

New Roles of Public Officials in the AI transformation: the international perspective

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Setting the Stage: Why AI Matters for Government

- AI reshapes governance, accountability, and public trust.
- Global examples:
 - Singapore: Smart Nation initiative – AI in urban management & citizen services.
 - Estonia: e-Government and AI-based service delivery ("Bürokratt").
 - UAE: First Minister for AI (2017).
- Shift from digital government → intelligent government.

Changing Roles of Public Officials

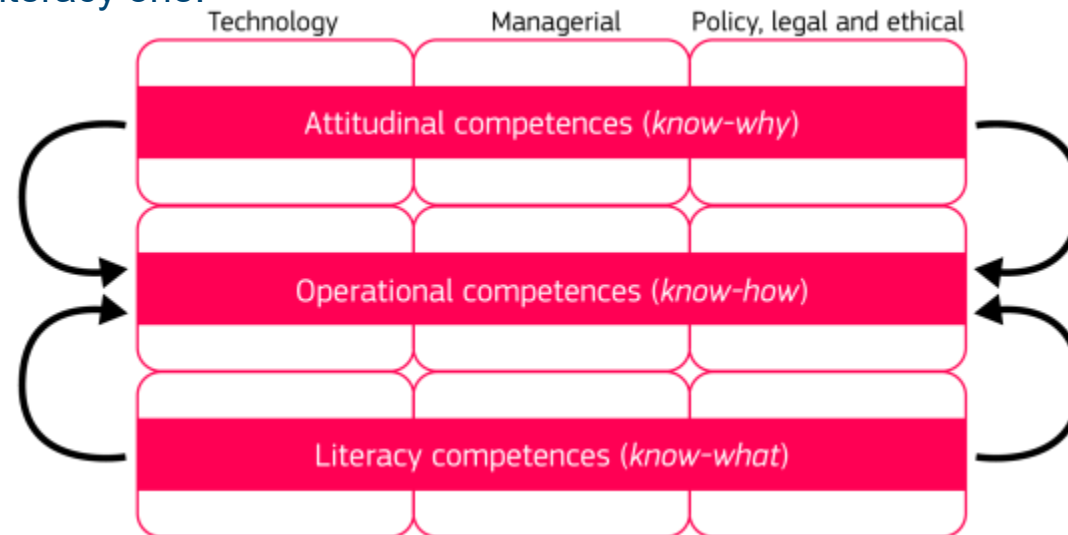
Traditional Role	New Role in AI Era	Example
Administrator	AI-augmented decision maker	Predictive analytics for resource allocation
Regulator	Legislator & risk manager	Developing governance frameworks (EU AI Act)
Policy designer	Data translator	Collaborating with data scientists
Civil servant	Innovation catalyst	Leading AI experimentation & citizen co-creation

Competencies & Mindset for Future Public Officials

- Emerging competencies:
 - AI literacy
 - Ethical & legal sensitivity
 - Data collaboration skills
 - Change leadership

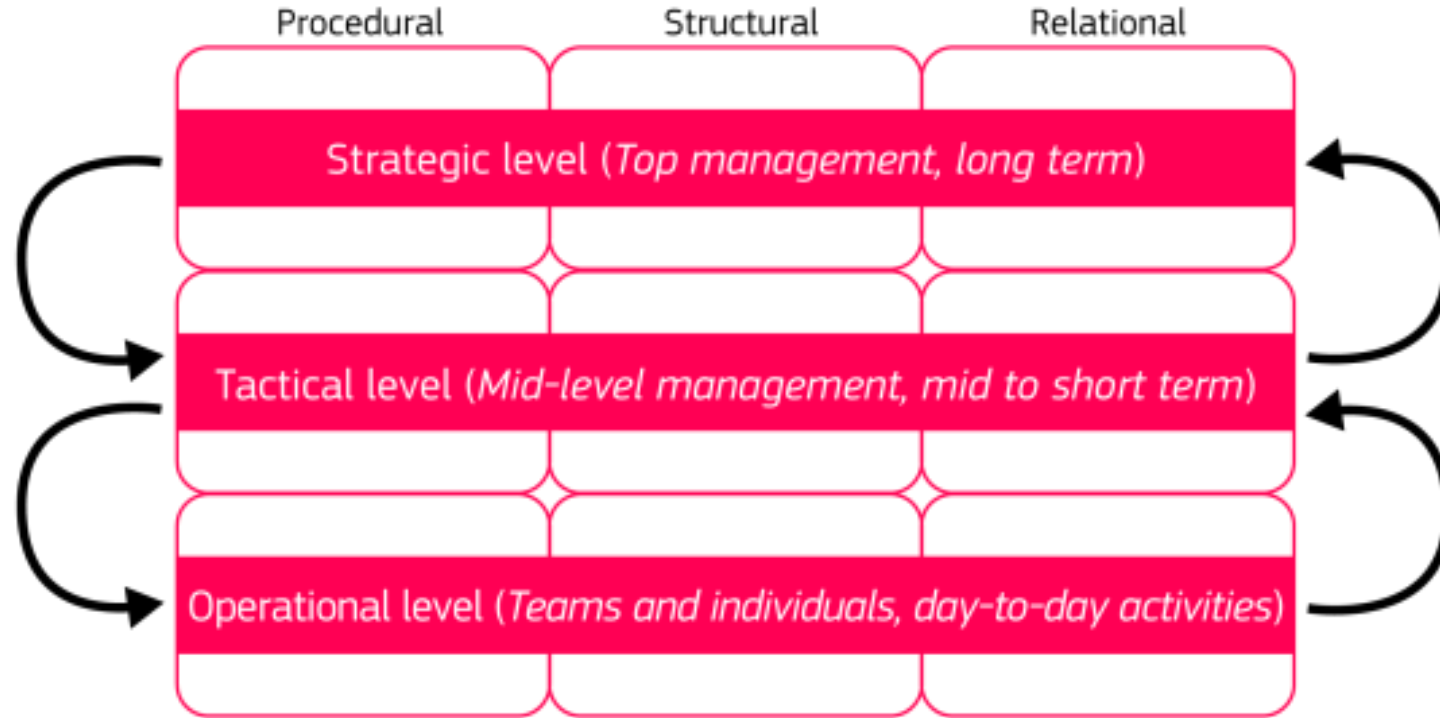
Competences and governance practices for artificial intelligence in the public sector (EU)

- A **competences framework** that encompasses technical, managerial, and policy legal and ethical competences, as well attitudinal, operational, and literacy one:



Source: MEDAGLIA, R., MIKALEF, P. and TANGI, L., Competences and governance practices for artificial intelligence in the public sector, Publications Office of the European Union, Luxembourg, 2024, <https://data.europa.eu/doi/10.2760/7895569>, JRC138702.

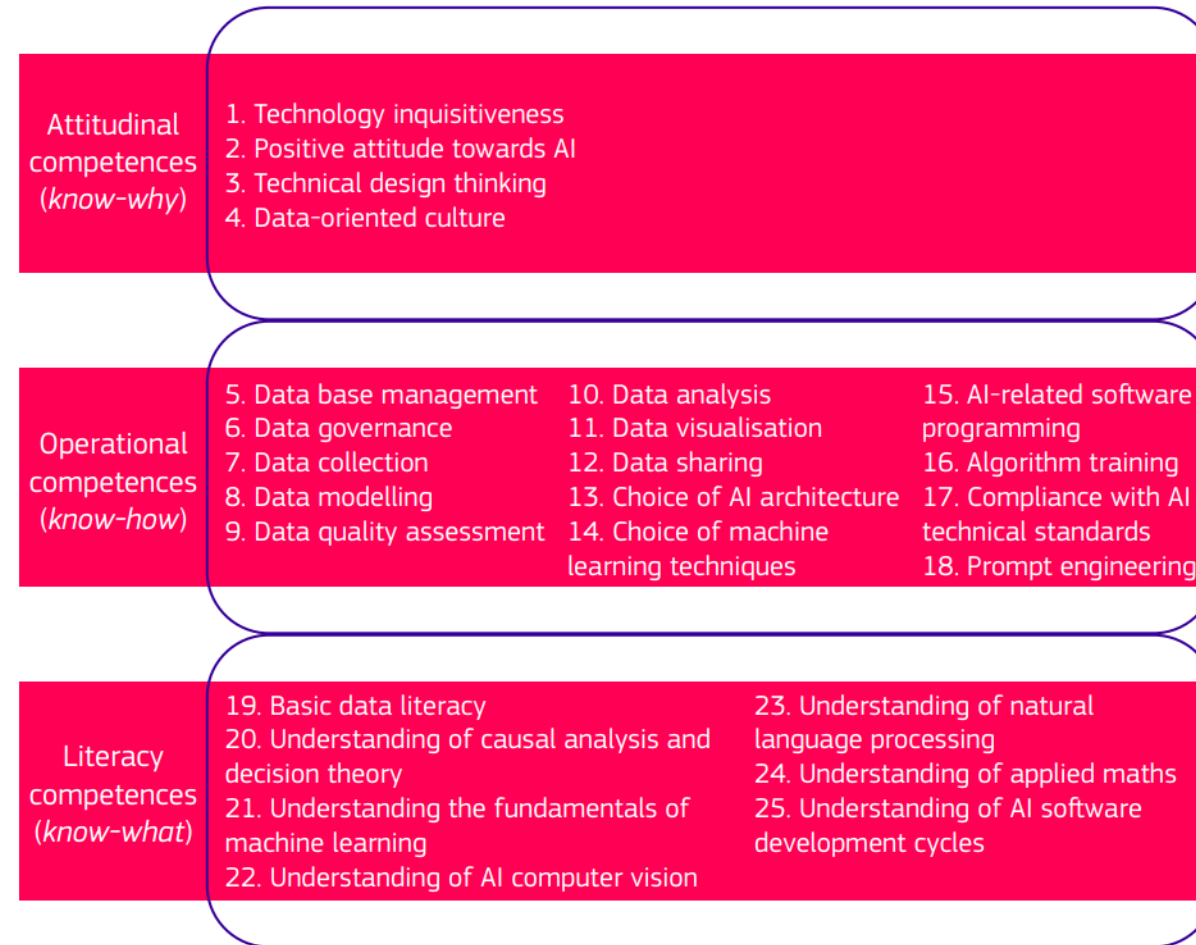
- The **governance practices framework** includes procedural, structural, and relational practices, and strategic, tactical, and operational governance levels:



Source: MEDAGLIA, R., MIKALEF, P. and TANGI, L., Competences and governance practices for artificial intelligence in the public sector, Publications Office of the European Union, Luxembourg, 2024, <https://data.europa.eu/doi/10.2760/7895569>, JRC138702.

Figure 6.

Technology dimension: attitudinal, operational and literacy competences.



Source: JRC own elaboration.

Source: MEDAGLIA, R., MIKALEF, P. and TANGI, L., Competences and governance practices for artificial intelligence in the public sector, Publications Office of the European Union, Luxembourg, 2024, <https://data.europa.eu/doi/10.2760/7895569>, JRC138702.

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Strategic Recommendations for Korea's Public Sector

1

Develop AI-ready civil service competency model.

2

Pilot AI-enabled services using citizen co-design.

3

Establish AI ethics & risk board across ministries.

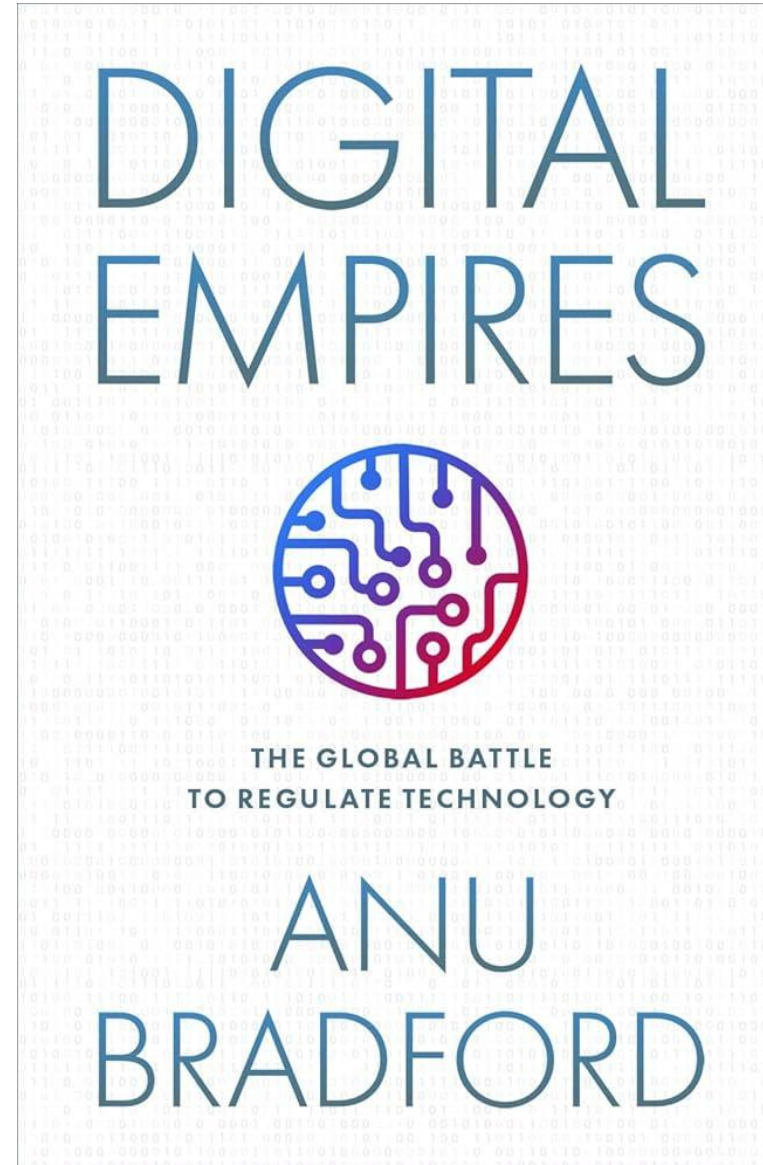
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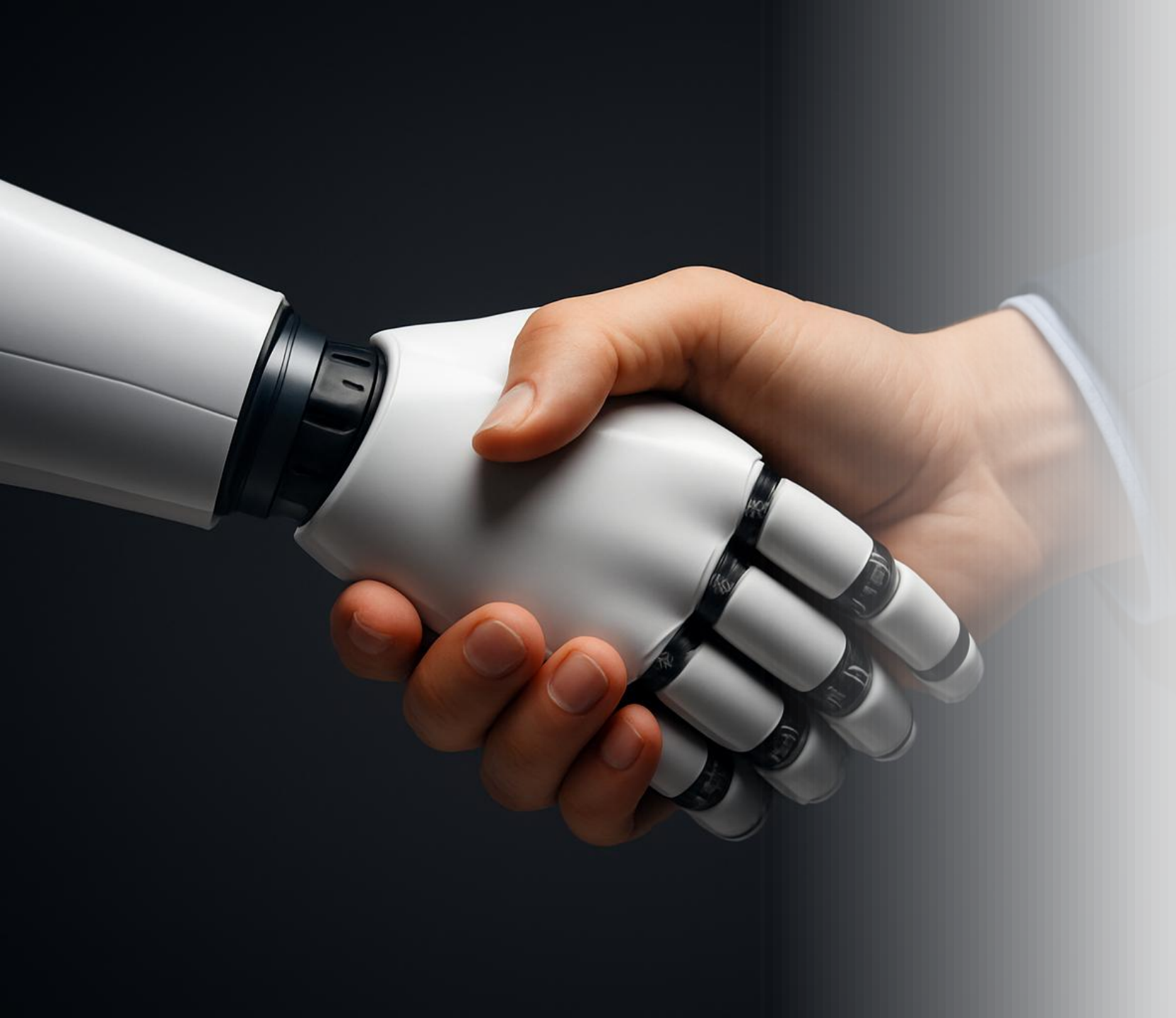
Foster international collaboration in AI governance.

5

Promote continuous learning & AI literacy training.

The Geopolitical Dimension





Closing Thoughts

- AI will not replace public officials — but it can help those who use it to do their job in a better, more efficient way.
- Future government: augmented intelligence combining human judgment + AI.

Thank you!



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