



INAP GENERAL STRATEGIC PLAN

(GSP 2017-2020)

INAP
INSTITUTO NACIONAL DE
ADMINISTRACIÓN PÚBLICA



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Presentation from the State Secretary for the Public Service



The *General Strategic Plan of the National Institute for Public Administration 2017 - 2020* (GSP 2017-2020) contains the principal initiatives of the body over the course of the 12th Legislature. With this new plan, a new period opens up within the framework of the State Secretariat for the Public Service, taking INAP towards a review of its priorities and activities for the purpose of advancing its mission to consolidate itself as a leading institution in learning, recruitment, research and domestic and international cooperation in the area of Public Administration.

An institution with the long history and tradition of INAP is constantly in a process of change. Up until now, it has demonstrated that it knows how to adapt to the needs of the Public Administration and society. INAP focuses on public innovation through learning, knowledge management and research on Administration with the aim of improving its activity in the recruitment of public servants.

This new strategic plan is another step in this history. It reflects the level of maturity in the organisation and shows us that it is in line with the main current of reflection on the public sector in the international field, in particular highlighting the 2030 Agenda for Sustainable Development.

Within the general objective of the plan dedicated to "Competence", I particularly wish to mention activities aimed at recruiting talented young people prepared to, and with a vocation to, serve their community. Recruiting talent and improving the selection and learning processes and opening up to new formats have become priorities for our Administration with the aim of successfully tackling the challenges and real needs of the society of today and tomorrow.

The general objective "Knowledge" is a step forward towards strengthening knowledge management developed during the previous legislature, increasing its impact and relevance and opening up to the participation of everyone who wants to share and use this knowledge and make it grow through taking full advantage of existing and future information and communication technologies.

With the general objective "Cooperation" INAP reaffirms its vocation for generating and strengthening partnerships of collaboration with public, social and private stakeholders, which is essential in order to fulfil its mission. Thus, it wishes to continue advancing along the lines of international cooperation and transfer of knowledge which INAP promotes, especially within the Latin American context.

The objective "Improvement" refers to how the focus on the efficacy and efficiency of public organisation must have a social focus in order to be effective. From there, INAP further develops its commitment to corporate social responsibility and those people who need it most, in particular those with disabilities.

The key role of these values in the INAP GSP 2017-2020 is another of the plan's strengths. It is not enough for the organisation to function better, with simpler procedures, providing quality services and for the work to be transparent, rigorous, effective and efficient. Moreover, INAP must also commit to ensuring its activity is useful and beneficial to the society it serves, to the Public Administration, companies, organisation and all the people and institutions it deals with. With this focus, INAP wishes to contribute to the common challenge faced by all public servants: that of strengthening public confidence in public institutions. This is what will ensure that we reach effective equality, diversity, inclusion and citizen participation through decision making that responds to our needs and accountability for results.

Here at the State Secretariat for the Public Service we share INAP's desire to make these values explicit and turn them into a transversal axis that guides the strategic plan. We also feel responsible for the effort made in preparing future implementation, which will allow INAP to remain a leader in innovation and public values for the Public Administration as a whole.

The commitment and dedication of the people that make up INAP, with the determination and public service vocation have key elements that have allowed it to embark on a plan with the characteristics such as those arising now, which must be recognised and appreciated.

Elena Collado Martínez
Secretary of State for the Public Service

Introduction from the Director of the National Institute for Public Administration



Institutions that do not evolve and that do not adapt to the requirements of the environment in which they operate either disappear or become obsolete. In the case of Public Administration, it is more common for bodies to become obsolete than for them to disappear. Often, attempts to avoid this obsolescence come in the shape of a change of name based on the latest trends and that usually fails to alter the administrative inertia. This generates a false belief in the immanence of the Administration and its action in a monopolistic regime across broad sectors of our society. However, this is an illusion that could once have been rooted in reality, but its perseverance has continued to damage the value of public institutions in our society for some time.

There are competencies and alternatives to the direct action of the Administration and not only in the way it manifests a more evident manner of public activities and provisions of public services by companies and organisations of all kinds, as part of the broad world of subcontracting and outsourcing. For many years, new public services have been implemented or co-developed by a broader plurality of agents. Inherent in this is the recognition, explicit or otherwise, that the Administration is no longer omnipresent or universal and that it requires the support of the broadest network of public, social and private stakeholders to satisfy the needs and demands of society.

The concept of the common good has evolved, the delivery of which was traditionally identified with the State and its Administration, and has returned to its roots to once again refer to the new society as a whole, something which has given rise to uncertainty and confusion in many public organisations where ideas of omnipotence prevail. These origins date all the way back to the 19th century and have allowed for the enormous development of the Administration, a development which seemed eternal. This is where talk of the crisis of values and loss of direction of the Administration comes from.

Consumed by this uncertainty, the Administration faces formidable competitors in the form of social enterprises and Corporate Social Responsibility (CSR). In this country, the former accounts for over 40,000 companies, over 2 million workers and 10 percent of GDP across a plethora of cooperatives, mutual companies, foundations, social entrepreneurs, social organisations, associations, churches, trade unions and political parties. In the private sector, CSR has gone so far as to provide goods and services or assume corporate obligations that we wouldn't hesitate to classify as public and that go far beyond the legal demands in areas such as disability, effective gender equality and environmental sustainability, to the point of linking management bonuses with the achievement of these objectives. The commitment of many large companies to the 2030 Agenda and its 17 sustainable development goals (SDGs) never ceases to surprise from a traditional perception of the public sector.

And so, must these organisations be treated as competitors or allies of the Administration? This question reveals the need for a change of perspective of reality on the part of public institutions. Social or business organisations are no longer “complementary” to the Administration but are partners in seeking to meet the social objectives. This is the main innovation that is required of public administrations today and that also touches on the manner in which we tackle inter-government relations, especially in a country as plural as Spain.

For some time, we have found ourselves in an era which we call the Knowledge Society. We might confuse it with the technological revolution we’re experiencing over recent decades and, effectively, it has a lot to do with it, but it is not only, nor even primarily, about that. The general computerisation of administrative processes does not necessarily lead to a transformation of reality or an adaptation to the incessant demands of the environment if it is not done from a different set of cultural assumptions different from those that see the citizen as the subject capable of intervening and participating actively in the relationship with the public power. As in other moments of History, technology comes with profound social change. The gap separating the Administration of social and economic changes, can irreparably aggravate the risk of obsolescence and, with that, its legitimacy.

The current public disillusion calls for deep reflection on the mission of public organisations. The social justification cannot be merely its activity, as formidable as it may be and occupying, as it may, so much in terms of resources and employees. The legitimacy of the Administration does not stem from its evident existence but from the main purpose it fulfils for society: to guarantee the rights, liberties and duties of citizens; to achieve social cohesion and territorial integration and to effectively improve the life of people, social organisations and companies. These purposes are unique and unavailable to other social organisations, but come with an important nuance that reveals the depth of the current social transformation: it is necessary to reach them together with other public, social and private agents, with families and individuals, and that requires other public servants and another Administration.

This is where the *INAP General Strategic Plan 2017-2020* (GSP 2017-2020) stems from. What in the previous strategic plan 2012-2015 was an objective, the opening up of INAP to society and to other institutions, has become a fundamental pillar of this plan due precisely to the intense process of interaction developed over these years. The partnerships with social organisations, particularly those working in the area of disability have determined that what was previously important has today become an essential element of INAP’s identity, which feeds all its other objectives. These include our collaboration with the Universidad Internacional Menéndez y Pelayo, with which we collaborate on 6 Official Master Degrees; with CSR entities in Spain; with approved national and international institutions, especially regional authorities and Latin American organizations; with assessment bodies; active participation in the management bodies of European and international administrative bodies; international technical assistance aimed at strengthening institutions within the framework of Spanish cooperation; the articulation of a broad network of researchers and institutions in the area of Public Administration; extensive co-publishing; alumni services; the various agreements with employment training promoters and our presence at all manner of events relating to public innovation, learning and the SDGs.

This plan is different from the previous one in many ways. If this were characterised, and so the assessments carried out suggested, by its extensive breadth and, in part, by the extension that was not evidenced by priorities, on this occasion a compact and, above all, interrelated plan was chosen. This is the second most important new development: the conviction that INAP is an interrelated system in which the sectoral achievements depend on everyone. That is why it was necessary to define a line of action

that is coherent with all the objectives and projects. This was defined over the course of the years and is based on the focus on professional skills and recruiting valuable talent to the Public Administration. It has thus assumed the responsibility of guiding a future model of public service and of the professional career. This is coherent with the opening up process and building partnerships. Some of the projects are already being developed with the schools and institutions of Autonomous Communities, which demonstrates that it is possible to advance more securely and rapidly if we support one another and agree the general basis of action in the areas of learning and approval and certification of skills.

A new Administration needs new principles and new procedures for action. It also needs people oriented to them and with the skills, capacities and attitudes that are aligned with management in particular. The concept of learning as the shared responsibility of the participants in INAP's training activities and its orientation towards change, and if possible innovation in workplaces, is the natural evolution of our work over recent years. Knowledge is either geared towards delivering results or it's not knowledge. This requires the establishing of a methodology that affects teachers, those receptors of the learning process, the organisations that must detect their needs and INAP, which must endeavour to measure and evaluate the skills and the results.

Integrating knowledge is another of the great challenges of this plan. We have shown that the different divisions of INAP have difficulty in sharing knowledge when it comes to focussing on internal processes, a circumstance that is not always possible to alleviate with leadership and we have concluded that it is necessary to establish transversal processes that cover the entire organisation, thus reinforcing instruments like the Knowledge Bank and the professional social network that must be oriented towards the transfer of knowledge to the jobs themselves and the transformation of the Administration. Without this integration we believe that it will not be possible to offer effective knowledge management tools, based on our research and our publications, to the Public Administration as a whole.

Without effective internal management, without our own institutional capacity, it is not possible to achieve the objectives that we have set. Leading by example was one of the main focuses of the previous plan which remains and is strengthened in the current plan. As a result of this focus, Management have committed to CSR, the service charters, the code of ethics, transparency, energy efficiency, disability and social clauses in contracting and accessibility, which has provided recognitions as valuable as the Bequal Plus seal of certification and a presence on the management bodies of the foundation that issues it, the Foro ConR and the Foro Inserta. This exemplariness is also demanding in the internal plan and we oblige ourselves to act on these commitments and to incorporate them into our volunteer plan and inner commitment to further develop the process of internal management, collaborative work and adaptation to digital administration.

The previous plan showed, in its development, certain gaps between the objectives being carried out, the formal structure of the institution and the people that occupy it. This year, at the same time as this plan was being first formulated, it was possible to resolve these imbalances. The creation of a Sub-directorate of Learning, the Centre for Studies and Knowledge Management and the Department of Public Innovation demonstrates the changes experienced in the organisation over these years and how these are captured and strengthened in the new plan.

We know that we need a monitoring and internal and external evaluation system. The experience accumulated over these years will ensure that the *GSP 2017-2020* will, from the very beginning, be able

to rely on an information system based on variables and indicators that integrate those of our CSR plan and those of the SDGs that most affect our work.

The investigation and work carried out in recent years by specialists in different disciplines shows us that we must establish a common base of generic skills in processes, values, vision, beliefs, teamwork and communication with the members of INAP and teachers and other participants in the learning processes. From there we have included a transversal objective based on the values which those of us who have looked at the organisation believe we must adopt to guide us over the coming years: transparency, effective equality, inclusion, diversity, sustainable development, accountability, representativeness, participation and integrity. Each of these values will be assigned variables and indicators representative of the central objectives of the plan with the aim of generating, within INAP, a coherent and homogeneous story that strengthens us and legitimises us.

In this plan there is also room to set ourselves some ambitious objectives, such as to be leaders in recruitment and learning for certain professions of local administration, which, ultimately, is simply to return to our origins over 75 years ago.

What have changed most over recent years is people and the way in which they relate to organisations and the rest of society. Here at INAP we try to follow the main path of our time, adapting our activities to our environment and, when things go well, we try to get a head start. This is the intention of this *INAP GSP 2017-2020*, as well having a good excuse to continue to do what we love.

Manuel Arenilla Sáez
Director of the National Institute for Public Administration

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INAP General Strategic Plan 2017-2020

Background

The National Institute for Public Administration's (INAP) General Strategic Plan (GSP) for the period 2017-2020 represents the ambition and commitment of those of us who work in the Institute for the coming years. It is the document that contains and systematizes our proposals for change and constitutes a fundamental management tool for the Institute.

For its preparation, the analysis of the main results obtained in the execution of the previous *General Strategic Plan 2012-2015*¹ and the new needs that emerge from the social and technological changes we are experiencing. INAP, therefore, has the experience of the practical application of the methodology of strategic planning, and the new plan seeks to build upon the work already done, as a useful tool for the audience of its projects and to contribute to the strengthening of the institution.

From the report on the previous GSP we must highlight the important promotion and development of a social and knowledge ecosystem, based on a series of technological tools and platforms created to share specialised and quality knowledge of Public Administration between participants in the learning processes and people interested in our work.

Similarly, it is necessary to highlight the fact that, over recent years, a set of initiatives have been developed, framed within the *INAP Corporate Social Responsibility Plan*, geared towards advancing in an organisation of ethical values and commitment to the most disadvantaged people.

The *General Strategic Plan 2017-2020* will further explore, develop and expand the achievements and the challenges of the previous period of strategic planning within the organisation.

Process of preparation

The impetus to prepare the plan came from the Management of the institute in early April 2017. From this moment, preparatory work began in which all sub-directorates, departments and units of INAP took an active part.

Lessons learnt from GSP 2012-2015 and areas of improvement

Firstly, the assessment and balance of the General Strategic Plan 2012-2015 highlighted the fact that in the period in question the institute opened up to its environment, considerably increased the number of users of its activities, obtained new tools for managing knowledge, evolved in terms of its training methodologies making it possible for important developments in online training and began a fruitful collaboration with the academic sphere, increasing research activities and generating and establishing partnerships for the award university masters. Similarly, in this period INAP rolled out social commitment initiatives that placed it in a leading position in terms of corporate social responsibility, and in particular people with disabilities.

¹ The information on the GSP 2012-2015, like the report on its results, is available from the INAP website at the following link: <http://www.inap.es/plan-estrategico-general-2012-2015>.

On the other hand, it has also been proven that the 2012-2015 plan was too ambitious, with an excessive number of projects and with little focus, and that it suffered from a lack of integration between departments and excessive specialisation.

Like areas of improvement for a new period of strategic planning, the development of collaboration activities with private sector training bodies, the promotion of the INAP Knowledge Bank, and the Innovation Bank of the Public Administration, the reactivation of the Share project, the establishing of internal coordination mechanisms for the exchange of the institute's know-how, the focus on professional skills in collaboration with the Autonomous Communities; the linking of the training and recruitment of public servants to the real needs of the Public Administration; promoting the creation of an interconnected expert database connected with the INAP Training Catalogues, the implementation of Human Resources and collaborative work projects in INAP.

SWOT Analysis

A SWOT Analysis was also carried out² of each of the sub-directorates, departments and units of INAP, followed by different reflection and analysis meetings involving the management team.

The SWOT analysis began with the identification of the internal aspects of the organisation: both weaknesses and questions in which there is a margin for improvement such as strengths and attributes that make a positive difference to the institute.

Among the weaknesses detected, from an internal point of view, it was shown that there exist difficulties in sharing corporate information, a lack of guidelines and protocols for action and a lack of a culture of collaborative work. In relation to the provision of services, there was a need to further develop the knowledge of the training needs and the skills required in the positions, to be able to adequately plan the training offer and design improvements to selection processes.

With respect to strengths, INAP's prestige and the capacity for dialogue and the response to the demands of the entities with which we collaborate were highlighted, along with the technical and personal commitment of its employees, despite the general context of reduction of human and financial resources. The research focus, the availability of technological tools for knowledge management, openness to innovative training programmes and the commitment to corporate social responsibility are also some of the institute's main strengths.

The second part of the SWOT analysis focuses on external aspects, such as the elements of the environment of the institution that can represent threats and affect their strategies and performance, such as those trends and variables of same that will be opportunities and competitive advantages.

The main threats detected were uncertainty with regard to the organisational, regulatory and budgetary framework, making strategic planning difficult, and insecurity around the upgrading of technological media to meet the growing demand for advances in knowledge management tools and training

² SWOT: strengths, weaknesses, opportunities and threats. Simple analysis tool that allows us to understand the scenario of the organisation to be able to construct action and improvement plants focussed on the capacities.

and selection instruments. Similarly, the challenge of the Public Employment Offer of 2017 for the organisation of internal resources was highlighted.

Identified opportunities included the availability of studies and new learning methodologies, the constant demand for support and collaboration on the part of other public administrations both in terms of learning and recruitment, the demand for cooperation on the part of administrations from other countries, the opportunity offered by new administrative laws to simplify procedures and services, the technological developments that might allow for greater efficiency in management and the priority place on the national and international agenda of the search for partnerships in creating public value.

Analysis of context

To complete the diagnosis of the situation, INAP identified interested parties with which to interact, and the design and execution of the new strategic plan is a fundamental part of this: the public bodies of the Central Government Administration, the Autonomous Communities and local authorities; the public servants they train; candidates for public employment it selects and later trains; the companies and social organisations with whom it collaborates; the network of collaborators as teachers, researchers and the academic community; the *community managers*; the members of the selection process panels; and the employees of the institution as a whole.

Similarly, INAP has taken into consideration the relevant elements of the academic debate and public, national and international management, on the challenges facing the Public Administration of the future. INAP is conducting a study, with continuous monitoring of academic literature and analysis of the major national and international studies in the field of public policy management. It is also developing and supporting intense research activity on the relevant materials relating to Public Administration. The purpose of all this is to contribute to knowledge of social needs and, consequently, the design of public policies, adapted to the changes occurring both in the State and in society and the market. In particular, INAP affords great relevance to knowledge of the trends and challenges facing the public servants of the future, because that will allow for the for the training offer provided by the institute and will also allow for the selection methods to be adapted and improved so they respond better to those needs.

Starting with this set of studies, analysis and research, we can state that the current public agenda of the public administrations is marked by the alignment of the public and social focus of the The Organisation for Economic Co-operation and Development (OECD) with the 2030 Agenda for Sustainable Development, concentrating on the Sustainable Development Goals (SDGs). Both organisations focus on the need for a strong and secure institutional framework that generates confidence and legitimacy in public and that allows for the justification of the investment in the appropriate skills, technologies and organisations for said institutions.

The reports of the OECD offer the necessary reflection to guide the achievement of those institutions, which must combine the traditional objectives of public management, synthesized in the effectiveness and efficiency with the orientation towards principles of inclusion, diversity, responsibility and participation.

The OECD and other relevant research centres have put the focus on how the public servants of the future will require, among other things, an advanced, strategic skill set encompassing cooperation, consulting, involvement and relationship management; they must be future oriented, focussed on the citizen, communicative, experts on data, curious and have critical capacity.

This orientation to new skills to build stable institutions worthy of confidence must be at the heart of training and recruitment of public servants and the focus that INAP seeks to transfer to different projects that form part of the GSP 2017-2020.

Once the area of improvement after the previous strategic planning experience, after debating the SWOT analysis and after reflecting on the situation in the context which INAP seeks to respond to, the management team defined the general objectives of the plan.

Similarly, with the aim of incentivising the participation of the public servants of INAP in the preparation of the plan, the general goals document was widely distributed by email and internet. A specific sub-community was created within INAP's social network for the institute's staff for the purpose of discuss the content of the plan.

Subsequently, the different units carried out an internal study with advice from strategic planning experts, in which the strategies, project and specific objectives were proposed.

INAP also conducted a review of the planning instruments or action plans of national and international bodies with the similar objectives and competencies to its own. In the analysis, the Public Administration schools or institutes of the autonomous communities, along with the approved bodies in Latin America and the schools in some European Union countries have all been included. The strategic plans of other public bodies in Spain have also been studied.

The comparative analysis focussed on the "mission, vision and values" as expressed in their documents. The study has allowed us to find points in common and confirm that INAP's strategic guidelines are in line with those of the bodies which the institute cooperates with and maintains relationships in the course of its functions.

The management team again held meetings to analyse the proposals received in order to formulate the definitive version of the plan.

The development of the preparatory work for the GSP 2017-2020 was carried out in a context of institutional change that ought to be highlighted in this document. On the one hand, in late 2016, with the start of a new legislature, INAP was assigned to the Ministry of Finance and the Civil Service.

The Royal Decree developing the organic structure of the department was published on 29 July 2017³. Its fourth final provision amends the Statute of INAP. With this amendment, the rank of the head of the Institute was changed, recovering the rank of Director General, which represented, moreover, greater responsibility, recognition of the task of the institute and a new strength in its institutional relations and with its network of collaborators and users.

On the other hand, the designation and content of some of the organic units are amended so that, with the statute currently applicable, the units of INAP are the following:

- Management
- Sub-directorate of Learning
- Sub-directorate of Local Training
- Sub-directorate of Selection.
- Centre for Studies and Knowledge Management.
- Department of Public Innovation.

In addition, it has the support of the Directorate Support Unit which also assumes tasks of coordination of the international activity of the institute and other transversal matters.

The modifications of the designations have been accompanied by changes to the work teams which attempt to reflect the strategic challenges of the body. The new structure is aimed at favouring an organisation based on learning and the co-production of knowledge to improve the Public Administrations, the recruitment and training of public servants based on skills and a focus on ethical values such as inclusion and diversity, and the continuous search for partnerships with other stakeholders committed to these same values. Simultaneously, the institute wants to further develop the collaborative and network work, searching for greater internal cohesion of the work teams and better communication within the organisation.

Once the new institutional and organisational framework was available, the preparatory work of this GSP was concluded.

Public participation and institutional dissemination

As a new element, to prepare the GSP 2017-2020, INAP has opened up to citizen participation and the entities that make up the institute's network of public and private collaborating partners. From 12 to 26 June 2017, a public consultation was held on the body's website and also through the direct distribution through the network of collaborators and communities that make up the INAP social network.

Subsequently, certain relevant stakeholders from INAP's network of partners were consulted: members of major research groups, trainers, the *community managers* of the most active communities in the INAP social network, editors and secretaries of Public Administration journals, etc. This second phase of the public consultation was extended to 18 July 2017.

³ <http://www.boe.es/boe/dias/2017/07/29/pdfs/BOE-A-2017-9012.pdf>.

In addition to the public consultation, it was distributed extensively among ministries, autonomous communities and other bodies and entities of INAP's collaborating partner network.

The detail of the feedback received, and the manner in which it was taken into account for the final wording of the document can be found on the INAP website. <http://www.inap.es/plan-estrategico-general-2017-2020>.

Nevertheless, both the contributions of citizens and regular collaborators and the consideration of INAP can be synthesized in a few general lines.

After compiling the different contributions of the citizens (14 files), it was perceived that the main interest of this group was in learning and its impact on the public professional career and the recruitment of candidates through recognition and certification. There were also other contributions that pointed to more specific questions such as work/life balance, collaboration with other Public Administration, the co-production of knowledge and the design of the plan itself. All of these contributions were assessed and, provided they affect the competencies of INAP, were considered for inclusion in the General Strategic Plan. Thus, in general, it can be affirmed that they helped profile the content of the general objectives 1 and 2, and, to a lesser extent, 3 and 4.

In terms of the experts' comments, university teachers, *community managers* of the INAP social network and other direct partners of INAP, the feedback received was studied. These (9 files) focussed on the study and the research, innovation, the publications, the use of tools to achieve strategic objectives, the use of the INAP social network, the permanent upgrading of training- with special focus on official postgraduate studies provided by INAP - and bringing the selection process of candidates into line with the needs of society. Some of the questions were incorporated into the first drafts of the current plan, but that those that were not have served to enrich the general objective 2.

Methodological principles

The plan responds to the general principles and the basic theory of strategic planning and management of objectives, whose fundamental concepts are the following:

General objectives

These are goals, ends and purposes of a general nature that the body aims to achieve for the period in question.

Strategies

These are the paths, ways and lines of action of the different sub-directorate generals and departments to achieve the general objectives established.

Projects

These are the coordinated sets of activities, running through a strategy, aimed at achieving a specific objective that contributes, at the same time, to a general objective.

Implementation, monitoring and assessment

Implementation

The INAP General Strategic Plan 2017-2020 was developed in Annual Operation Plans (AOP) that, each year, will describe the specific projects to be carried out, the activities which comprise it and the expected results. In the corresponding AOPs the resources required for each project are detailed.

The first Annual Operating Programme to be approved will be for the year 2018 and will be published in the first months of the year. Nevertheless, some of the projects were initiated in 2017, as detailed in the text.

Monitoring

Each sub-directorate, department and unit of INAP must make perform monitoring of the activities it carries out and the projects it leads.

The monitoring of the execution and results will be coordinated by the Support Unit to INAP Management. To incorporate the relevant information to carry out the monitoring and the subsequent assessment of the plan, a common information system that integrates the set of context indicators and the execution that allows for the monitoring of objectives. Each year, a monitoring report of the corresponding AOP is prepared to gather the information on the degree of execution reached based on the defined indicators. At the end of the period, a final report is prepared monitoring the strategic plan.

Assessment

An intermediate assessment of the Plan in the middle of the period to identify and correct possible deviations in the implementation that may affect compliance with strategic objectives. Once the period of execution of the plan is finalised, an ex post evaluation will be carried out to look at its efficiency and, insofar as possible, its impacts. The assessment will be considered within the planning framework of the activities of the Institute for the Assessment of Public Policies.

Public information

In accordance with Article 6 of Law 19/2013, of 9 December, on transparency, access to public information and good governance, the INAP General Strategic Plan 2017-2020 and the respective Annual Operation Programmes will be published on the INAP website and in the corresponding section of the Transparency Portal. The annual monitoring reports will also be published.

Mission, vision and values

Mission (current)

The mission of INAP is to satisfy the needs of citizens through their contribution to the process of transformation of the Public Administration in an organisation that is increasingly more democratic, inclusive, diverse, sustainable, representative and aligned with the society it serves, through improving its selection processes and attracting valuable and plural (highly skilled) talent, learning values, competencies and skills of public servants and the permanent reflection and research on the challenges facing the State and its public administrations within a framework of partnerships.

From the concept of the Public Administration as a complex set of organisations that support policy decisions and make them possible, that interacts with other power groups and with the stakeholders in the society that conditions them, transmitting and shaping policy decisions and values through its organisational culture and diverse interests. At the same time, the Public Administration is conditioned to interact with these groups and actors who need to satisfy the social demands and needs and the common good. Its mission is to be the apparatus of good governance and the management of the public interest, the guarantor of the rights and freedoms of citizens, companies and social organisations and to ensure social cohesion through actions and policies that guarantee inclusion, diversity, collaboration, participation and sustainability. Therefore, the importance of the recruitment and training of the people through whom this general mission of Public Administration is achieved, is evident. At the same time, these are the people that make up the organisation and interact, through it, with political and other authorities, social stakeholders and the other groups of a modern society that is increasingly more complex and comes with greater challenges.

Moreover, the accelerated development of the Knowledge Society, understood as the range of changes arising from the growth of information technologies and communications that are geared towards producing useful and socially impactful results; through commitment to a set of principles and values, purposes and resources; interaction, interconnection and interdependence of the stakeholders, collaboration and teamwork and characteristic ways of operating, transdisciplinarity and the sharing of a common objective and recognition that nobody has full ownership over the truth of reality.

Knowledge management means tackling the challenges of continuous improvement, the achievement of social and economic results, a focus on action and the practical, results oriented training, the sharing of generic skills in processes, values, vision, beliefs, teamwork and communication, the alignment of leadership (mission and planning), management (results and knowledge management) and specialists (skills, knowledge and learning); with the student views and the manager of knowledge and leader of innovation; ultimately the consideration of knowledge as the practice of continuous improvement, of

the continued exploitation of existing knowledge and learning to innovate. This concept of knowledge allows to enrich the story of INAP's mission and vision, in order to be aligned more closely with its resources and objectives.

The human factor as a driving element of processes obliges the Public Administration to reflect more generally on the evolution of society and the commitment to the search for policies that might focus this possible evolution towards a desirable outcome, in which the common good prevails along with the strengthening of democracy and the construction of a more cohesive, diverse, inclusive, participative, equal, tolerant, fair and caring society.

This dual need to attend, on the one hand, to people who embody the work of the Public Administration and, on the other hand, the research and analysis of the Administration's own activity, of its needs, evolution and challenges is the nucleus of the mission of INAP.

Thus, within the Central Government Administration, the mission of INAP is to develop and implement the recruitment and training policies for public servants in its ambit; to promote and carry out studies, publication and research on areas related to Public Administration; promoting and maintaining partnerships with other Administrations and public training and selection institutions, both domestically and internationally.

In particular, INAP performs a fundamental role in the recruitment and training of technical and management personnel, essential and critical elements for achieving a highly skilled Public Administration for better servicing a society in the process of transformation, increasingly more exigent and that demands quality, advanced, flexible, transparent and efficient services.

In parallel, INAP is a laboratory of ideas and the centre of thinking committed to leading the analysis and the reflection of the social, legal, economic, political and technological aspects that will determine the future of Public Administration.

Vision (the future)

INAP wishes to be a central player in the transformation of a Public Administration that helps build the Spanish society of the future.

INAP has the vocation of a leading player in the adaptation of Spanish Public Administration to the demands of modern society. It also wants to collaborate so that the Administration contributes to the construction of the society of the future.

INAP wants to be a player in the definition of the Public Administration for the Knowledge Society and its alignment with the priorities and objectives that set the international agenda in this area, in particular the reflections of the Organisation for Economic Cooperation and Development (OECD) on the skills of the public servants of the future and the means of attracting, selecting and developing these skills to tackle the challenges of serving and creating public value for a plural, diverse, inclusive, open, interdependent and participative society.

INAP will continue to align its research and training activity with the commitments of the 2030 Agenda for Sustainable Development, as it has been doing since its approval in 2015. Advancing in this area will mean incorporating the guidelines for the design of inclusive and sustainable public policies, developing tools and best practice for achieving efficient and transparent institutions, committed to accountability and promoting mechanisms that enable inclusive and participative decision making focussed on the needs of citizens.

Values

In the INAP General Strategic Plan 2017-2020, INAP wants to give special relevance to its values, which are configured as a transversal objective that permeates all the strategies and projects that make up the plan. This objective is aimed at planning how public management, management style, can be capable of transforming and promoting the value of the organisation externally while achieving greater internal cohesion. It offers the possibility of building a coherent narrative based on public principles and values.

INAP seeks to lead the cultural transformation of the Public Administration providing the extension of public values, principles and partnerships geared towards the common good. That's why the activity of INAP projects ethical values that have guided public policy: transparency, effective equality, inclusion, diversity, sustainable development, accountability, representativeness, participation and integrity.

From these shared values and through the partnerships and collaboration with public organisations, private companies, the tertiary sector, communities, families and citizens themselves involved in improving our society, INAP wishes to build confidence in the value of the public through the integrity and coherence with values of efficacy, efficiency, rigour, social commitment and commitment to improving the public Administration, which it has been doing since its creation and have contributed to its prestige and legitimacy.

Similarly, INAP will focus its internal management to the continued improvement of personal skills, fostering participation and the further exploration of the dynamics of teamwork.

General objectives

The values described above that inspire INAP constitute the main general objective that permeates the GSP 2017-2020 throughout.

Similarly, there are four general objectives that express the organisations commitment to continuous improvement in its areas of competency. These are the following:

General Objective 1: COMPETENCE

To contribute, through recruitment and learning, to an ethical, professional and competent Public Administration

INAP's objective is to design, coordinate and manage a public employee training and selection model that contributes to ensuring that Public Administration is strategic, sustainable, professional, collaborative, innovative, rigorous, digitalised, permeable, diverse and committed to ethical values.

General Objective 2: KNOWLEDGE

To co-produce and share pragmatic knowledge for the transformation of the Public Administration.

INAP is committed to creating, articulating and fully exploiting the knowledge produced and obtained in collaboration with all stakeholders that create or are focussed on public value. It also has the objective of sharing and using this knowledge in the service of innovation and the improvement of the Public Administration.

General Objective 3: COOPERATION

To promote cooperation and exchange between domestic and international public organisations to strengthen the institutions.

INAP aims to put at the service of public organisations its networks of experts, both from academia and from companies and public bodies, and actively impulse national and international institutional cooperation, technical assistance and the exchange and promotion of best practice.

General Objective 4: IMPROVEMENT

To transform the internal activity of INAP in a process of continuous improvement

INAP has the objective of adapting to the new changes required by the Public Administration, providing its internal with the necessary instruments for the management of talent and people and the adequate technological resources, supporting the professional development of its staff, strengthening internal communication, transparency in management, the sharing of information and participation. Similarly, with the objective of improving public accountability, INAP wished to be able to rely on a comprehensive system for the information of its management and the impact of its activities in the analysis and continued improvement of the organisation.

In the following pages, the details of the strategies and projects of each of the general objectives are collated.

In accordance with the following methodological guidelines, the titles of each project have been identified along with the specific objective, INAP unit responsible for the project and other units of the institute involved in its design and delivery in all or in some part of the project. In fact, for the development of the greater part of the projects, collaborative work is required for more than one unit of the institute.

A strategic priority level has been set for each project (high, medium or low).

The term of all projects is 2017-2020, that is to say, all projects are planned for completion in 2020. For each project, the start date is highlighted thus specifying in the form of the firm commitment of the institute, the launch of the projects. The detail of the landmark achievements and activities will be included in the respective AOPs.

Many of the projects that make up to INAP GSP 2017-2020 are related to one another, responding to the integrated nature of the plan. For this, the development of some projects over time will depend on the prior or simultaneous execution of others.

INAP General Strategic Plan 2017–2020

General Objective 1: COMPETENCE

To contribute, through recruitment and learning, to an ethical, professional and competent Public Administration

INAP's objective is to design, coordinate and manage a public servant training and selection model that contributes to ensuring that Public Administration is strategic, sustainable, professional, collaborative, innovative, rigorous, digitalised, permeable, diverse and committed to ethical values.

Strategy 1.1. To promote the Public Administration as a professional alternative

Project 1.1.1

Title:

Design of activities for the recruitment of future professionals to the Public Administration.

Specific objective:

To publicise, among students in different disciplines and other groups, the function and values of the Public Administration and access routes, transmitting in an attractive and familiar way the value of the public service and the opportunities of a career in the administration.

Unit responsible for project:

Sub-directorate of Selection.

Units involved:

Sub-directorate of Learning, Sub-directorate of Local Training, Centre for Studies and Knowledge Management, Support Unit.

Priority:

High.

Scheduled start date:

First half of 2018.

Project 1.1.2

Title:

Creation of virtual environments to support the preparation of the selective tests.

Specific objective:

Provide the candidates with support instruments that facilitate the preparation of selective process.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Sub-directorate of Selection, Sub-directorate of Local Training.

Priority:

Medium.

Scheduled start date:

Second half of 2018.

Project 1.1.3

Title:

Design of a model for access to the public service that places special focus on ensuring diversity and multidisciplinary.

Specific objective:

To obtain a model for more efficient access to the public services that is flexible and appropriate for modern society.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Sub-directorate of Selection, Sub-directorate of Learning, Sub-directorate of Local Training.

Priority:

Medium.

Scheduled start date:

Second half of 2018.

Strategy 1.2.
to broaden and improve the identification and training of partners on the part of INAP as an element of excellence in the selection and learning process

Project 1.2.1

Title:

Design of a system of accreditation and, where applicable, skills training of INAP partners.

Specific objective:

To continue advancing towards of model of excellence that guarantees that partners collaborating with INAP fulfil the quality standards, know and share the values and are selected on the basis of the principles of merit, transparency, diversity and equality of opportunity.

Unit responsible for project:

Sub-directorate of Learning

Units involved:

Sub-directorate of Local Training, Department of Public Innovation, Centre for Studies and Knowledge Management, Support Unit.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 1.2.2

Title:

Preparation of a proposal of remuneration criteria of personnel collaborating with INAP appropriate for new methodologies and models of learning.

Specific objective:

To adapt the concepts and remunerations to the nature of the activities that involve new methodologies and models of learning and co-creation of knowledge promoted by INAP.

Unit responsible for project:

Management

Units involved:

Support Unit, Sub-directorate of Learning, Sub-directorate of Local Training, Centre for Studies and Knowledge Management, Department of Public Innovation.

Priority:

High.

Scheduled start date:

Initiated in 2017

Strategy 1.3.

To integrate selection processes managed by INAP with a model that provides greater efficiency and transparency to the access system.

Project 1.3.1

Title:

Design of unified criteria for the management of the selection processes overseen by INAP.

Specific objective:

To ensure that selection processes managed by INAP respond to the same criteria and values and are more flexible and efficient.

Unit responsible for project:

Sub-directorate of Selection.

Units involved:

Sub-directorate of Local Training.

Priority:

High.

Scheduled start date:

First half of 2018.

Project 1.3.2

Title:

Review of the pedagogical approach of selective courses.

Specific objective:

To ensure that the contents and formats of selective courses are in line with the competencies required based on the professional profile for the corresponding bodies, removing any instances of redundancies with the *oposición selection examinations phase and strengthening the values of INAP in learning.*

Unit responsible for project:

Sub-directorate of Learning/Sub-directorate of Local Training (depending on course).

Units involved:

Sub-directorate of Selection, Department of Public Innovation.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 1.3.3

Title:

Design and implementation of a model for the recruitment of public servants from local bodies for those sub-scales with the highest level of responsibility within the municipal organisation based on their skills.

Specific objective:

To contribute to the improvement of the qualifications of said public servants and to facilitating geographic mobility.

Unit responsible for project:

Sub-directorate of Local Training.

Units involved:

Sub-directorate of Selection, Department of Public Innovation.

Priority:

Low.

Scheduled start date:

First half of 2019.

Project 1.3.4

Title:

Review and adaptation of the requirements demanded in the selection processes to the real functions to be developed by the Civil Servants for Local Authorities with national qualification status.

Specific objective:

To ensure homogeneous recruitment and training that generates further qualifications for public servants and facilitates geographic mobility.

Unit responsible for project:

Sub-directorate of Local Training.

Units involved:

Sub-directorate of Selection, Department of Public Innovation.

Priority:

High.

Scheduled start date:

First half of 2018.

Project 1.3.5

Title:

Design and implementation of support actions and focus for the selection panels.

Specific objective:

To provide members of the panels with the tools and common criteria to act and facilitate coordination between the panels.

Unit responsible for project:

Sub-directorate of Selection.

Units involved:

Sub-directorate of Local Training, Department of Public Innovation, Centre for Studies and Knowledge Management.

Priority:

High.

Scheduled start date:

First half of 2018.

Strategy 1.4.

To continue advancing in the implementation of a pedagogical and certification model based on skills and linked to the professional career.

Project 1.4.1

Title:

Preparation of competence-based models for different professional profiles to be applied to recruitment and training.

Specific objective:

To identify the professional skills of public servants that respond to the needs and demands of society to prepare competence-based models that allow for accreditation, approval and certification in recruitment, training and development of the professional career.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Rest of INAP units, especially Sub-directorate of Learning, Sub-directorate of Local Training and Sub-directorate of Selection.

Priority:

High.

Scheduled start date:

First half of 2018.

Project 1.4.2

Title:

Promotion of an inter-administrative model of certifiable and approvable skills through the Network of Training Schools and Institutes (REI).

Specific objective:

To ensure mutual recognition of certified skills training and to promote a share training model for skills.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Rest of INAP units, especially Sub-directorate of Learning, Sub-directorate of Local Training and Sub-directorate of Selection.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 1.4.3

Title:

Development and application of evaluation methodologies for skills acquired formally and informally.

Specific objective:

Identify and develop tests that allow for the accreditation of professional skills, independently of how they are acquired, and procedures that allow for the evaluation of the application of these skills in the job and their impact on performance.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Sub-directorate of Learning, Sub-directorate of Local Training.

Priority:

High.

Scheduled start date:

Second half of 2018.

Strategy 1.5.

To facilitate lifelong learning to better respond to the strategic needs of the Public Administration, fostering the participation of all stakeholders involved.

Project 1.5.1

Title:

Establishing a common methodology for the detection of training needs.

Specific objective:

To better know the training needs to be able to plan INAP's and others' training offers in a strategic, organised and relevant way, incorporating into the process organisational units, public servants, teachers and society itself.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Rest of INAP units, especially Sub-directorate of Learning, Sub-directorate of Local Training and Sub-directorate of Selection.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 1.5.2

Title:

Adaptation of the offer of INAP learning resources to needs identified and the professional skills model.

Specific objective:

To generate learning environments that, starting with the needs identified, facilitate the development of the professional skills of public servants to ensure they are flexible, adaptive, assessable and certifiable.

Unit responsible for project:

Sub-directorate of Learning

Units involved:

Sub-directorate of Local Training, Department of Public Innovation.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 1.5.3

Title:

Review the dissemination method for training and the selection actions organized by INAP.

Specific objective:

To foster access for public servants to the INAP courses that best suits their needs, through a selection system that guarantees the principles of publicity, transparency and equality of opportunity.

Unit responsible for project:

Sub-directorate of Learning

Units involved:

Sub-directorate of Local Training, Centre for Studies and Knowledge Management, Department of Public Innovation.

Priority:

Medium.

Scheduled start date:

First half of 2018.

Project 1.5.4

Title:

Development of methodology for the assessment of the quality and impact of learning.

Specific objective:

To ensure the availability of tools that allow to obtain the evidence of results of learning processes (formal and informal), individuals and organizations. As well as incorporating teachers, individuals and colleagues' into the assessment process.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Sub-directorate of Learning, Sub-directorate of Local Training, Centre for Studies and Knowledge Management.

Priority:

High.

Scheduled start date:

First half of 2019.

Project 1.5.5

Title:

Creation of a model for inter-administrative collaborative work processes in the local ambit.

Specific objective:

To facilitate the execution of innovative projects through the participation of different organisation, the exchange of experience between work teams and the collaboration of people from different areas and experiences of local authorities.

Unit responsible for project:

Sub-directorate of Local Training.

Units involved:

Department of Public Innovation, Centre for Studies and Knowledge Management.

Priority:

Low.

Scheduled start date:

First half of 2019.

Strategy 1.6. To improve the quality of learning resources for management and pre-management personnel

Project 1.6.1

Title:

Adaptation of the training offer to demand and the learning needs of management personnel.

Specific objective:

To adjust the training offer for management personnel to the needs, expectations and availability of public servants that occupy management or pre-management positions and those with expectations of occupying them.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Sub-directorate of Learning, Sub-directorate of Local Training.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 1.6.2

Title:

Review of official masters offered by INAP, from the reports of the ANECA and the comparative study of similar initiatives promoted by other public and private actors.

Specific objective:

To increase the excellence and prestige of higher training offered by INAP destined to public service management.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Sub-directorate of Learning, Sub-directorate of Local Training.

Priority:

High.

Scheduled start date:

Initiated in 2017

General Objective 2: KNOWLEDGE

To co-produce and share pragmatic knowledge for the transformation of the Public Administration

INAP is committed to creating, articulating and fully exploiting the knowledge produced and obtained in collaboration with all the relevant stakeholders. It also has the objective of sharing and using this knowledge in the service of innovation and the improvement of the Public Administration.

Strategy 2.1. Connecting results-oriented knowledge and innovation

Project 2.1.1

Title:

Review and continuous improvement of the INAP Knowledge Bank and the Innovation Bank of the Public Administrations.

Specific objective:

To improve the definition of the projects of the INAP Knowledge Bank and the Innovation Bank of the Public Administrations, to optimise the reuse and exploitation and management of information and to promote its use in all areas and projects of the Institute.

Unit responsible for project:

Centre for Studies and Knowledge Management.

Units involved:

Department of Public Innovation and Management.

Priority:

High.

Scheduled start date:

First half of 2018.

Project 2.1.2

Title:

Structuring INAP research, focussing on the impact and transfer of knowledge, through the detection of key areas and trends on the national and international public agenda, in particular the Agenda 2030 for Sustainable Development and the Digital Agenda.

Specific objective:

To improve the generation of high-quality expert knowledge and alignment of research efforts of INAP, adapting the training offer and activities for the transfer of knowledge.

Unit responsible for project:

Centre for Studies and Knowledge Management.

Units involved:

Department of Public Innovation.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 2.1.3

Title:

Development of a publishing policy focussed to the impact of knowledge.

Specific objective:

To contribute to the spread of knowledge with criteria of quality and transparency.

Unit responsible for project:

Centre for Studies and Knowledge Management.

Units involved:

Priority:

High.

Scheduled start date:

Initiated in 2017

Strategy 2.2.
To promote collaborative initiatives for the generation and spread of knowledge

Project 2.2.1

Title:

Establishment of a framework for collaborative work between the communities of the INAP social network.

Specific objective:

To foster the exchange of collaborative work experiences, and to promote tools and initiatives for the spread of the use of the communities of the INAP social network, facilitating the shared use of knowledge generated by experts and between users of INAP training courses, so that it serves as a learning and communication resource for the students.

Unit responsible for project:

Centre for Studies and Knowledge Management.

Units involved:

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 2.2.2

Title:

Promoting the integration of the INAP library with other domestic and international library networks.

Specific objective:

To share resources with domestic and international library networks.

Unit responsible for project:

Centre for Studies and Knowledge Management.

Units involved:

Priority:

High.

Scheduled start date:

First half of 2018.

Project 2.2.3

Title:

Creation of multidisciplinary groups for the exploration and adaptation of emerging technologies.

Specific objective:

To foster reflection and proposals for changes of the Administration, through the identification of emerging technologies and analysis of the impact on society, with the collaboration of the companies, the tertiary sector, social organisations, the Public Administrations as a whole and academia, driving the implementation of the pilot initiatives of INAP.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Management, Support Unit, Sub-directorate of Learning, Sub-directorate of Local Training, Centre for Studies and Knowledge Management.

Priority:

High.

Scheduled start date:

Initiated in 2017

Strategy 2.3.
Promoting the communication of the activity of INAP in the framework of the principles of open government in the internal and external framework

Project 2.3.1

Title:

Articulating the institutional communication of INAP in line with the strategic objectives.

Specific objective:

To define an institutional communication strategy for INAP, in order to give visibility and recognition to its mission, vision and values and contribute to improving the awareness of its activities and initiatives, involving its stakeholders.

Unit responsible for project:

Support Unit.

Units involved:

Rest of INAP units.

Priority:

High.

Scheduled start date:

Second half of 2018.

Project 2.3.2

Title:

Design of a dissemination plan for the INAP library and its documentary and historic resources.

Specific objective:

To value the INAP library and promote increased use on the part of researchers, public servants and interested centres and targets.

Unit responsible for project:

Centre for Studies and Knowledge Management.

Units involved:

Priority:

High.

Scheduled start date:

First half of 2018.

General Objective 3: COOPERATION

To promote the cooperation and exchange between domestic and international public organisations to strengthen the institutions committed to the creation of public values.

INAP aims to put at the service of public organisations its networks of experts, both from academia and from companies and public bodies, and actively foster national and international institutional cooperation, technical assistance and the exchange and promotion of best practices.

Strategy 3.1.

To strengthen the network of partnerships of INAP with domestic and international public and private training organisations.

Project 3.1.1

Title:

Generation of partnerships with public and private organisation to complement and enrich the production of knowledge and the training offer of INAP.

Specific objective:

To incorporate the knowledge and resources of different groups, public and private, in the framework of the values of INAP, in such a way that the coproduction of training and research actions generates synergies between the parties involved and contributes greater added value.

Unit responsible for project:

Sub-directorate of Learning

Units involved:

Sub-directorate of Local Training, Department of Public Innovation, Centre for Studies and Knowledge Management, Support Unit.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 3.1.2

Title:

Development of a plan for collaboration and exchange of personnel between Administrations.

Specific objective:

To stimulate exchange of knowledge and the creation of informal networks between Administrations.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Sub-directorate of Learning, Sub-directorate of Local Training and Management.

Priority:

Low.

Scheduled start date:

First half of 2019.

Project 3.1.3

Title:

Promotion of greater collaboration between INAP and the units responsible for training and recruitment of public servants of the ministerial departments and bodies of the Central Government Administration.

Specific objective:

To move towards better-articulated learning and selection models in the Central Government Administration, created on common guidelines combined with specialisation based on the respective comparative advantages, in such a way that a more integrated and efficient system is promoted.

Unit responsible for project:

Sub-directorate of Learning, Sub-directorate of Selection

Units involved:

Management, Department of Public Innovation, Support Unit

Priority:

Medium.

Scheduled start date:

Initiated in 2017

Project 3.1.4

Title:

Strengthening of collaboration of INAP with training and recruitment institutes and schools of Autonomous Communities, and fostering of joint initiatives and the "Compartir" (Share) programme.

Specific objective:

To improve the overall quality and efficiency of the training system for public servants, facilitating coordination and the exchange of knowledge and resources between the different Public Administrations.

Unit responsible for project:

Sub-directorate of Learning.

Units involved:

Rest of INAP units, especially Sub-directorate of Local Training, Sub-directorate of Selection and the Department of Public Innovation.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 3.1.5

Title:

Promotion of collaboration mechanisms in the area of local training and recruitment.

Specific objective:

To establish common principles with stakeholders involved in training and selection of local entities.

Unit responsible for project:

Sub-directorate of Local Training.

Units involved:

Sub-directorate of Selection, Sub-directorate of Learning, Department of Public Innovation.

Priority:

Low.

Scheduled start date:

First half of 2019.

Project 3.1.6

Title:

Promotion of collaborative initiatives for the application of the principles of good governance, transparency and accountability.

Specific objective:

To coordinate the identification of the demands of research and of training in good governance, transparency and accountability in relevant bodies, planning joint actions and producing reflection and criteria relevant to the future of the Public Administrations.

Unit responsible for project:

Department of Public Innovation.

Units involved:

Support Unit, Sub-directorate of Learning and Sub-directorate of Local Training.

Priority:

Low.

Scheduled start date:

First half of 2019.

Strategy 3.2.

To align the activity of INAP with the priorities of the 2030 Agenda and the Spanish international agenda for cooperation and development.

Project 3.2.1

Title:

Promotion of relations between INAP and international public service training schools and institutes, especially those in Latin America.

Specific objective:

To foster mutual collaboration, exchange of knowledge and of good practice and to carry out joint activities.

Unit responsible for project:

Support Unit.

Units involved:

Rest of INAP units.

Priority:

Medium.

Scheduled start date:

Initiated in 2017

Project 3.2.2

Title:

Review and improvement of institutional relations framework of INAP in the ambit of the European Union and international Public Administration bodies.

Specific objective:

To guide the participation of INAP in the activities of bodies and international Public Administration networks aligned with the Spanish foreign policy, the 2030 Agenda for Sustainable Development and the strategic priorities of the Institute and, among others, with the Latin American Centre of Administration for Development. (CLAD).

Unit responsible for project:

Support Unit.

Units involved:

Rest of INAP units.

Priority:

Medium.

Scheduled start date:

First half of 2018.

Project 3.2.3

Title:

Definition and implementation of a strategy for the participation of INAP in international technical cooperation projects.

Specific objective:

To define a line of action coordinated to place value on the experience of the Spanish Public Administration on the contribution to the strengthening of the public administrations of other countries within the guidelines set by the Spanish Cooperation *Plan Director and the 2030 Agenda for Sustainable Development*.

Unit responsible for project:

Support Unit.

Units involved:

Rest of INAP units.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 3.2.4

Title:

Design of action to foster greater link between INAP and alumni, in particular those in Latin America, through the collaboration with the International Federation of Latin American Alumni of Spanish INAP.

Specific objective:

To foster greater participation of INAP alumni in the activities of the institute, updating relevant information and fostering participation on social media and on the organisation's knowledge platforms.

Unit responsible for project:

Support Unit.

Units involved:

Sub-directorate of Learning, Sub-directorate of Local Training, Centre for Studies and Knowledge Management.

Priority:

Medium.

Scheduled start date:

Initiated in 2017

General Objective 4: IMPROVEMENT

To transform the internal activity of INAP in a process of continuous improvement

INAP has the objective of adapting to the new changes and requirements of the Public Administration, providing its internal organisation with the necessary instruments for the management of talent, employees and the adequate technological resources, supporting the professional development of its staff, strengthening internal communication, transparency in management, the sharing of information and participation. Similarly, with the objective of improving public accountability, INAP must be able to rely on a comprehensive system of management information and the impact of its activities relating to the analysis and continued improvement of the organisation.

Strategy 4.1.

To strengthen the social responsibility policies and renew the Bequal Plus seal of excellence

Project 4.1.1

Title:

Preparation of a new code of ethics of INAP.

Specific objective:

To consolidate a culture of ethical and transparent behaviour in the organisation.

Unit responsible for project:

Management

Units involved:

Rest of INAP units.

Priority:

High.

Scheduled start date:

First half of 2018.

Project 4.1.2

Title:

Strengthening of the application of social clauses to INAP procurement.

Specific objective:

To advance the implementation of social and environmental criteria in procurement processes, through the inclusion of clauses for gender equality, social inclusion and environmental commitment in contracts.

Unit responsible for project:

Management

Units involved:

Priority:

Medium.

Scheduled start date:

First half of 2018.

Project 4.1.3

Title:

Implementation of INAP CSR Plan and preparation of annual reports.

Specific objective:

To fulfil the criteria contained in the body's CSR Plan to foster the values of inclusion, diversity and sustainability.

Unit responsible for project:

Management

Units involved:

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 4.1.4

Title:

Improving the institution's health and safety management systems.

Specific objective:

To advance with more efficient management of health and safety through operational instructions and improvement of workplace conditions.

Unit responsible for project:

Management

Units involved:

Priority:

High.

Scheduled start date:

First half of 2018.

Project 4.1.5

Title:

Update of the energy efficiency and environmental sustainability plan.

Specific objective:

To improve the sustainability strategy, reducing the environmental impact of the activity of INAP and its energy costs, and increasing awareness in these areas.

Unit responsible for project:

Management

Units involved:

Priority:

Medium.

Scheduled start date:

First half of 2018.

Project 4.1.6

Title:

Design of a volunteering plan for INAP personnel.

Specific objective:

To foster participation of INAP personnel in volunteer programmes and projects that promote public values.

Unit responsible for project:

Management

Units involved:

Rest of INAP units.

Priority:

High.

Scheduled start date:

First half of 2018.

Strategy 4.2. To improve the integration and professional development processes of INAP personnel

Project 4.2.1

Title:

Preparation of a new internal training plan based on skills and the prior detection of needs.

Specific objective:

To implement in INAP the new learning framework based on the detection of needs and skills.

Unit responsible for project:

Management

Units involved:

Department of Public Innovation.

Priority:

High.

Scheduled start date:

First half of 2018.

Project 4.2.2

Title:

Development of a plan geared towards organisational change of INAP person-centred.

Specific objective:

To fulfil the commitment of people that make up the organisation with the values of the GSP, through participation and shared knowledge, assessing their competencies and strengthening internal learning and the teams to be more efficient.

Unit responsible for project:

Management

Units involved:

Rest of INAP units.

Priority:

Medium.

Scheduled start date:

Second half of 2018.

Strategy 4.3. Improve internal processes of INAP management

Project 4.3.1

Title:

Preparation and monitoring of the INAP General Strategic Plan (GSP), of the annual operational plans of the GSP and of the annual monitoring reports and corresponding evaluations.

Specific objective:

To advance in the process of design and implementation of strategic planning in INAP, systematising the body's activities in a management instrument that represents the body's ambitions and commitment to improvement in the service of the Public Administration and society, and ensuring its display and monitoring.

Unit responsible for project:

Support Unit.

Units involved:

Rest of INAP units.

Priority:

High.

Scheduled start date:

Initiated in 2017

Project 4.3.2

Title:

Creation of a system of management indicators.

Specific objective:

To be able to rely on data on the status of the organisation at any time for the monitoring of the activity of INAP, in particular on the execution and impact of the GSP and the rest of the action plans, along with correct decision making and for improved accountability.

Unit responsible for project:

Support Unit.

Units involved:

All units of INAP (definition of indicators and supply of information) especially the Department of Public Innovation (methodology) and Management (coordination with other cross-cutting plans).

Priority:

High.

Scheduled start date:

First half of 2018.

Project 4.3.3

Title:

Review of action protocols and management guidelines for common activities.

Specific objective:

To establish common procedures for action in areas affecting the entire organisation, with the aim of facilitating efficient management, with better quality service and greater transparency for greater accountability.

Unit responsible for project:

Management

Units involved:

Rest of INAP units, especially Support Unit.

Priority:

High.

Scheduled start date:

First half of 2018.

Project 4.3.4

Title:

Design and implementation of a system to unify and share corporate information between the different units of INAP.

Specific objective:

To promote greater internal knowledge of the strategy and the values of the institute, make more efficient use of the information available to guarantee coordinated action between the different units and to foster collaborative working environments.

Unit responsible for project:

Centre for Studies and Knowledge Management.

Units involved:

Rest of INAP units, especially Management, Support Unit and Department of Public Innovation.

Priority:

High.

Scheduled start date:

Second half of 2018.

Project 4.3.5

Title:

Strengthening collaborative work through technological tools.

Specific objective:

To improve the skills in INAP for the development of the teamwork, incorporating collaborative functions in real time for activities of selection, training and dissemination, along with management of INAP itself and its relationship with other entities through video-conference and distance learning tools that foster the concept of the virtual community throughout all INAP activity.

Unit responsible for project:

Management

Units involved:

Rest of INAP units.

Priority:

Medium.

Scheduled start date:

Second half of 2018.

Strategy 4.4. To adapt the management of the institutions to the principles of digital administration

Project 4.4.1

Title:

Adaptation of management procedures to the digital administration standard.

Specific objective:

To improve the efficacy and efficiency of the management processes of INAP in its relationship with the people and the organisations with which interacts, through the integration of different electronic administration services in the framework of the digital transformation plans.

Unit responsible for project:

Management

Units involved:

Priority:

Medium.

Scheduled start date:

Second half of 2018.

Project 4.4.2

Title:

Adaptation of INAP to the National Security Framework.

Specific objective:

To guarantee the security of the services and information of INAP.

Unit responsible for project:

Management

Units involved:

Priority:

Medium.

Scheduled start date:

First half of 2018.

Project 4.4.3

Title:

Implementation of GEISER as a registration tool.

Specific objective:

Optimise the exchange service with other logs in the framework of the new Law on administrative procedure, improving the service to citizens.

Unit responsible for project:

Management

Units involved:

Priority:

High.

Scheduled start date:

Initiated in 2017.

Project 4.4.4

Title:

Implementation of a new budgetary management system.

Specific objective:

To improve economic management of the body supported by electronic processing.

Unit responsible for project:

Management

Units involved:

Priority:

High.

Scheduled start date:

Initiated in 2017.

Project 4.4.5

Title:

Integration of the manager of administrative process with the electronic archive.

Specific objective:

To improve documentary management of the body and ensure its conservation, in accordance with the National Interoperability Framework and its technical standards.

Unit responsible for project:

Management

Units involved:

Priority:

Medium.

Scheduled start date:

Second half of 2018.

INAP wishes to contribute to the common challenge faced by all public servants: that of strengthening public confidence in public institutions.

The *General Strategic Plan of the National Institute for Public Administration 2017-2020 (GSP 2017-2020)* contains the principal initiatives of the body over the course of the 12TH Legislature. With this new plan, a new period opens up within the framework of the State Secretariat for the Public Service, taking INAP towards a review of its priorities and activities for the purpose of advancing its mission to consolidate itself as a leading institution in learning, recruitment, research and domestic and international cooperation in the area of Public Administration.



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