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Ensure that all economic ministry agents and finance can better understand the transformation digital and be comfortable with these new uses and tools. The Bercy Numérique website aims to develop, share and spread an internal digital culture.

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Thanks to the Reverse Mentors network of the Innovation Mission of the General Secretariat Economic and Financial Ministries and the Interministerial Directorate of digital and the state's information and communication system!
The Code has Changed
Public Governance in the Digital Era

8.30 am  |  Registration and coffee

8.55 am  |  Opening remarks by Virginie Madelin, Director General of the IGPDE

9.00 am  |  Opening remarks by Olivier Dussopt, Minister of State reporting to the Minister for Government Action and Public Accounts

9.20 am  |  Introductory session: Cross-perspectives
   Barbara Ubaldi, Project Manager, Digital Government and Open Data Team, Organisation for Economic Cooperation and Development (OECD)
   Henri Verdier, Interministerial Digital Director

10.00 am |  Roundtable
   Governing with algorithms, or governed by algorithms?

11.00 am |  Coffee break

11.15 am |  Public administration in the digital age
   Conference-debate
   Government and platforms
   Workshop
   User experience:
   Connecting government and citizens

12.30 pm |  Buffet luncheon

2.00 pm  |  Steering public action in the digital age
   Conference-debate
   Data and control processes
   Workshop
   Human resources: Accompanying the transformation of jobs

3.00 pm  |  Coffee break

3.15 pm  |  Spotlight: short talks
   Debates moderated by the Bercy Reverse Mentors network

4.15 pm  |  Summary by Élisabeth Grosdhomme-Lulin, CEO of Paradigmes et caetera

4.45 pm  |  Closing remarks by Mounir Mahjoubi, Minister of State reporting to the Prime Minister with responsibility for Digital Affairs
The International Symposium of Public Management is a space for dialogue and exchange between researchers and practitioners since 2002. For this 17th edition, we have chosen to reflect on issues related to the digital transformation of the state. How to understand the ethical and legal choices, the organizational issues and the managerial challenges the State is facing?

Are the new modes of manufacturing public policies simply a matter of a technological modernization of the administration? Or does the emergence of the digital governance that accompanies it foreshadow a radical change in the implicit contract between power and society?

These are questions that will be discussed during round tables, workshops, debates and discussions. By crossing the perspectives and multiplying disciplinary approaches, this event brings together international administrative practices and disseminates knowledge and know-how to a public of practitioners and future practitioners.

**Welcome to the 17th edition of RIGP**

**Introductory session**

**9.20 am | Cross-perspectives**

**Barbara Ubaldi** is a Senior Project Manager leading the Digital Government and Open Data team at the Organisation for Economic Co-operation and Development (OECD). She also manages thematic reviews on open data and supervises the implementation of the OECD’s Recommendation on Digital Government Strategies. Previously, she served as Programme Officer for E-Government and Knowledge Management at United Nations. She has also worked on digital government and ICT in developing countries.

**Henri Verdier** is the Director of DINSIC, the interministerial directorate in charge of digital affairs and the central government’s information and communication systems. He was appointed as the Chief Data Officer after a stint as Director of Etalab, a taskforce responsible for public open data. At that time, he inaugurated data.gouv.fr, a public open data platform for hosting datasets and tracking data reuse. Mr Verdier is also a member of the Scientific Committee of Institut Mines-Télécom, as well as the Planning Committee of the CNIL (the French Data Protection Authority).
Given the increasing number of Internet platforms and the growing impact of the global web giants, central governments are facing the challenge of inventing a new form of governance that is suited to digital changes. At the same time, they are turning to decision-making support tools that leverage big data, as well as new predictive technologies such as profiling and data mining. Are these new predictive analytics tools changing the scope for possible public action? Will algorithmic regulations lead to a new form of governance?

**Roundtable moderated by Lucie Cluzel-Métayer**

**Lucie Cluzel-Métayer** is a professor of public law at the University of Lorraine, notably teaching digital law at the SJPEG graduate school. She is a specialist in public service law, discrimination law, the quality of administrative justice, as well as e-administration. She is the author of two books on these topics: *Le service public et l'exigence de qualité* (2006) and *Discriminations dans l'emploi, Analyse comparative de la jurisprudence du Conseil d'État et de la Cour de cassation* (2011).

**Frank Bannister** is an Associate Professor and Researcher Emeritus in Trinity College, Dublin. After starting his career in Ireland’s civil service, he worked as a consultant for audit house PwC. Over the past ten years, he has co-directed the e-government permanent study group of the European Group of Public Administration. Over the course of his career, he has advised the Irish government and the European Commission. He is a Fellow of the Irish Computer Society.

**Jean-Gabriel Ganascia** Ganascia is a professor of computer science at the Faculty of Science of Sorbonne University (SU), a senior member of both the *Institut Universitaire de France* (IUF) and EurAI (European Association for Artificial Intelligence), and chairman of COMETS (the CNRS's ethics committee). He researches artificial intelligence at LIP6 (the information science laboratory at University Paris 6). His research is currently focused on machine learning, symbolic data fusion, computational and computer ethics, and the literary aspect of digital humanities.

**Beate Lohmann** is the Director General for administrative modernisation and organisation at the German Federal Ministry of the Interior in Berlin. From 2008 to 2009, she was Deputy Director for Central Services, and she headed up several reform projects. She has garnered administrative experience in various functions, notably as a technical adviser to the State Secretary in Bonn, at HM Treasury in London, and at the Federal Office of Administration in Cologne.
Conference-debate Government and platforms

Digital technologies are already transforming government, with working methods changing thanks to paperless procedures and telecommuting, as well as new public service offers and delivery methods, with government-sponsored start-ups, Etalab (the French agency in charge of public open data), and others. Streamlining of public services, in close connection with data pooling, is another key topic for this digital conversion of government action through many IT projects and innovations. What are the organisational issues underlying these government platform strategies?

Conference moderated by Marie Alauzen

Marie Alauzen is preparing her PhD at the Centre for the Sociology of Innovation at MINES ParisTech. Her thesis looks at coordinated efforts to modernise the French central government. Based on a 22-month-long ethnographic investigation within the Secretariat General for Government Modernisation, this thesis is an empirical exploration of the political, economic and ethical arrangements that make up the fragile edifice of modern government.

Mike Bracken was appointed Executive Director for Digital for the UK government in 2011 and Chief Data Officer in 2014. He co-founded and directed the Government Digital Service (GDS), tasked with supervising and improving the digital services of the UK government agencies. After leaving GDS, he joined the board of the Co-operative Group as Chief Digital Officer. He is currently an adviser to the Inter-American Development Bank and a non-executive member of the board of Lloyd’s of London.

Helen Margetts is Professor of Society and the Internet at the University of Oxford. Prior to joining Oxford in 2004, she taught at the University of London, where she headed up the School of Public Policy. Professor Margetts has focused her research on digital governance and policy, political behaviours and institutions in the Internet era, social media and data science. She is currently a member of the UK government’s Digital Economy Council.

Pierre Pezziardi is a digital entrepreneur and essayist. After founding the consultancy OCTO Technology, then co-founding (alongside the NGO ACTED) the Octopus microfinance platform, he became a partner for the solidarity lending platform KissKissBankBank. He has developed the concept of “convivial computing”. In 2013, the Secretariat General for Government Modernisation called on Mr Pezziardi to create beta.gouv.fr, the incubator for digital public services. He is currently the Entrepreneur-in-Residence at DINSIC.
Workshop User experience: Connecting government and citizens

User experience for public service websites, user satisfaction and user panels on smartphones, online forums, and more. Digital technology has already made far-reaching changes to the relationship between citizens/users and government agencies. Given the trend for service companies to digitalise the customer relationship as much as possible how can public services adapt their daily interactions with users? Does digital technology’s promise of wide-scale service customisation resolve the increasingly obvious paradox between the universal nature of public services, and the individualised expectations of users?

Workshop moderated by Kiane Goudarzi

Kiane Goudarzi is a professor of management science at IAE Lyon School of Management. His research, teaching and consulting activities primarily focus on service management and steering the client experience, client satisfaction and customer relationship management. He has worked collaboratively with many public- and private-sector organisations, including the Loire-Atlantique département Council, the City of Besançon, IKEA, Conforama, Casino Barrières, Ubisoft and SNCF.

Florence Jacob

Florence Jacob is a professor of marketing at the University of Le Havre. She is currently completing a PhD in management science at Paris Dauphine University, with special emphasis on the digital customer relationship, digital tracking, mobile marketing and the customer journey. Endeavouring to connect these topics with public administration, in 2011 she published a book entitled Marketing Mobile et Communication Publique, Nouvel Enjeu et Solutions Techniques. Ms Jacob has also provided consulting services to various institutions.

Icare Le Blanc

Icare Le Blanc is national manager for the Marianne standards (12 commitments to improving service quality) with the Interministerial Directorate for Government Transformation. He is an Administrateur territorial (regional administrator) who was previously director for births, marriages and deaths and director of the Reception, Citizenship and Regions Directorate for the city of Saint Étienne. He set up a large number of projects to draft the city’s public policies using a design-based approach.

Gina Alexander

Gina Alexander is Director of Care Opinion Scotland, a website on which users can share their experiences of UK health and care services. She graduated from Napier University in 1992 and began working in training and staff development, first with United Distillers and subsequently at Falkirk College. As from 2000, she was a volunteer development worker with the Clackmannanshire Volunteer Centre, then an involvement worker with Clackmannanshire Council before joining Patient Opinion in 2011.
Control processes – for management or budgetary control and tax or customs audits – are fuelled by the collection and analysis of data. Control processes have always come under criticism for being unwieldy. Is it any surprise that in the administrations of OECD Member States, control and audit functions have been among the first to adopt big data, data mining or artificial intelligence tools? By automating reporting, targeting controls more precisely and anticipating behaviour more accurately, we hope to transform controllers into partners without denting effectiveness. Does initial feedback support these expectations?

Nicolas Berland is a professor at Paris Dauphine University and director of both the Dauphine Research in Management programme and the Executive MBA Dauphine. He specialises in steering organisational structures and management control. As part of his research, he has studied the history of management control practices, the financial deepening of control, “management without budget” experiments and the rollout of management control in the public sector.

José Borja Tomé is Deputy Director General of the Information Analysis and Fraud Investigation Technology Department at the Spanish Ministry for Finance and the Civil Service. He also manages an IT development team in the tax audit and international data flow fields. During his twenty-seven years’ experience in IT development in both the public and private sectors, he has been, for instance, a member of the Civil Guard where he oversaw a technology-led upgrading programme.

Florence Guir is Project Manager for Management and Assessment for the Seine-Saint-Denis département Council. Since 2010, she has been working to support public policy steering in the département. In this respect, she coordinates two decision-making support duties within the local authority: management analysis covering the building of public policy targets and monitoring achievements and outcomes, and the assessment of public policies which looks into the impact of the département’s initiatives on the community and its inhabitants.

Ulf Clerwall has twenty years’ experience as a management consultant on risks and regulatory compliance in the finance industry. He is currently heavily involved in projects for the digital and organisational transformation of financial institutions, and in discussions on taking up new risk management and steering methods and strategies. He is leading two projects with the non-profit organisation Alliance Sciences Sociétés (ALLISS) which has set up a working group to examine the effect of artificial intelligence on changes to employment and labour.
Parallel sessions

2.00 pm | Steering public action in the digital age

Workshop Human resources: Accompanying the transformation of jobs

The digital transformation has given rise to the development of new skills and changes to jobs and work practices. Opportunities for innovation, disintermediation, speed and change cannot arise unless they coincide with suitable support for employees to gain new skills in areas related to the use of digital technology. Therefore, how can we direct public employees’ paths with respect to new digital work practices?

Workshop moderated by Dominique Boily

Dominique Boily is a director of operations with the Canadian Federal Government and a public policy researcher. After having held a number of HR and planning management positions, he is now Senior Director, Planning and Operations with Natural Resources Canada. He belongs to several research groups and is a Ph.D. candidate at Universita della Svizzera Italiana as well as being a lecturer at the Public Administration University (École nationale d’administration publique, ENAP) in Quebec.

Jacques Marchandise is co-founder of the Fondation Internet Nouvelle Génération (FING). He has been involved in digital innovation since 1982 with his specialist fields being the transformation of government action, regional changes, contributive practices and humanities in the digital age. He set up Proposition (now called Items Proposition), a digital strategy consultancy, and was involved in the innovation programme of 27e Région (a government transformation laboratory). He currently teaches at ENScI and Université Rennes 2.

Élisabeth Bauby is Deputy Director for Social Affairs at the Fédération Française de l’Assurance where she has helped design, create and implement a digital certification process for all employees in the insurance sector.

Room Bloch-Lainé
Understanding the future of public administrations means thinking about the future of the digital transformation, as part of both national and international trends. It is also an opportunity to investigate the influence of digital technology on social ties and human relationships that are at the heart of administrations. Understanding this transformation also means seeing its blind spots and facing more critical views of digital technology. What digital futures lie ahead?

Piret Tõnurist holds a research fellowship in information technology governance at Tallinn University of Technology (Estonia). She also manages research work into innovation measurement, co-production and digitalisation at the OECD. Within this organisation, she specifically coordinates public sector innovation and transformation work at the Observatory of Public Sector Innovation (OPSI). Previously, she acted as a government innovation consultant, in particular for the Parliament of Estonia.

Aude Costa de Beauregard is head of department, reporting to the Interministerial Delegate for Government Transformation, and is tasked with public service performance levels and digital and managerial transformation. Until 2012, she was involved in steering the General Review of Public Policies at the Directorate General for Government Modernisation and in the private office of the Minister for the Budget, the Civil Service and Government Reform. She subsequently went to work for Pôle emploi (France’s public employment service agency) successively as project leader with the Strategy Directorate then Director of Labour Performance and Organisation.

Roland Gori is a professor emeritus in clinical psychopathology at Université d’Aix-Marseille and a member of the non-profit organisation, Espace Analytique’s team of psychoanalysts. He has sat on a large number of ministerial committees and was expert adviser at the Ministry for Research between 1992 and 2003. After having overseen a post-graduate degree (DEA) course in clinical psychopathology, he was involved in setting up and managing an inter-university clinical psychopathology and psychoanalysis network.

This session, as well as the debates between the audience and the speakers, will be animated by the network of the Reverse Mentors, made up of agents of the ministries who mentor executives on digital-related issues.

Summary

Élisabeth Grosdhomme-Lulin is Managing Director of Paradigmes et caetera, a market research firm and consultancy that focuses on forecasting and innovation, and which she founded in 1998. She is also director of the Elsan Group, UniLaSalle and the FING. After having begun her career with the Inspectorate General of Finance, she worked in the private office of two French Prime Ministers (Edouard Balladur, followed by Alain Juppé) as expert adviser and, subsequently, technical.
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17th International Public Management Symposium

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