

Making Digital Change Happen: Inspiration and Experience from the German Federal Public Administration



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Placing the individual at the centre



digital transformation of the public administration



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Jakarta-based artists' collective
ruangrupa

Concept of “Lumbung”

Core principles such as:

- **Collectivity**
- **Communal resource sharing**
- **Equal allocation**



Seven fundamental principles for a value-based digital government, e.g.

→ **empowerment and digital literacy**

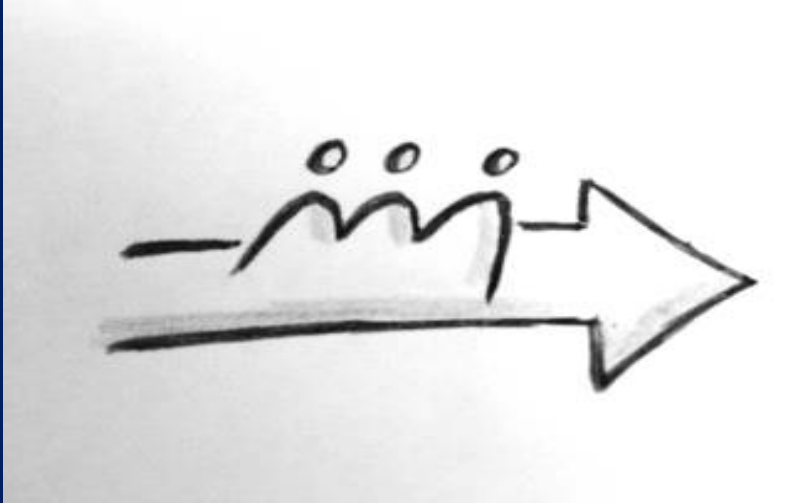
- fosterer measures that contribute to **improving citizens' digital literacy, awareness, skills** and reinforce citizens' ability to act and make informed decisions in the digital sphere
- **strengthen development and actual use of digital skills and tools in the public sector**

Berlin Declaration





- Climate change, pandemics, global inflation and migration
- Lumbung = **resurgence of a social paradigm**
- **resource sharing, equal allocation, collaboration, collectivity, and cooperation**
- **digital transition of the public sector and required skill building**
 - not an isolated endeavor
 - collective, collaborative and networked process.



Explore these processes to successfully initiate digital change on three different levels, i.e.

- **skill building that reaches out to all members of society**
- **targeted skill building within public administrations**
- **cross-sectoral skill building**

1. All members of society



Federal CIO, Dr. Markus Richter
importance of reaching out to all of our citizens

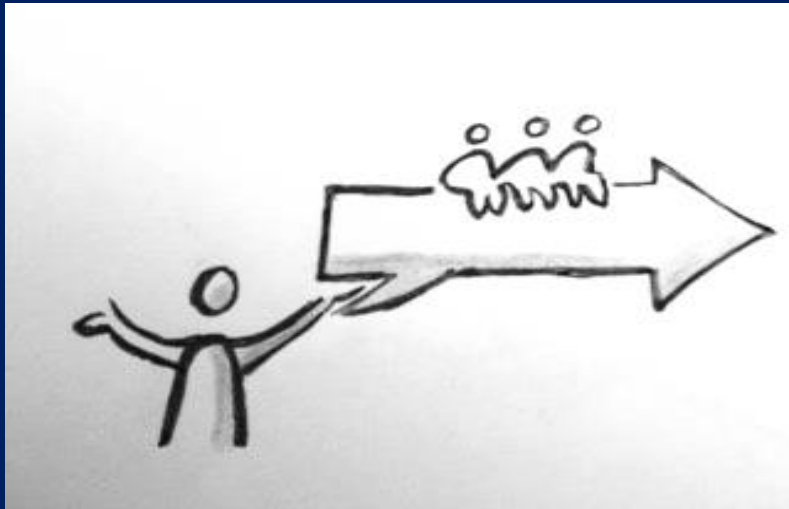
transformation of our working world

- increasingly complex, uncertain, rapidly changing and unpredictable circumstances
- breathtaking speed of technical innovations

→ **Kick anxiety out of the door**

→ **Provide opportunities rather than challenges**

Example: The GovTech Campus



Launched in June 2021

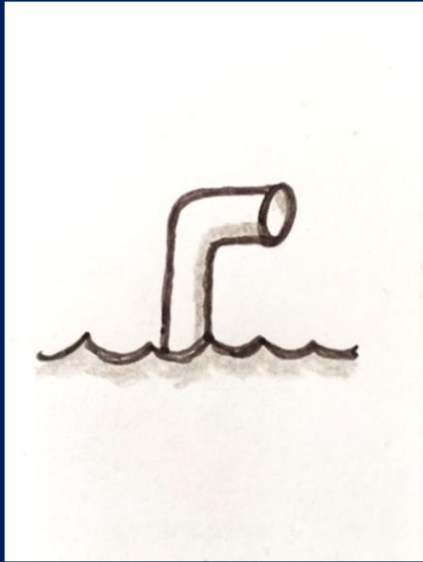
Gov Tech Campus as a spacial and virtual innovation platform

generates orchestrated and sustainable co-learning, co-ideation and co-creation

between the public administration, startups, businesses, venture capitalists, IT-providers, science and our civil society

aims to **build one of the world's leading GovTech ecosystems**

Example: The GovTech Campus



The GovTech Campus

- unique and exemplary organizational structure
- provides federal and state governments with infrastructure
- seeks **to actively involve our citizens**

→ **Finding answers to the most pressing digital and technological innovation tasks of our public administration**

→ Flagship example of how skill building may profit from **co-learning, co-ideation and co-creation**

→ incubator of inspiration and innovation.

2. Targeted skill building in the public sector



Covid-19 pandemic has accelerated our need for digital learning and working methods

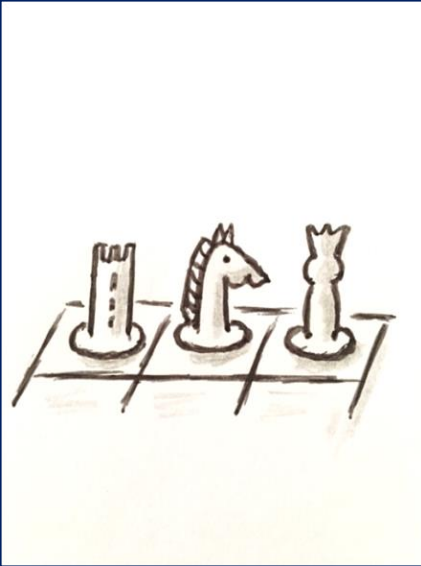
Launch of **Digital Academy** in May 2021

Free platform of the German Federal Academy for Public Administration (called BAKöV)

Offers **online and offline courses** for German federal employees to

- promote digital skills,
- encourage and provide networking opportunities
- support cultural change in public administrations

Example: The Digital Academy



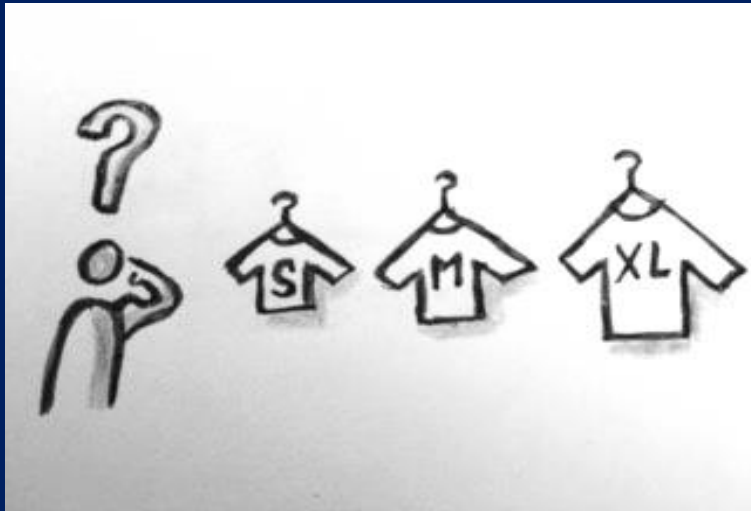
Learning opportunities designed to **upskill the public sector** for future challenges by teaching

- both **technical competencies** (i.e. artificial intelligence and big data),
- and **new forms of work facilitated by new technology** (i.e. agile project management, digital leadership, remote collaboration and teamwork as well as tech-enabled service delivery and policymaking)

Exemplifies best practice of **hybrid learning**

- both a physical campus and an online platform
- mixed methods to maximise accessibility and scalability

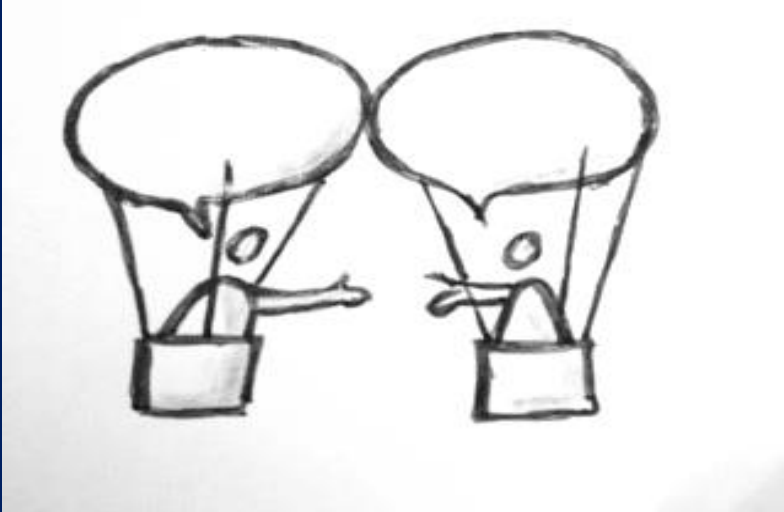
Example: The Digital Academy



Two key aspects of a modern public sector innovation programme:

- **course offers are designed to pick people up where they are** and provide flexible learning modalities
- **future-oriented curriculum** supported by **peer-to-peer learning and coaching** rather than disconnected individual lectures

Example: The Digital Academy



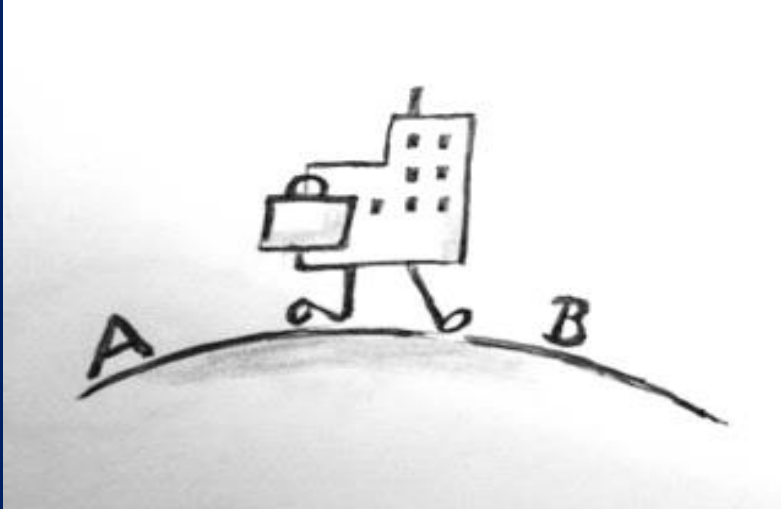
The Academy's portfolio is still new and evolving.

But: one of the **most future-oriented and exciting experiments** in public sector upskilling.

Aims to convey skills and competencies that **emphasize collaboration, participation and co-creation** to

- enable public employees to **successfully cope with changing work environments** and
- to encourage them to **actively shape reform processes** in the public sector.

3. Cross-sectoral skill building



GovTech Campus:

- startups as bridge between external GovTech innovations and the public administration
- fellowships, case presentations and a further training curriculum for public sector employees

German fellowship program “Work4Germany”

- Launched 2020
- Brings together transformation experts from the private sector with pioneers of federal ministries
- Six-months period, tandem partners



Scrutinize cross-departmental challenges, redesign work processes and develop new and iterative working methods

Translate best practices from the private sector into the administrative context:

- **individual level:**
new working methods and skills
- **organizational level**
cross-departmental exchange
- **systemic level**
tackling cross-ministerial boundaries



Flourishing of collaborative working tools

- kanbans
- whiteboards
- team rooms
- other interactive tools

Conclusion



“When digital transformation is done wrong, all you have is a really fast caterpillar” - but “when it is done right, it’s like a caterpillar turning into a butterfly”.

George Westerman



Skill building is not an isolated endeavor – but a collective, collaborative and networked process

Collectivity, communal resource sharing, participation, co-creation and collaboration

→ Key for successful digital skill building in public administrations

Three flagship examples

- www.govtechcampus.de
- www.digitalakademie.bund.de
- <https://work.4germany.org>



Thank you very much