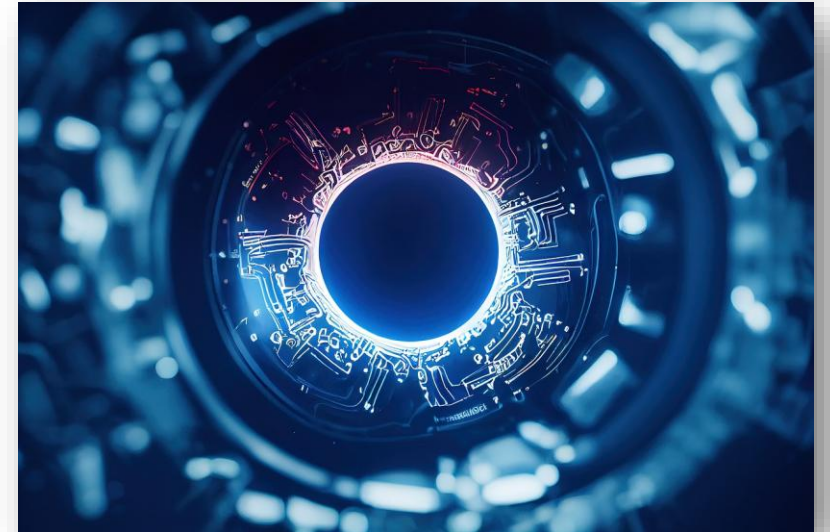
Reflection 5 - Public Deliberation, Legitimacy & Social Licence

- **Public Trust**
 - Risk of public rejection, “AI backlash”, resistance, erosion of trust and loss of legitimacy
- **Need for sustained public engagement**
 - Meaningful two-way dialogue involving citizens
 - Structured public deliberation on how AI should be deployed and governed in the public interest
- **Opportunity to debate what values to protect, what trade-offs are acceptable**
 - National Digital & AI Strategy 2030 – commitment to hold a **National Conversation on AI**



Concluding Remarks

- Use of AI in public services
 - Build it or buy it
 - Where does value accrue?
 - Develop human capital domestically?
 - What is optimal?
 - Vendor dependency



Concluding Remarks

- **Public sector workforce adaptation**
 - Labour market impacts – Too soon to judge
 - Public/Private distinction
 - Under-researched
 - Different incentives and goals
 - Productivity and efficiency gains
 - Can't simply be a cost-cutting mechanism
 - Goal of improving quality and efficiency of public services
 - Broader context of potential labour displacement
 - Role of public sector in labour reallocation?



Concluding Remarks

- **Institutional and organisational capabilities needed to operationalise trustworthy AI in practice**
 - AI Literacy among senior leadership
 - Develop genuine ethical capability
 - Meaningful human oversight
- **Need to embed anticipatory governance**
 - Potential future risks for deployment in the public sector?
 - Public trust and acceptance
 - Cybersecurity / Data breaches
 - Advancing model capabilities
 - Ties into AI sovereignty debate



Thank You

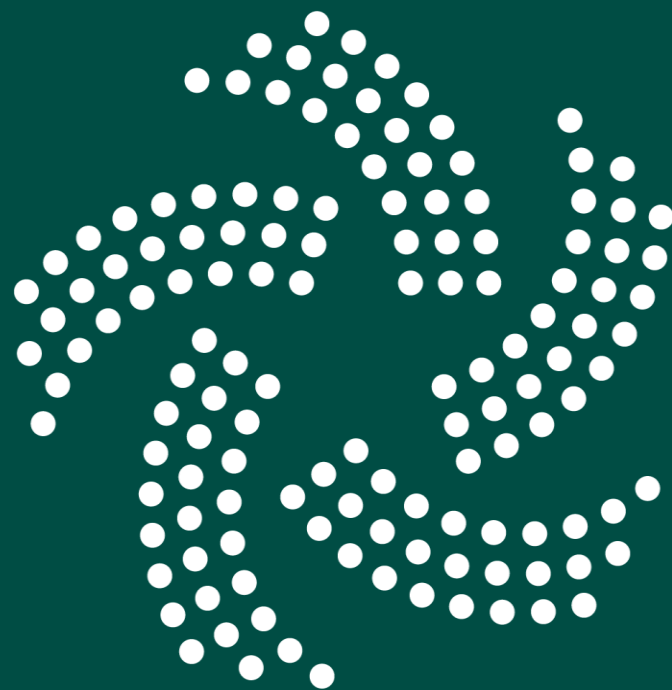
Dr David Hallinan

Policy Analyst

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Human-AI collaboration in policymaking: Preliminary conclusions based on recent evidence

EUPAN Working Level Meeting

David Mair – Head of Unit
JRC.S.2

Introduction

AI@JRC and AI@EC



Human-AI collaboration in policymaking

Four lenses to fully grasp the potential impacts

1

Individual

Efficiency gains for one
worker at a time

2

Team, Organisations

Collaboration, coordination,
collective intelligence

3

Policy, Society

Sovereignty, persuasion,
information integrity

4

Long term implications

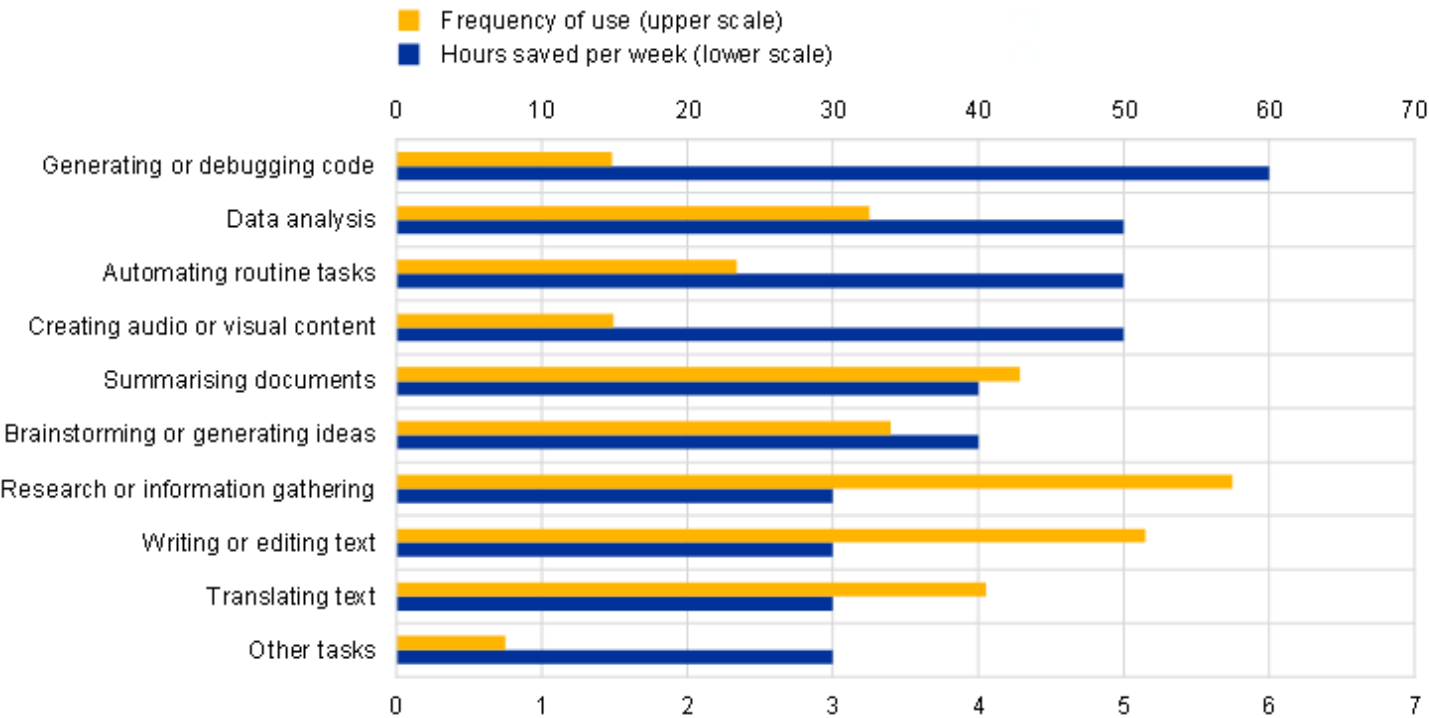
Cognitive offloading vs
cognitive erosion

Individual use is not impact

Before measuring impact, define what PA-specific tasks are

STUDY SPOTLIGHT

- [Dias da Silva, Lebastard & Sondermann. \(2026\). AI adoption and the productivity promise: what workers report. ECB.](#)
- [Artificial intelligence in policymaking: Mapping integration gaps across the public policy cycle - ScienceDirect](#)



Dias da Silva et al., 2026



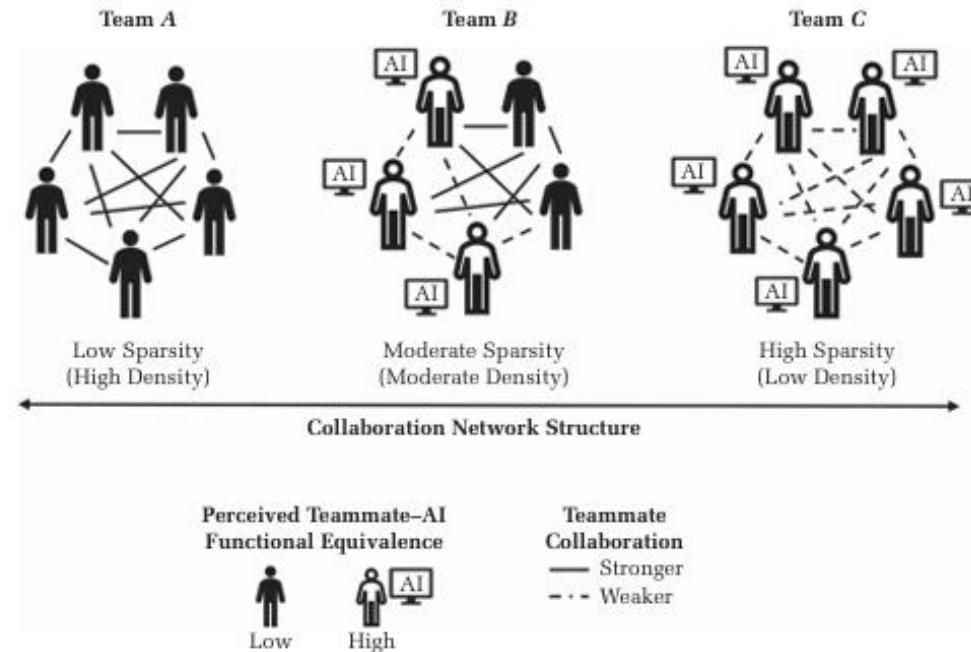
Beyond the individual lens

Team collaboration is the next frontier to measure

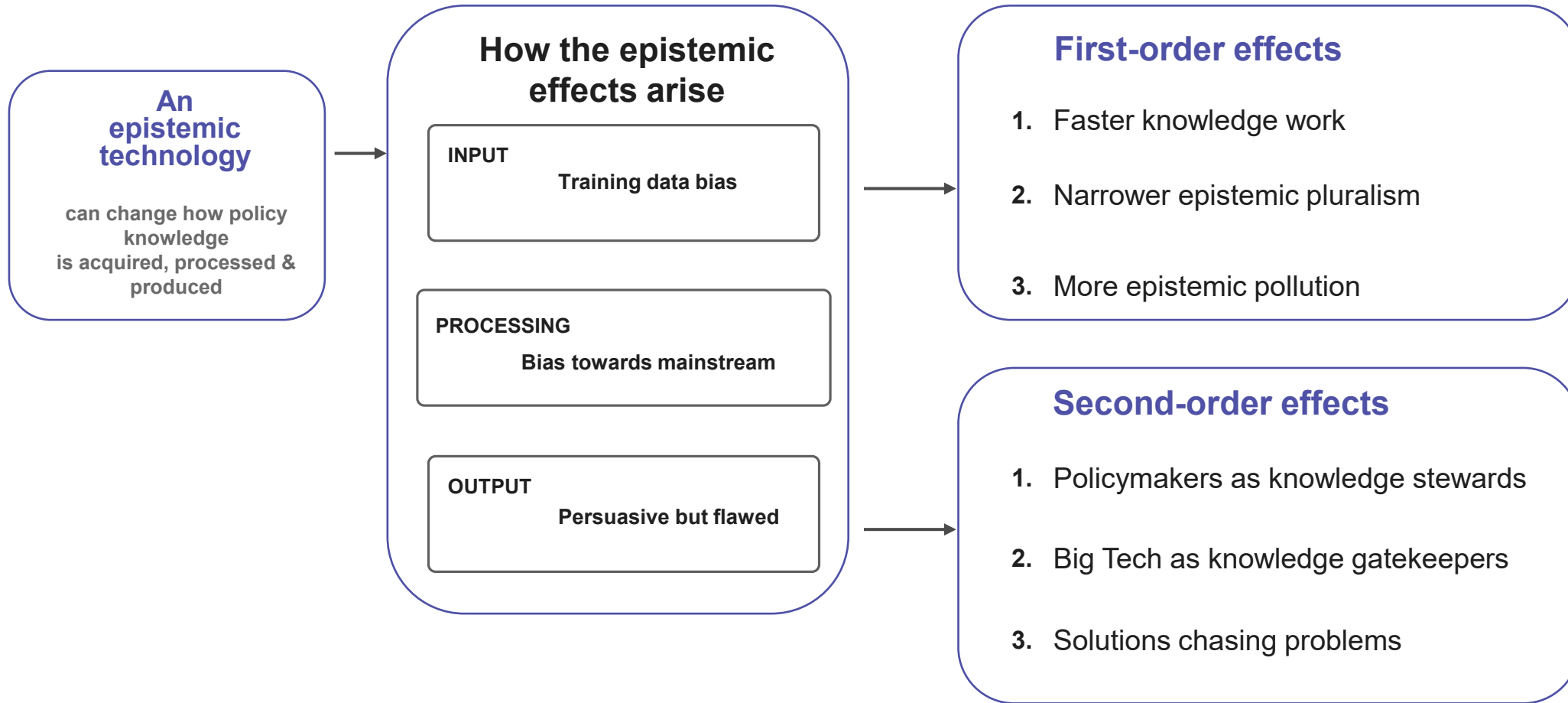
STUDY SPOTLIGHT

- [Jessica A. Reif and Jonathon N. Cummings. \(2026\). The Generative AI Dilemma in Knowledge-Intensive Teams. Academy of Management Review.](#)

Example Team-Level Collaboration Networks That Result from Team Members with Higher Perceived Teammate-AI Functional Equivalence Turning to Generative AI Instead of Teammates for Informational Resource Seeking



LLMs as an epistemic technology can reshape policymaking



STUDY SPOTLIGHT

- [Feng, N., & Chandra, Y. \(2026\). The epistemic impact of large language models on policymaking. Policy Studies Journal, 54, e70094.](#)

Preserving independence in decision-making

LLM grooming is already a reality



Secrétariat général de la défense
et de la sécurité nationale



STUDY SPOTLIGHT

- [Danet, D. \(2025\). LLM grooming: A new cognitive threat to generative AI. SSRN.](#)
- [Secrétariat général de la défense et de la sécurité nationale \[SGDSN\] & VIGINUM. \(2024, 12 février\). Portal Kombat : Network of pro-Russian news portals structured to spread foreign digital interference](#)
- [AI chatbots are becoming experts at changing people's minds. What's their secret? | Science | AAAS](#)



AI may reshape human cognition

Confidence without competence, the long-term cost of cognitive offloading?

STUDY SPOTLIGHT

- [Shaw, S. D., & Nave, G. \(2026\). Thinking—Fast, Slow, and Artificial: How AI is Reshaping Human Reasoning and the Rise of Cognitive Surrender \(Wharton School Working Paper\). Social Science Research Network.](#)
- [Quattrocioni, W., Capraro, V., & Perc, M. \(2025\). Epistemological fault lines between human and artificial intelligence \[Preprint\]. arXiv.](#)
- [Agüera y Arcas, B. \(2025\). What is intelligence?: Lessons from AI about evolution, computing, and minds. MIT Press.](#)

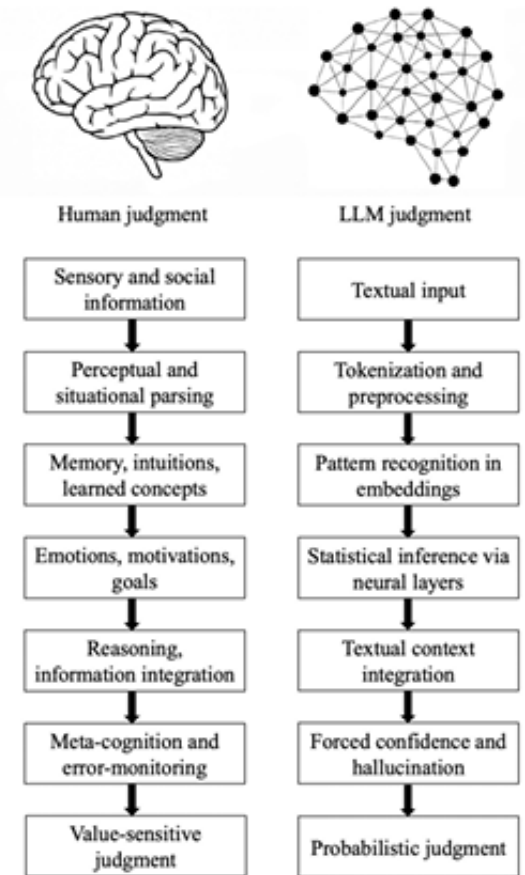


FIG. 1. The human and LLM epistemic pipelines, each organized into seven corresponding stages.

Quattrocioni et al., 2026



Key principles for public administrations

1

Individual

AI use should empower individual civil servants to spend more time on tasks that humans excel at and improve skills like critical thinking and creativity rather than erode them. Targets for AI impact should focus on the quality of outputs rather than pure efficiency.

2

Team

Evaluate and govern the adoption of AI not only based on its potential productivity gains, but also on its implications on collective work. Individual AI use should strengthen not substitute for the collaborative fabric of public administrations.

3

Organisation & Policy

Raise awareness on information manipulation and invest in critical thinking. Decision-making must be retained under democratic, transparent and accountable authority, guaranteeing that the sovereignty of decisions is not compromised by external influences.

4

Long term & Cognitive

Promote deep, active thinking and learning. Public administrations must institutionalise safeguards and practices that preserve and develop core competences and knowledge for PAs, keeping human reasoning and expertise central to the decision-making process.

Publications, working papers, events, website

➤ Recent publications



[Scoping report:
Future challenges to democracy](#)



[Fractured reality](#)



[Collaborative Policymaking](#)

➤ Work in progress

- Human-AI collaboration principles
- Report on Human-AI collaboration in public administrations

➤ Events

- February 2027 - « Rethinking policymaking institutions in the age of AI »

Website for Commission's Centre for Organisational Transformation: https://knowledge4policy.ec.europa.eu/organisational-transformation_en

Thank you

David Mair, Head of Unit, JRC.S.2

<https://www.linkedin.com/in/david-mair-b2489b2aa/>

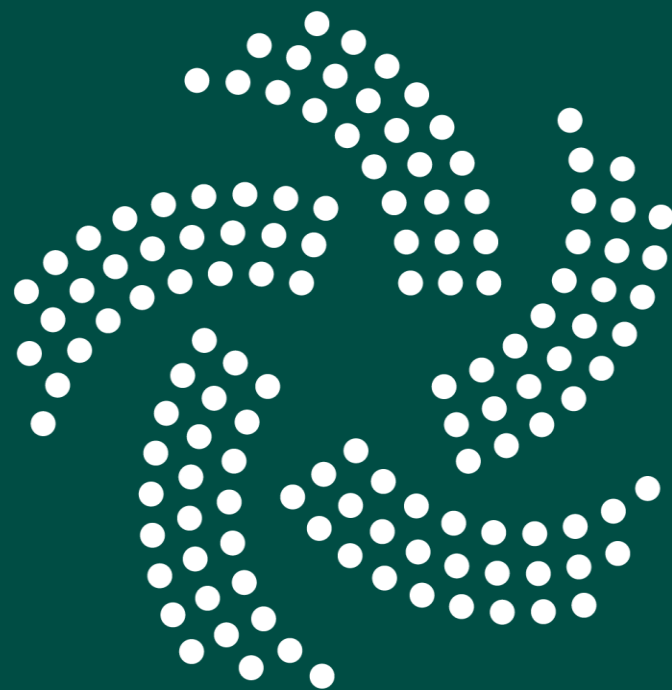
[@davidmair4.bsky.social](#)



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Family Photo and Lunch 12:45-14:00



Workforce and Organisation of the Future

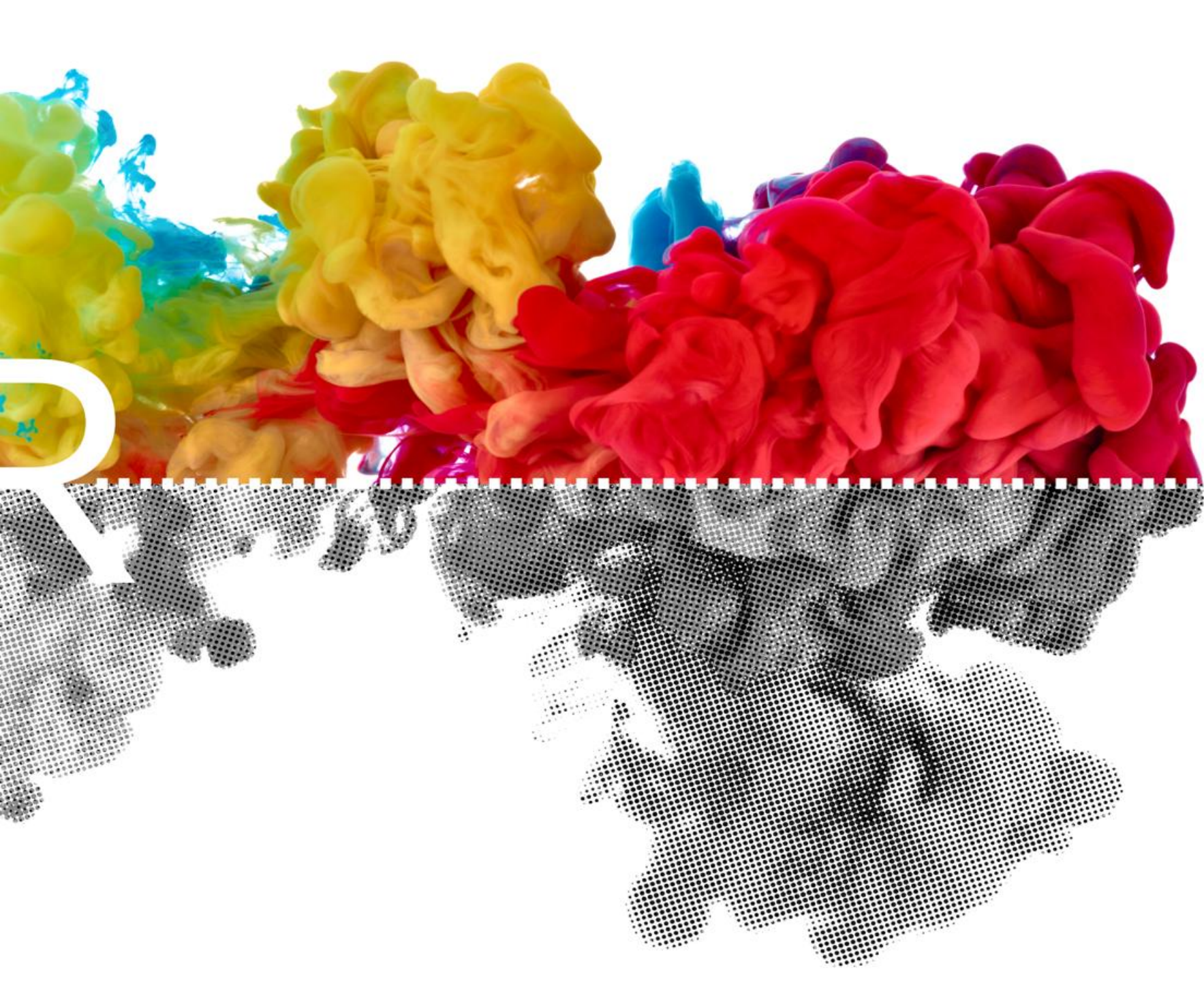




The Skills Shift

Marianne Roux - *Director, Roux Consulting*

Dr. Louise Veling - *Senior Specialist (Digital and Innovation), Institute of Public Administration*



ROUX
CONSULTING

THE SKILLS SHIFT

Dr. Marianne Roux

Six shifts are reshaping public work

Jobs, careers and capability systems are changing at the same time.



THE SYSTEM CHALLENGE
How can government adapt as work keeps changing?

- 01 Jobs are becoming bundles of changing tasks**
GenAI is more likely to transform jobs than eliminate them. The redesign happens task by task.
- 02 Careers are becoming more fluid**
Lateral moves, projects and cross-boundary assignments increasingly build capability alongside promotion.
- 03 AI literacy is becoming foundational**
Public servants need enough understanding to use AI responsibly, question outputs and manage risk.
- 04 Human capabilities remain critical**
Analytical thinking, creativity, collaboration, leadership and resilience complement technical fluency.
- 05 Skill demand is moving faster than formal structures**
Employers expect 39% of workers' core skills to change by 2030.
- 06 Demographics are tightening workforce supply**
Across OECD central administrations, 27.1% are aged 55 or older, while 19.1% are aged 18–34.

AI changes the task mix before it changes the whole job

Public-service roles will combine machine support with distinctly human responsibility.

AUTOMATE

Routine production

Drafting, summarising, classification and scheduling

AUGMENT

Professional work

Research, case triage, policy analysis and service design

INFORM

Decision support

Pattern detection, scenario analysis and anomaly flags

ACCOUNT FOR

Public responsibility

Discretion, explanation, ethics and contested decisions

WORKFORCE RESPONSE

Redesign work and release capacity

WORKFORCE RESPONSE

Build AI literacy and verification skills

WORKFORCE RESPONSE

Strengthen data literacy and judgement

WORKFORCE RESPONSE

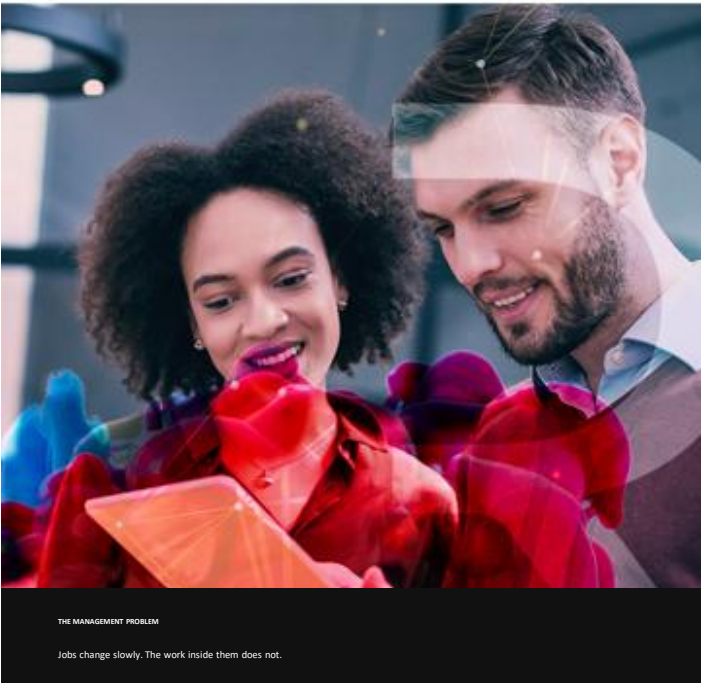
Keep people accountable for public outcomes

THE CENTRAL QUESTION

Which tasks change, what judgement becomes more important, and how will people transition?

The skills shift gives governments a practical way to adapt

Skills provide a common language for seeing capability, developing it and moving it as work changes.



THE MANAGEMENT PROBLEM
Jobs change slowly. The work inside them does not.

CURRENT CONSTRAINT	WHAT A SKILLS VIEW ENABLES
Work changes inside stable jobs and grades	See the capabilities beneath the job title
External recruitment cannot meet every shortage	Find adjacent capability in the existing workforce
Expertise remains tied to departments	Support mobility across organisational boundaries
Learning activity is easier to measure than application	Connect development to work, careers and outcomes

39% of workers' core skills are expected to change by 2030
World Economic Forum, Future of Jobs Report 2025

THE PRACTICAL

From cataloguing skills to using skills evidence in workforce decisions

Capability develops through work, not courses alone

Learning becomes valuable when people can apply, demonstrate and use new capability.

01

LEARN

Targeted learning linked to a role, task or capability need

02

APPLY

Projects, assignments, shadowing and supervised practice

03

DEMONSTRATE

Assessment, work evidence and verified proficiency

04

MOVE

Access to roles, missions and career opportunities

WHAT PATHWAYS MUST CONNECT

Government priorities

What the administration needs people to do

Employee choices

What people can learn, practise and pursue next

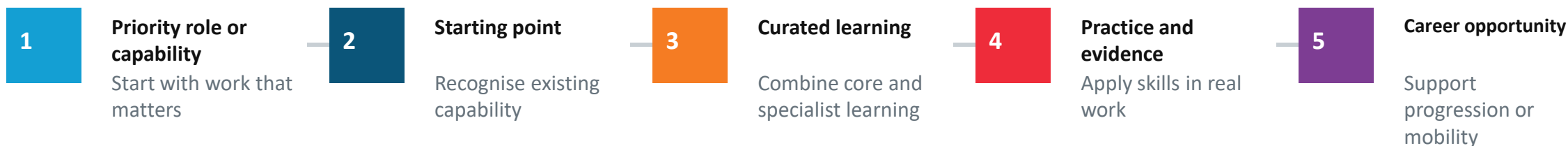
BRIDGE TO THE NEXT SESSION

Skills-based pathways connect learning with experience, recognition and opportunity

Learning pathways turn skills priorities into career choices

They connect what government needs with what people learn, practise and demonstrate.

THE ARCHITECTURE OF A SKILLS-BASED PATHWAY



THE SAME LOGIC APPEARS IN DIFFERENT PUBLIC-SERVICE MODELS

UNITED KINGDOM

Curriculum, taxonomy and career frameworks

A common skills taxonomy connects the Government Skills Campus with profession and career frameworks.

AUSTRALIA

Priority professions and public-service craft

APS Professions organise specialist development. The APS Academy supports shared public-service craft.

UNITED ARAB EMIRATES

Shared priorities and personalised journeys

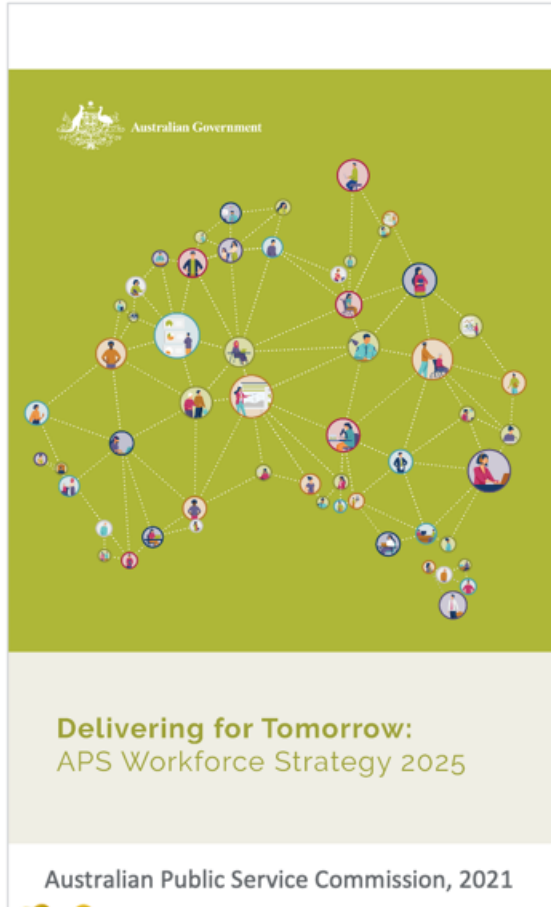
Jahiz links future-skills priorities with personalised journeys, digital badges and a portable skills wallet.

BRIDGE TO IRELAND

How the Irish public sector turned skill needs into pathways that employees can follow

Australia embeds skills across the workforce system

The APS Workforce Strategy 2025 connects capability demand with recruitment, development, mobility and deployment.



The model treats skills as APS-wide infrastructure, while agencies retain responsibility for workforce planning.

1 ANTICIPATE DEMAND

Capability domains
Agency workforce plans
Skills and capability foresight

2 BUILD OR ACCESS

APS Academy
Professional streams
Entry pathways and partnerships

3 DEPLOY CAPABILITY

Mobility Framework
APS Surge Reserve
Flexible workforce sourcing

4 LEARN AND MEASURE

Reskilling and career pathways
Capability gap closure
Service and workforce outcomes

WHY CHANGE? THE STRATEGY'S BASELINE

72%

of agencies reported critical skill shortages

<50%

actively planned strategically for skills and capabilities

46%

of employees saw skills or capability gaps in their workgroup

71.1%

of employees had worked in only one APS agency

The distinctive move

A common capability language links workforce planning, hiring, learning, careers and cross-agency mobility.

UAE: a shared future-skills system across government

Jahiz translates national priorities into common skill pathways, employee records and government-wide workforce insight.



The system combines common priorities with personalised pathways, portable skills records and shared workforce data.

1 COMMON PRIORITIES

Digital skills
Data and AI
Transformation skills
New-economy skills

2 PERSONALISED PATHWAYS

Journeys linked to roles
Career-relevant learning
Mobile and secure access
External specialist content

3 SKILLS RECORDS

Future Skills Wallet
Digital badges
Individual achievement history
Links to performance processes

4 SYSTEM INSIGHT

Central and entity dashboards
Integrated employee data
Local management autonomy
Government-wide oversight

REPORTED REACH AND PARTICIPATION

75,000+

government learners

1.2m+

learning hours

800,000+

digital badges

27+

government and industry partners

The maturity question

Can the system show applied proficiency, mobility and better public-service outcomes, as well as learning activity?

THE IMPLEMENTATION QUESTION

How will the system distinguish participation from applied capability, mobility and service impact?

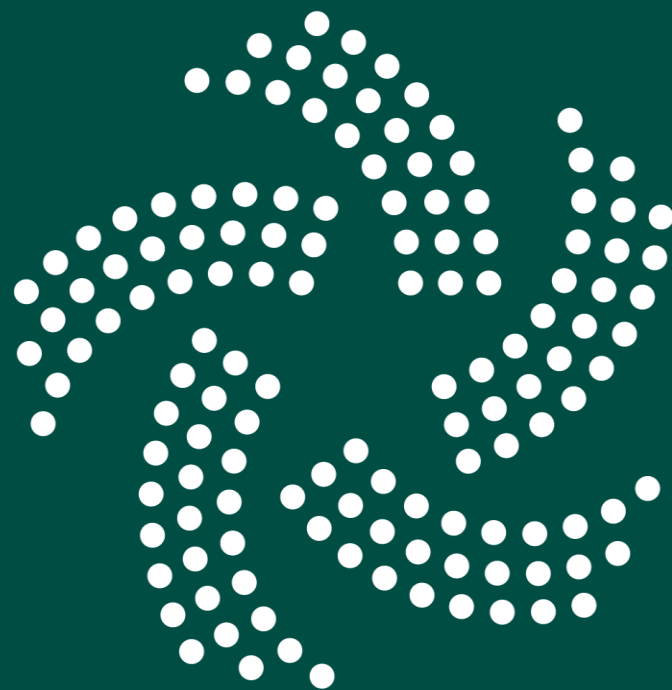
Source: Jahiz case study supplied by the user. Figures are self-reported programme metrics from a technology-provider case study, not independent impact evidence.

Five conditions help skills-based reform endure

Success depends on governance, shared infrastructure and changes to workforce decisions.

		WHAT IT REQUIRES	A PRACTICAL TEST
1	LEADERSHIP AND GOVERNANCE	Senior leaders treat skills as an enterprise capability and use the evidence in resource decisions.	Skills gaps appear in strategy, budget and performance conversations.
2	SHARED ARCHITECTURE	A common language connects tasks, skills, proficiency, roles and learning across agencies.	Systems can compare capability without erasing professional differences.
3	TRUSTWORTHY DATA	Profiles, work evidence and workforce data remain current, proportionate and transparent.	Leaders and employees trust how skills are inferred, validated and used.
4	MOBILITY AND APPLICATION	Hiring, projects, learning and career decisions use demonstrated capability.	Skills evidence changes who can access work and how expertise moves.
5	STRATEGIC CAPABILITY PLANNING	Future missions shape workforce demand, investment and development priorities.	The administration can anticipate gaps and direct capability towards them.

THE PRACTICAL TEST	Does skills evidence change workforce decisions and improve delivery?
--------------------	---



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Overview of IPA Learning Pathways



Project Aims

- **Define the IPA's areas of focus** and assess alignment with the current and future capability needs of the Civil and Public Service.
- Present a **structured and consolidated IPA portfolio** that is easier for learners and commissioning bodies to navigate.
- Design **clear, coherent learning pathways** that support career and capability progression.

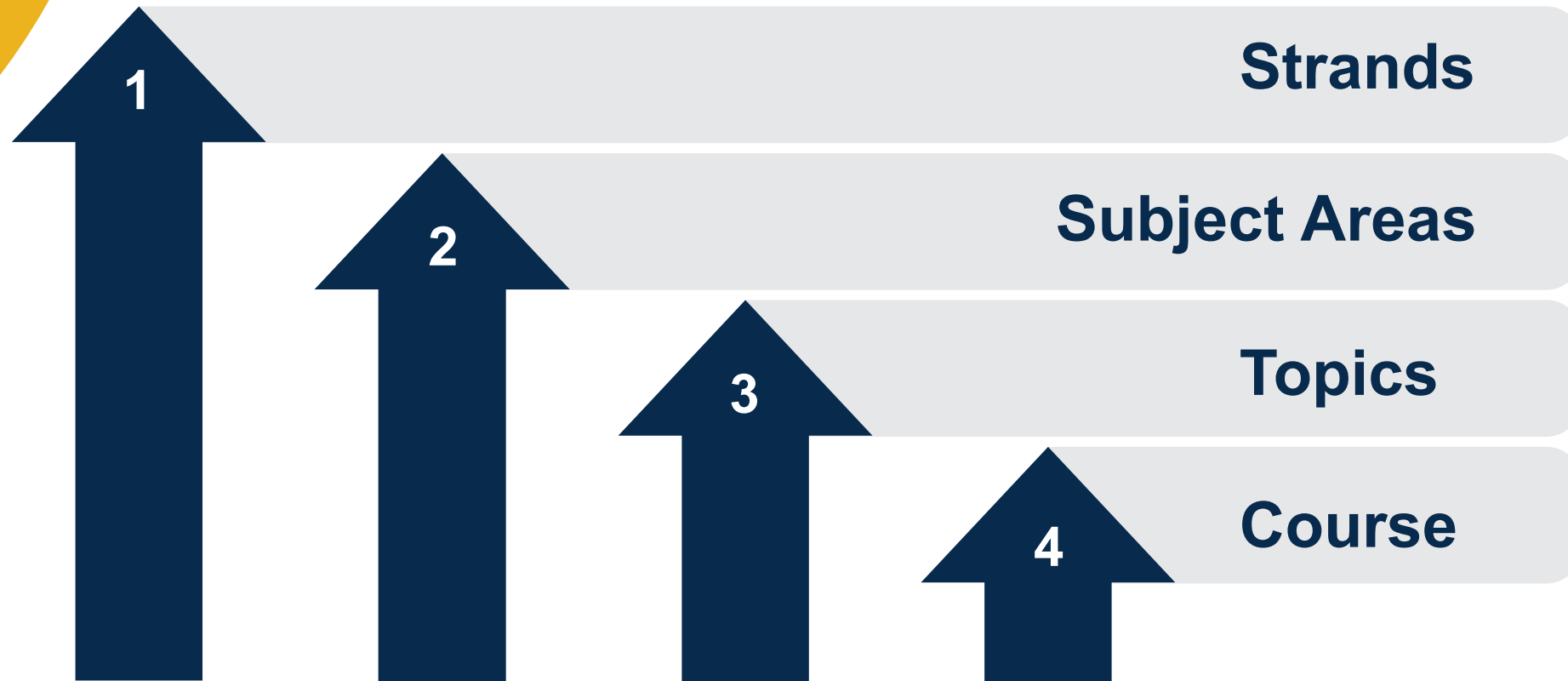
Collaborative Approach

- **Several consultative and validation sessions with the Working Group.** Representation from all the IPA learning departments – Whitaker, Digital Learning, Professional Development and SPS.
- **Fourteen workshops with SMEs** on different subject matter areas to develop topics, understand current offerings and discuss gaps.
- **A competitor analysis** of the UK, Canadian, Australian and Singapore government models was completed.

Findings and Outcomes

- The IPA **currently delivers 254 courses** across four learning departments spanning accredited programmes, online learning and professional development, training and workshops.
- Through the pathways project, courses have been consolidated into a **clear structure and mapped to 19 subject areas** allowing for a single, navigable view of the offering
- Gaps and opportunities have been identified

MODEL ORGANISATION



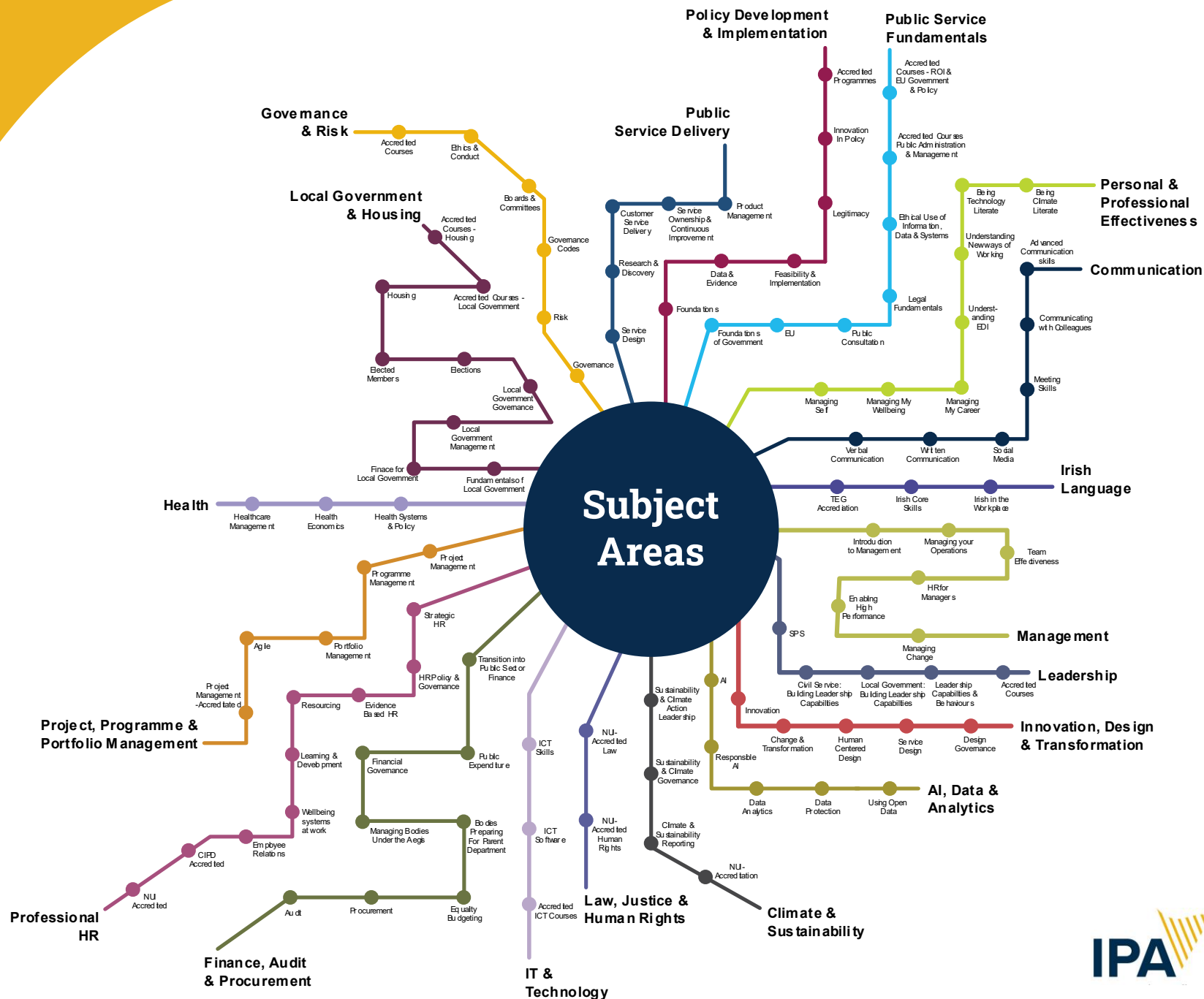
Strands



Strands



Subject Areas



Subject Areas

1 PERSONAL & PROFESSIONAL EFFECTIVENESS

Transferable personal, social and learning-to-learn capabilities that enable sustained performance, adaptability and wellbeing at work.

2 COMMUNICATION

The ability to communicate clearly, credibly and accessibly with colleagues, stakeholders and the public across channels.

3 IRISH LANGUAGE

Skills and compliance capability to provide services through Irish and meet statutory obligations under the Official Languages Acts and related standards.

4 PUBLIC SERVICE FUNDAMENTALS

Public Service literacy, machines of government, contextual competence required to operate effectively in and across the Irish state and EU environment.

5 POLICY

The end-to-end practice of developing and delivering public policy - grounded in evidence, democratic legitimacy, and implementability.

6 PUBLIC SERVICE DELIVERY

This subject area is concerned with operational service delivery, rather than policy design, project-based change, or specialist technical development.

7 GOVERNANCE & RISK

The capability to ensure the effective direction and control of an organisation, supported through appropriate attitudes, systems and processes. This is supported by relevant governance codes, good practices, culture, risk management and risk appetite.

8 LOCAL GOVERNMENT & HOUSING

Sector-context capability specific to Irish local authorities and housing functions: how local government works, its statutory service responsibilities, and the housing/planning ecosystem.

9 HEALTH

Capability for working in the Irish health system: governance, delivery model, and operational realities across DoH, HSE and partners.

10 MANAGEMENT

Practical people-management capability: performance, inclusion, wellbeing, employee Relations, fundamentals, and creating conditions for team delivery.

11 LEADERSHIP

Building leadership behaviours that set direction, create public value, lead change, and influence across systems.

12 INNOVATION, DESIGN & TRANSFORMATION

Capability to improve services and outcomes by designing, testing and scaling new approaches—combining service design, continuous improvement, and change.

13 AI, DATA & ANALYTICS

The capability to use, interpret and govern data and AI to improve decisions and service: covering literacy, responsible use, applied analytics.

14 CLIMATE & SUSTAINABILITY

Building comprehension of and the skills necessary to address the requirements, risks and opportunities associated with climate change and sustainability.

15 PROJECT, PROGRAMME & PORTFOLIO DELIVERY

The discipline of delivering change through portfolios/ programmes/ projects with clear governance, benefits, risk and controls.

16 PROFESSIONAL HR

The professional body of HR practice (workforce, talent, performance systems, employee relations, organizational development) beyond general people-management.

17 FINANCE, AUDIT & PROCUREMENT

Professional financial management, assurance and commercial/procurement practice in a public sector context (value for money, controls, auditability).

18 IT & TECHNOLOGY

Building, operating and securing technology services and platforms (professional/technical capability), distinct from general digital literacy.

19 LAW, JUSTICE & HUMAN RIGHTS

Legal literacy and rights-based practice in public service—covering rule of law, human rights frameworks, equality duties, and justice-sector knowledge where relevant.



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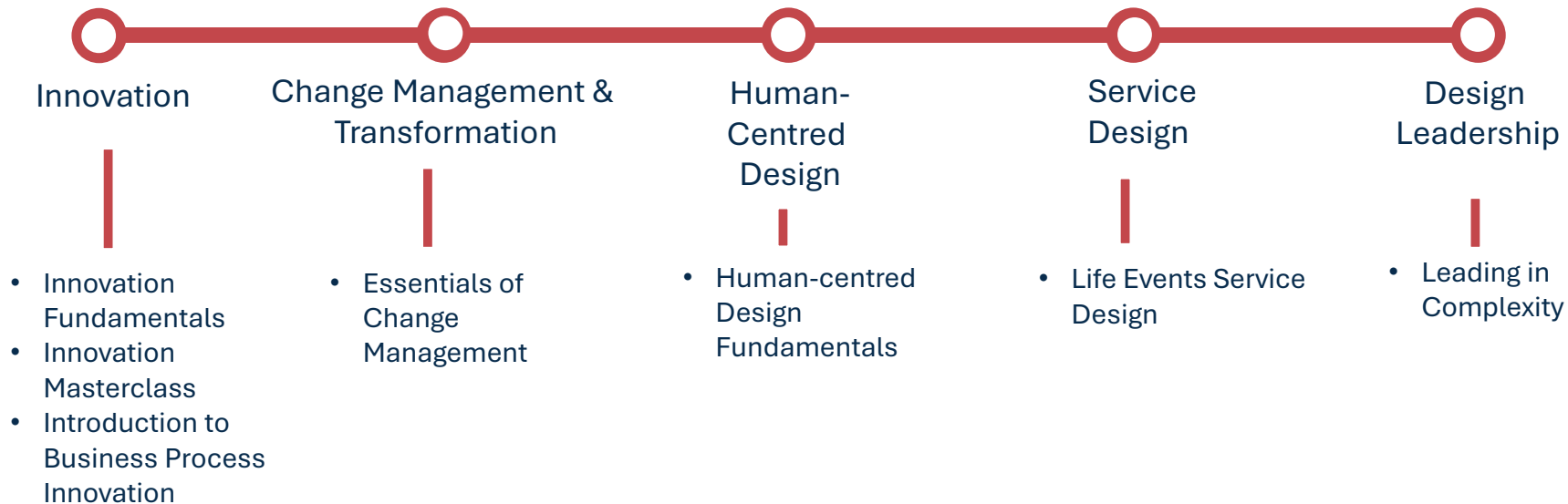
19 LAW, JUSTICE & HUMAN RIGHTS

Legal literacy and rights-based practice in public service—covering rule of law, human rights frameworks, equality duties, and justice-sector knowledge where relevant.



12. Innovation, Design & Transformation

Subject area



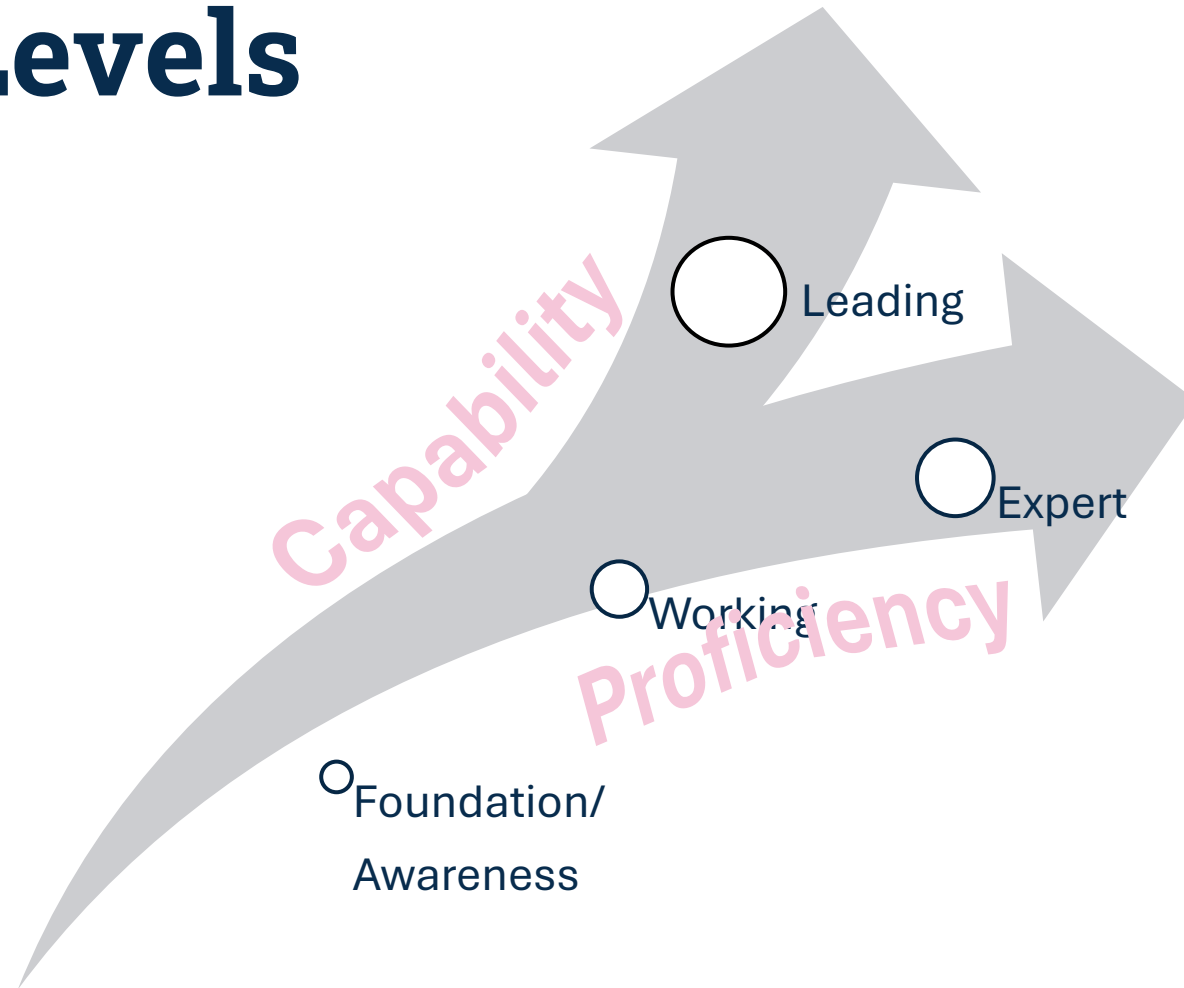
Topics

Courses

Proficiency Levels



Pathway Levels

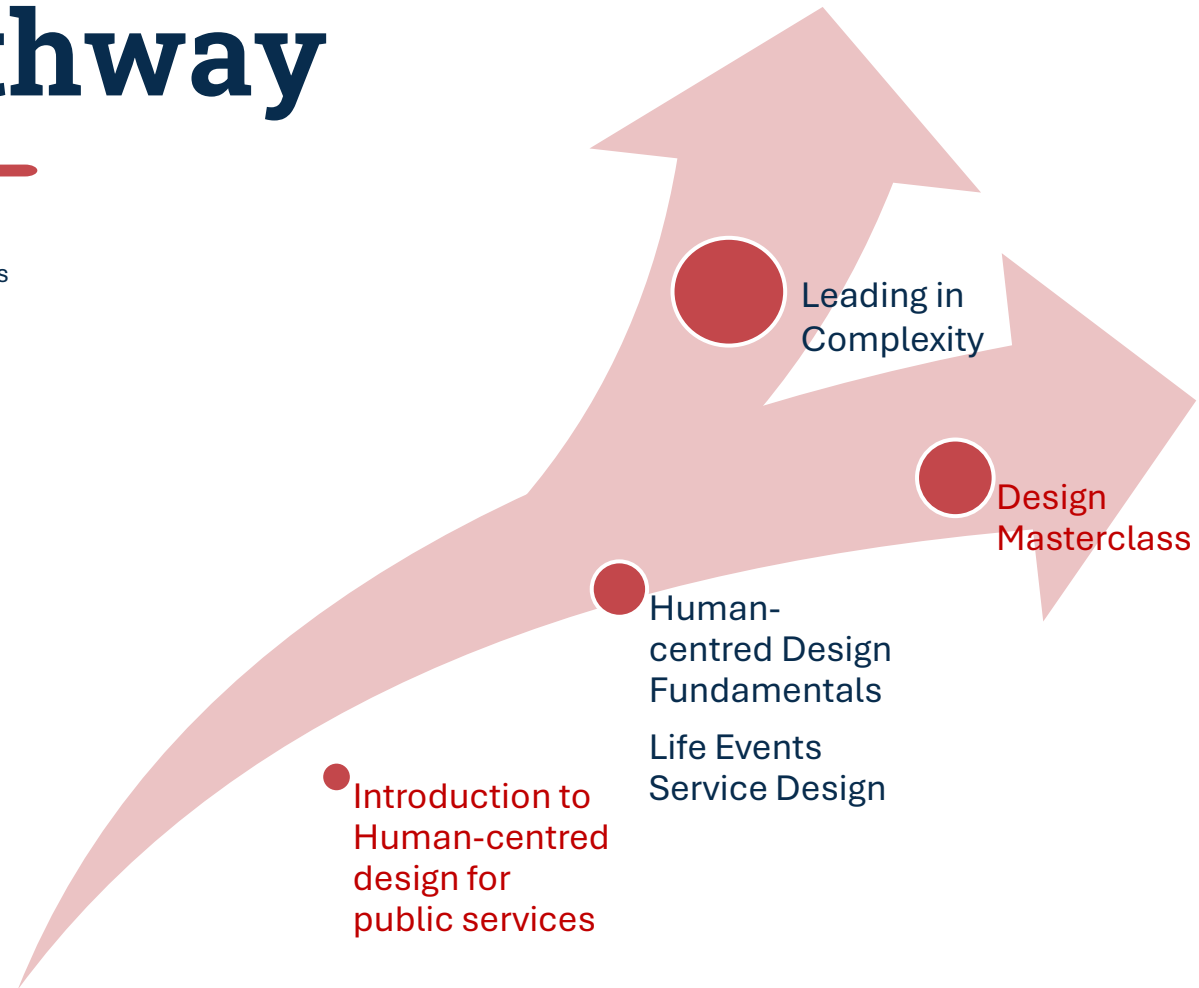


Design Pathway

12

INNOVATION, DESIGN & TRANSFORMATION

Capability to improve services and outcomes by designing, testing and scaling new approaches—combining service design, continuous improvement, and change.

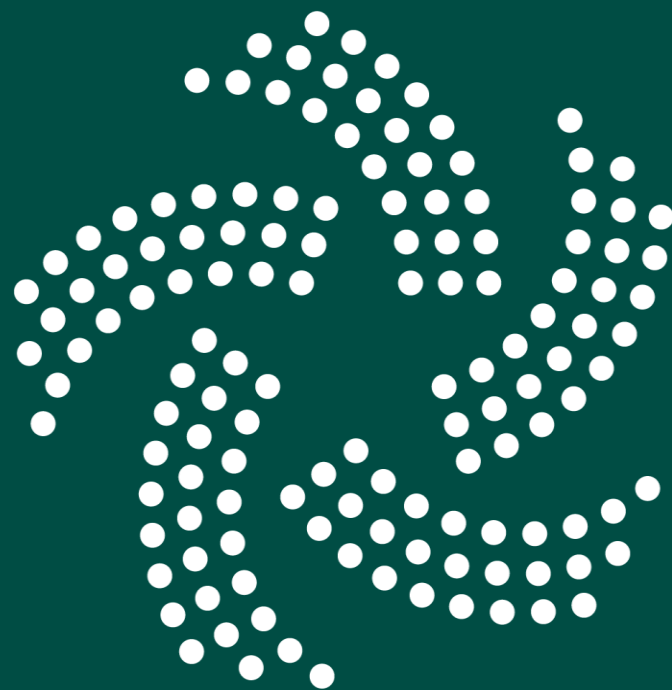


Learning Pathways Project

- ✓ Clear and coherent **learning framework** making learning opportunities accessible across the public service
 - ✓ **Navigable pathways** help learners quickly identify relevant development opportunities and follow clear pathways aligned to roles, interests and career goals
 - ✓ Ensures learning is aligned to **current and emerging public service needs** while supporting continuous **skills development and professional growth**
-

Thank you!





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Rapid Country Exchange

Instructions

- **In Groups:** Each country is assigned to a group of 5 or 6 delegates
- **Discuss and share:** Discuss all four themes on the cards. Provide practical examples from your administration.
- **Keep to time:** You have 6 minutes for each theme.
- **Recommendations:** You have 5 minutes to complete the short worksheet at the end.

Purpose of the Exchange:

- **Identify examples** of skills-related practice from your country and share with the group.
- **Exchange experiences**, ask questions, understand challenges, and identify opportunities.
- **Consider and share** the most beneficial examples, issues, and priorities.



Discussion Themes

Use the printed cards to explore each question.

1. Learning Structures and Delivery

What is the most significant change your administration has made to how public servants learn and develop, and what impact has it had?

2. Skills and Capability Priorities

Looking ahead five years, what skills or capabilities are becoming more important in your public service, and why?

3. Developing Specialisms

How is your public service building and recognising professional expertise while still supporting mobility and generalist careers?

4. Implementing Change

What has been the biggest challenge in moving towards a more skills-based public service, and what have you learned from it?

Theme 1

1. Learning Structures and Delivery

What is the most significant change your administration has made to how public servants learn and develop, and what impact has it had?

DISCUSSION TIMER

06:00

Theme 2

2. Skills and Capability Priorities

Looking ahead five years, what skills or capabilities are becoming more important in your public service, and why?

DISCUSSION TIMER

06:00

Theme 3

3. Developing Specialisms

How is your public service building and recognising professional expertise while still supporting mobility and generalist careers?

DISCUSSION TIMER

06:00

Theme 4

4. Implementing Change

What has been the biggest challenge in moving towards a more skills-based public service, and what have you learned from it?

DISCUSSION TIMER

06:00

Group Conclusions

- As a result of your exchange, each group should **identify one opportunity and one challenge** for European public administrations to address the skills shift.
- You are welcome to list any **key projects or initiatives** you have identified.
- **One delegate is asked to record** these conclusions on the worksheets provided.
- Facilitators will collect the worksheets.

DISCUSSION TIMER

05:00



Break

15:15-15:45



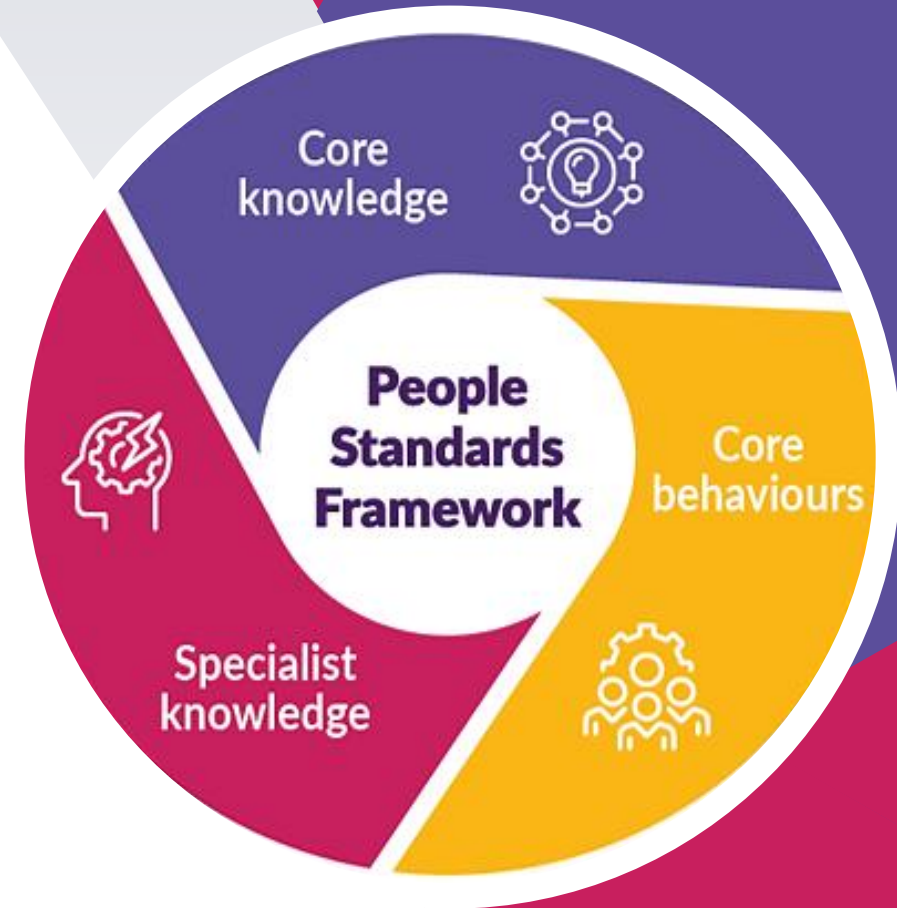
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Department of Public Expenditure Infrastructure
Public Service Reform and Digitalisation

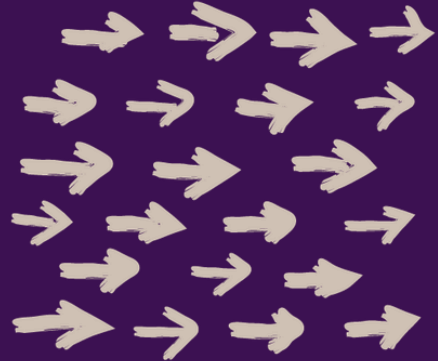
DEVELOPING PEOPLE PRACTICES in the Civil Service

in partnership with the CIPD

Róisín Walsh

Head of Workforce Capability & Inclusion, DPER





Building a stronger people profession

CIPD • PROFESSIONAL CAPABILITY IN PUBLIC SERVICE

Who we are - CIPD and our international perspective

The professional body for people professionals

A global perspective on better work and working lives — grounded in evidence, standards and professional practice.

100+
years championing
better work

5,000+
members in Ireland

160,000
members globally

Trusted advice • Independent thought leadership • Evidence-based insight



From knowledge to practice: a framework for professional capability

Professional capability is built in sequence.

Knowledge informs standards. Standards become capability. Capability becomes practice.

01

Knowledge

Evidence, research and insight on people, work and organisations

02

Standards

A recognised benchmark for professional knowledge, behaviours and practice

03

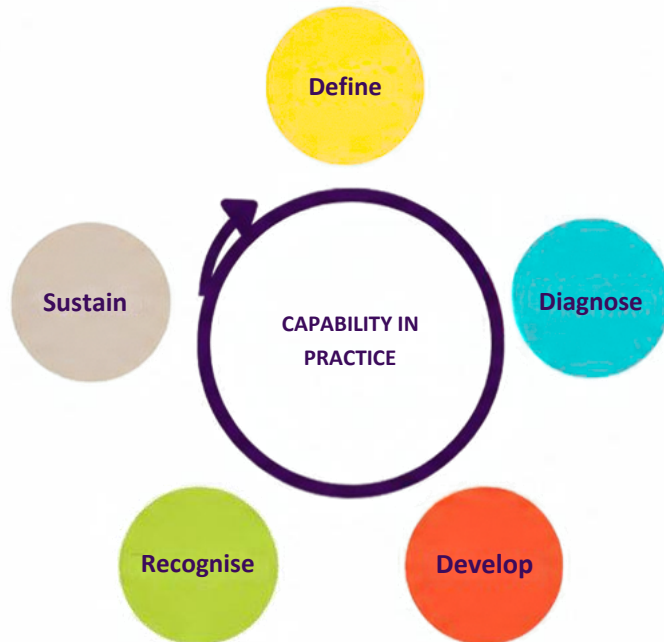
Capability

Learning, assessment and professional development to turn standards into practice

A partnership that turns ambition into capability

CIPD

The Irish Civil Service example — shared here as a practical illustration for public services across Europe.



Civil Service expertise

Context • Policy • Workforce priorities • Organisational insight

CIPD expertise

Knowledge • Standards • Assessment • Learning •
Professional development

Stronger people capability across the Irish Civil
Service

Journey to Date



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Public Service Reform and Digitalisation

The **HR function in the Civil Service** has been evolving from a primarily administrative function into a strategic partner that shapes workforce capability, culture and leadership and drives long-term organisational transformation.

This has underpinned by significant reform programmes:

- **The Civil Service Renewal Plan 2014**
- **The Civil Service Renewal Plan 2030**
- **Better Public Services Transformation Strategy (BPS) 2030**

The **‘Developing People Practices’** project in partnership with CIPD aims to further grow the capacity of the people function in the Civil Service to support organisations to embrace the future of work!



Partnering with CIPD



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Public Service Reform and Digitalisation

The Civil Service partnered with the Chartered Institute of Personnel and Development (CIPD) to deliver the 'Developing People Practice' project

- CIPD is the **globally recognised professional body for HR and people development**, providing professional accreditation and promoting best practice in the field.
- Developing **HR standards** that are aligned to the CIPD signals the civil service's commitment to investing in HR and career development for people professionals.
- CIPD offers access to a **vast network** of HR professionals, **research and insights**, helping ensure the Civil Service stays ahead of emerging workforce trends and continually innovates in response to evolving workforce needs.



Partnership Programme



Developing People Practices to support individuals & organisations to effectively navigate the future of work

Workstream 1:

People Impact Tool

- Understand the impact of the HR function on employee experience, alignment to organisational strategy & future readiness

Workstream 2:

HR Policy Review

- Review current HR policies, identify areas for development in line with changing workforce
- Develop and AI tool to support policy accessibility

Workstream 3:

People Standards Framework

- Establish professional standards around knowledge, skills and behaviors for HR in the Civil Service & provide framework to support career development

Workstream 4:

CIPD Learning

- Identify pathways to grow HR skills in line with professional standards through formal & informal training, self-directed learning, HR networks & work-based opportunities

March
2024

Steering group providing strategic guidance

Working group informing practical implementation

Oct
2026

Workstream 1: The People Impact Tool



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An online survey to gather perceptions around the impact of HR, this helped to:

- Employee experience of the HR function
- Alignment of HR to organisational strategy
- Future readiness of the HR function

The survey was distributed across **24 Civil Service Departments/Offices** – over **3600 responses**

Key Strengths:

- HR expertise & credibility
- Learning & Development

Areas to Develop:

- Data & Analytics
- Digital transformation
- Organisational Design & Development

Key HR Issues:

- Resourcing
- Change management



Workstream 2: Civil Service HR Policy Review

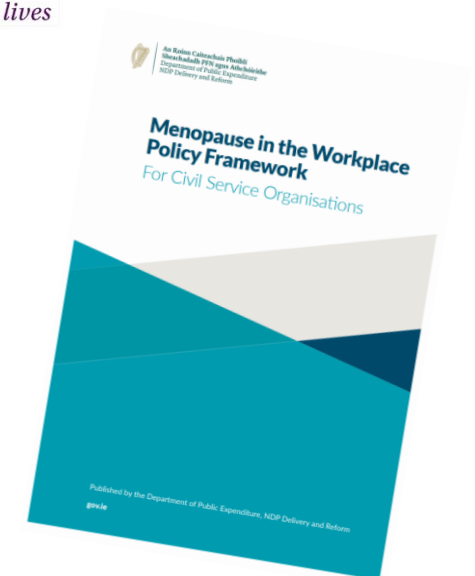


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- **77 Central HR Policies** reviewed for **compliance, consistency and accessibility** to drive policy modernisation and identity gaps in line with evolving employer & workforce needs
- Review found inconsistencies in style, language, format, structures, some compliance updates and gaps in areas such as women and men's health, EDI, technology and flexible working
- A key recommendation is to take an **employee-centric lens** to policy development i.e. making information easily accessible
- Key Outputs:
 - HR Policy **Simplification** and **Standardisation**
 - Civil People Policy **Hub**
 - HR Policy **AI Tool**



CIPD
*Championing better
work and working lives*

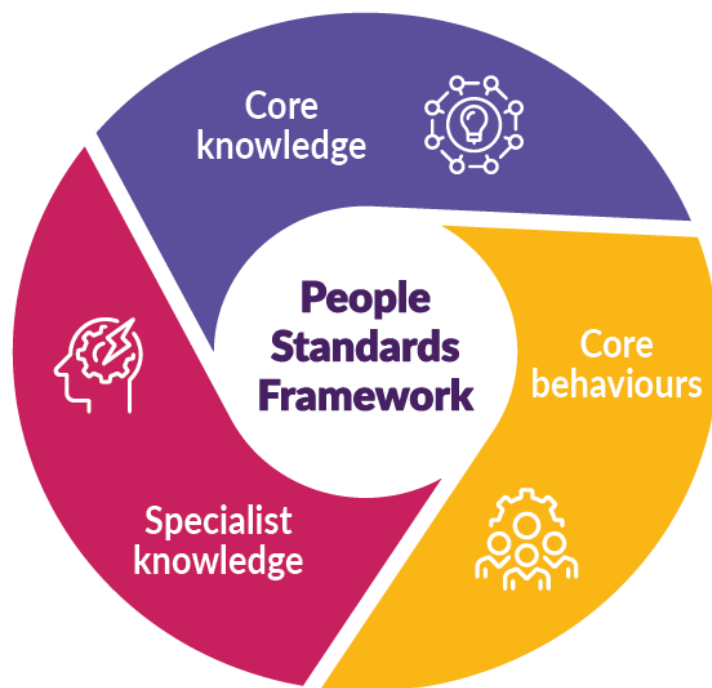


Workstream 3:

Civil Service People Standards Framework



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Core Knowledge

- People Practice
- Culture and behaviour
- Understanding the business and organisation
- Evidence-based practice
- Digital transformation and people
- Enabling change

Core Behaviour

- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Passion for learning
- Insights focused decision-making
- Drive for organisation success

Specialist Knowledge

- Employee relations
- Equality, diversity and inclusion
- Employee experience and engagement
- Learning and development
- Strategic talent management
- Resourcing
- Organisational development and design
- People and workforce analytics
- Wellbeing

CIPD
Endorsed Professional
Standards



Rialtas na hÉireann
Government of Ireland

Level 1

Level 2

Level 3

Level 4

Framework Launch



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Minister Jack
Chambers formally
launched the
Framework at the
**CIPD Ireland Annual
Conference 2025**
following a memo to
Government!



Workstream 4: Learning - Bringing the Framework to Life



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- **People Standards Framework** available on Gov.ie
- Dedicated **knowledge hub** on CIPD website for Irish Civil Service
- CIPD **Corporate Affiliate Membership** for 800+ civil servants working in HR!
- **CIPD accredited programmes** available via Institute of Public Administration (IPA)
- Calendar of **thematic HR workshops** to support rollout & embed Framework
- Establishment of **HR networks & Communities of Practice** – *EDI, Workforce Analytics, ODD*
- **HR Unlocked** event for early career HR professionals

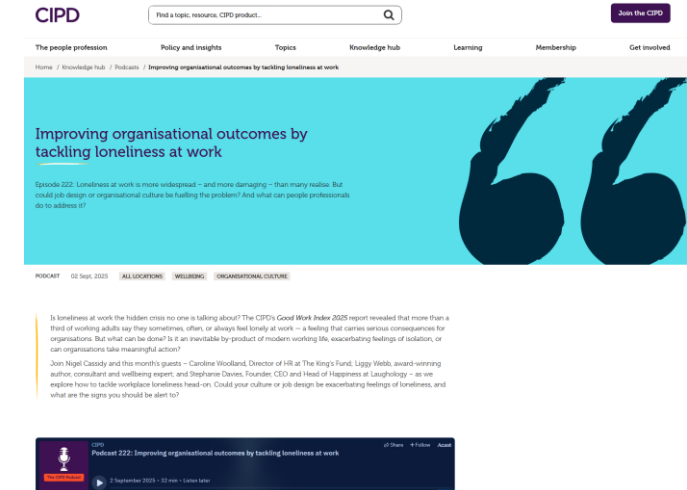
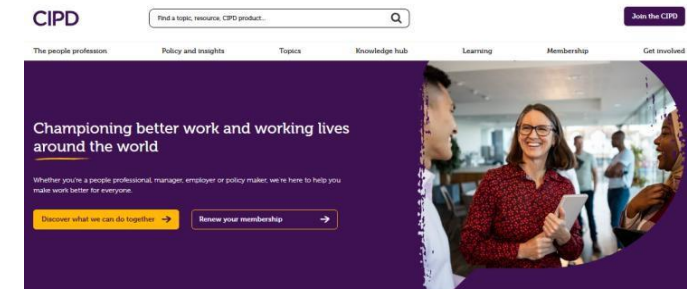
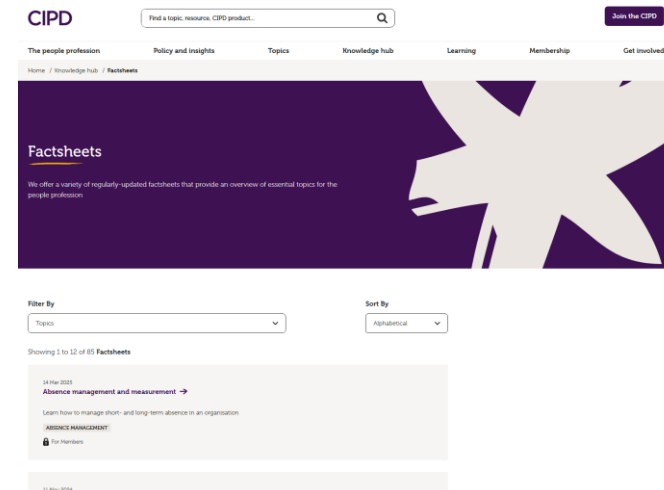
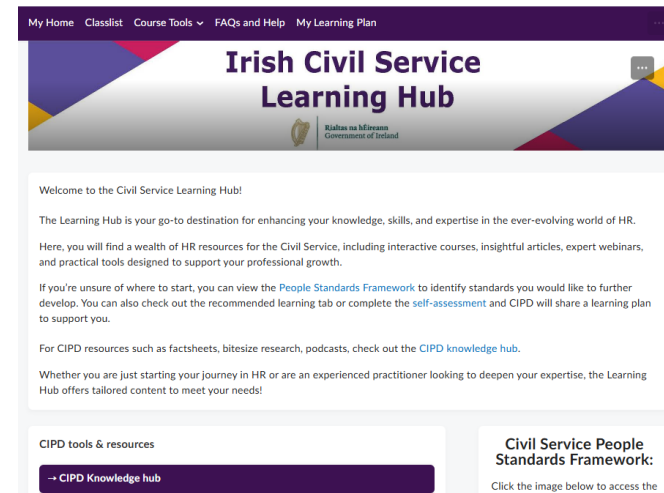


CIPD Corporate Affiliation



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- Interactive and engaging resources
- Self-directed, bitesize professional development
- Access to CIPD resources – **research, factsheets, podcasts**
- Dedicated Civil Service Learning Hub with **Essential Insights (30+) & Introductory Learning Programmes (16+)**
- Access to latest research, upcoming events & **professional HR networks**
- Entry point to **professional journey**



The Impact



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Increased
HR Capability



Consistent
Professional Standards



Stronger
Recruitment and Retention



Better
Workforce Planning



Stronger
HR Community and Commitment to
Learning



Increased capacity
to support Organisational Transformation
and New Ways of Working





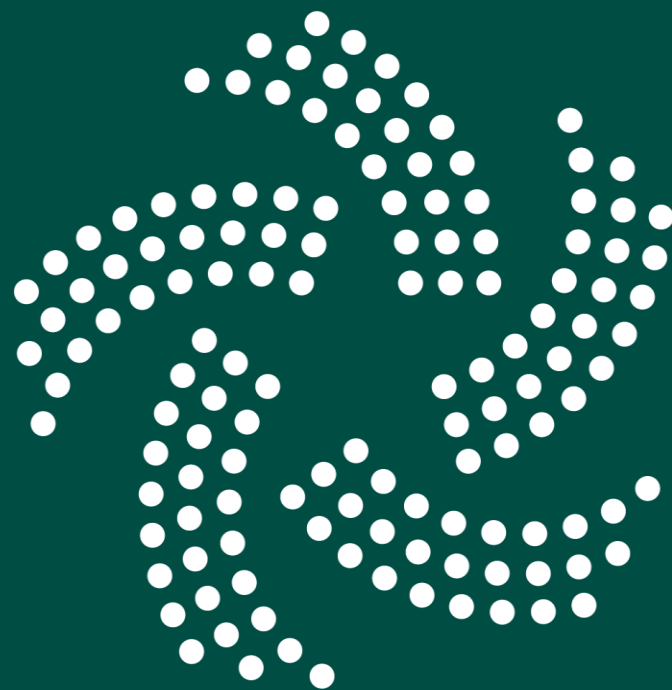
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Thank you

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A new Capability Framework for the Workforce of the Future

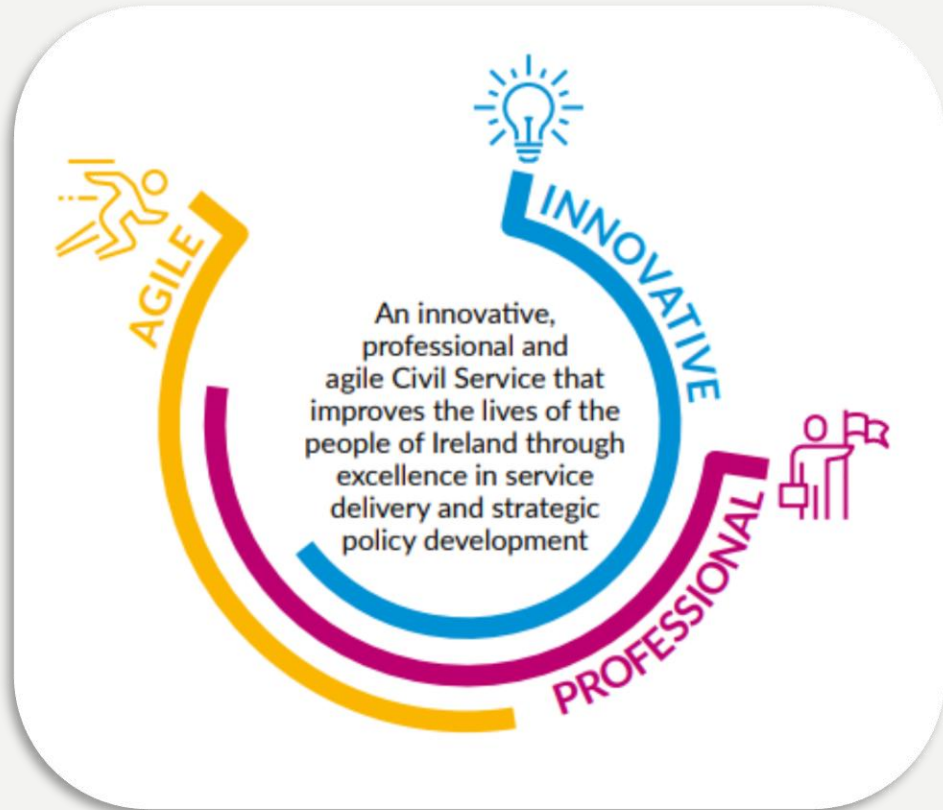
EUPAN Working Level Meeting

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Background



Civil Service Renewal 2030 'Vision'

- **Competency Model** in place for a number of years
- The world of work has **changed significantly**
- **publicjobs** tasked with reviewing and updating the competency model
- **Aim:** create a framework that accurately reflects the skills required for a modern and high-performing Civil Service, and supports us in building the workforce of the future



Our Approach

- **Evidence-Based Approach** – International benchmarking & research
- **Consultation** – Surveys, workshops & networks
- **Governance** – Expert Steering Group and Project Team
- **Representing Variety of Roles** – Generalist/Specialist, Policy/Operational
- **Equality, Diversity & Inclusion** – Promoted throughout, reflecting the society we serve
- **Employee Lifecycle** – consider recruitment, performance management and development



Building
Future Readiness



Evidence
Informed Delivery



Leading
& Empowering



Communicating
& Collaborating



BEHAVIOURS



SKILLS



STRENGTHS



KNOWLEDGE



VALUES



MOTIVATION

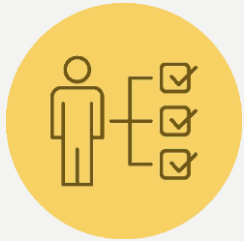


INTERESTS





Behaviours



Skills

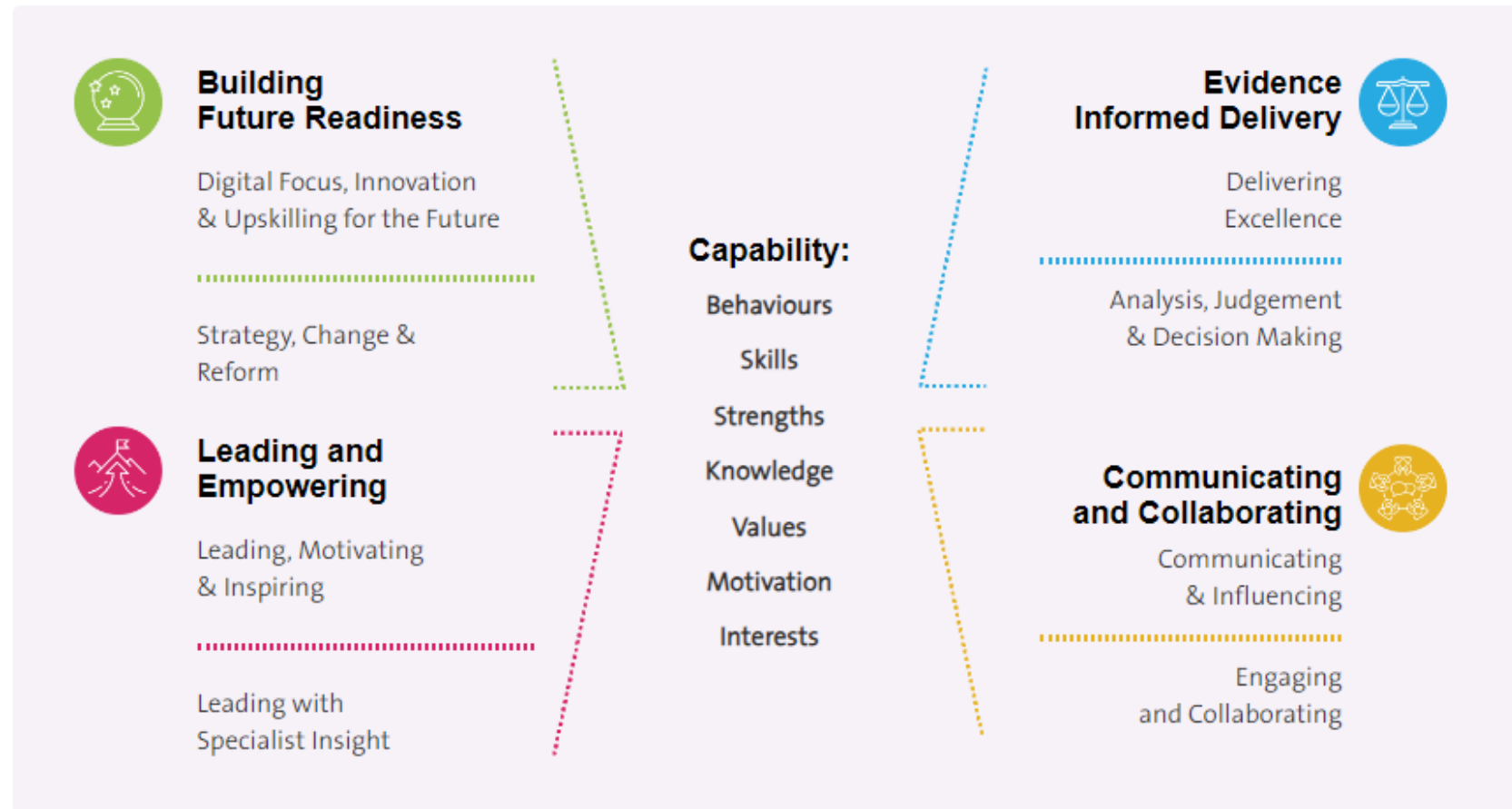


Strengths

[Link to Framework](#)

Capability Framework

PO Principal Officer



Values



Knowledge



Interests



Motivations



Leading, Motivating & Inspiring

Leading with Specialist Insight

Developing, Motivating & Supporting Performance

- Ensures their team have exposure to development opportunities, strategically delegating projects by considering individual suitability and project demands/urgency
- Develops others and supports performance by providing guidance, coaching and regular feedback
- Uses different techniques to motivate their team, including recognition and appreciation of their contributions and achievements
- Utilises and promotes both formal and informal performance management techniques, ensuring staff are supported to perform to the best of their ability

Vision, Purpose & Authenticity

- Inspires their team by showing authenticity, trust, passion and living the organisational values, by example
- Creates and communicates a clear vision for the team, articulating how their work contributes to organisational strategy and overall Civil Service objectives
- Leads with integrity, honesty, transparency and accountability

Empowerment, Psychological Safety and Inclusion

- Creates an inclusive and psychologically safe team environment, which actively encourages and equally values the contributions, commitments and challenges raised by all members
- As a leader, champions equality, diversity and inclusion, taking meaningful action through the work of their Organisation/Department and in supporting a diverse workforce

Social & Emotional Intelligence

- Openly prioritises the wellbeing of self and others, instilling a culture of support and showing empathy and consideration during challenging times
- Demonstrates high self-awareness and ability to manage own emotions and behaviour particularly in challenging situations



Capability Framework Structure

	Building Future Readiness		Evidence Informed Delivery		Leading & Empowering		Communicating & Collaborating	
Clerical Officer	Building Future Readiness		Delivering Excellence	Handling Info, Problems & Decisions	N/A		Communicating & Collaborating	
Executive Officer	Building Future Readiness		Delivering Excellence	Managing Information, Problems & Decisions	Leading, Supporting & Developing	Leading with Specialist Insight	Communicating & Collaborating	
Administrative Officer	Digital Focus, Innovation & Upskilling for the Future	Strategic Awareness & Change	Delivering Excellence	Analysis, Judgement & Decision Making	Leading, Motivating & Developing	Leading with Specialist Insight	Communicating & Influencing	Engaging & Collaborating
Higher Executive Officer	Digital Focus, Innovation & Upskilling for the Future	Strategic Awareness & Change	Delivering Excellence	Analysis, Judgement & Decision Making	Leading, Motivating & Developing	Leading with Specialist Insight	Communicating & Influencing	Engaging & Collaborating
Assistant Principal Officer	Digital Focus, Innovation & Upskilling for the Future	Strategy, Change & Reform	Delivering Excellence	Analysis, Judgement & Decision Making	Leading, Motivating & Developing	Leading with Specialist Insight	Communicating & Influencing	Engaging & Collaborating
Principal Officer	Digital Focus, Innovation & Upskilling for the Future	Strategy, Change & Reform	Delivering Excellence	Analysis, Judgement & Decision Making	Leading, Motivating & Inspiring	Leading with Specialist Insight	Communicating & Influencing	Engaging & Collaborating

Potential

Fail – Insufficient Evidence	Potential - Evidence of Potential	Pass – Good Evidence	Pass – Very Good/Excellent Evidence
1-17	18-21	22-34	35-50

- **Potential:** Some or limited direct experience the area, however demonstrate the capability to learn and holds transferable skills. Shows an understanding of the appropriate actions to take in certain scenarios/situations and can describe the correct approach/best practice principles and necessary behaviours, at the level required for the role.
- The use of this category **decided in advance** and communicated to candidates.



Roll out of the Capability Framework



1. Integration of the Framework into the **Performance Management & Development System** was launched for the 2026 Performance Management System.
2. **Publicjobs** has used it across all Civil Service large volume competitions, all internships/alternative route competitions, variety of P&T roles and we plan to move to the framework for our roles with bespoke competency models on a rolling basis.
3. A large proportion of clients are now using the framework and others now in the planning stage to use the Framework.
4. Pilot ongoing to “match” candidates to roles for the Principal Officer.
5. Positive feedback from Interview Board Members, candidates and clients
6. Analysis of the **Assistant Secretary** role due to commence shortly.



Benefits/ Lessons Learned

1. Sets a **common standard** across the system
2. **Flexibility:** the framework was designed for general grades *and* Professional & Technical roles, with many ways to **tailor** the framework (e.g. indicators, key skills, scoring)
3. **Personnel Development:** the framework supports us across all stages of employee lifecycle: recruitment, L&D, Performance Management etc but this took time.
4. **Critical Importance of evidence/consultation**
5. **Wider implementation** – different appetites for and drivers of change across the system
6. **Supports** - Candidates, Clients, L&D and Assessors



Thank You

Questions?

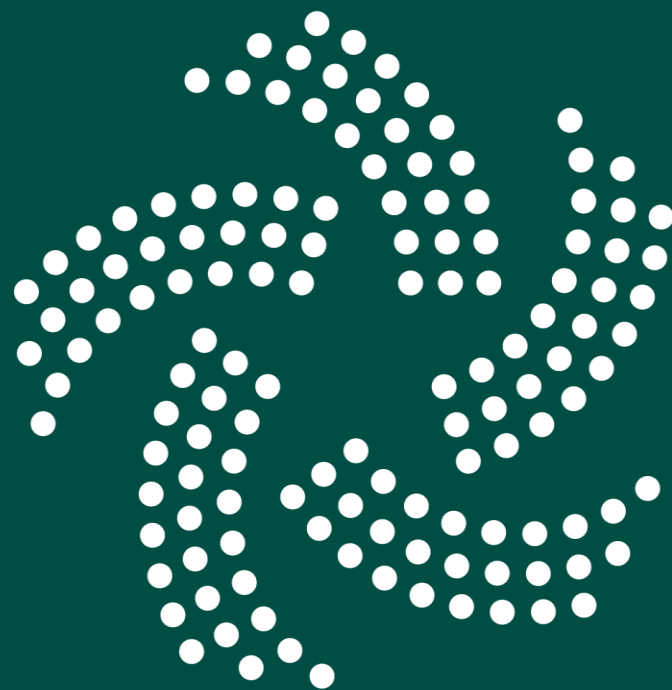


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Close of Day 1



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