PUBLIC SECTOR **INNOVATION** AT THE OECD

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OECD
BETTER POLICIES FOR BETTER LIVES

AGENDA

- Introduction to the OECD's work on public sector innovation

- Overview of recent work on HRM and skills for public sector innovation

- 2 group exercises on skills and culture for innovation

- Overview of the OPSI platform, including an interactive session

WHAT **WORK** IS THE **OECD** **DOING** ON THE TOPIC OF PUBLIC SECTOR **INNOVATION**

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What is the OECD?

- The OECD is an international institution based in Paris, which gathers 35 countries engaged with democracy and open economies, in order to foster a sustainable economic development

What do we mean by public sector innovation (PSI)?

Novelty — Innovations introduce new approaches, in a specific context.

Implementation — Innovations must be implemented, they're not just an idea.

Impact — Innovations aim at better public results, including efficiency, effectiveness, and user or employee satisfaction.

Innovation in the Public Sector has its own particular set of challenges

Rigidities

Incentives

Structures

Risk

Rules

BARRIERS TO INNOVATION

- Public servants are not good at identifying and managing risks.

- Innovators do not get recognized nor rewarded.

- Internal regulations can come at a high cost in terms of innovation.

- Traditional problem-solving structures are not adapted to the complexity of today's issues.

- Lack of flexibility in allocating and managing financial resources.

THE INNOVATION IMPERATIVE

Building innovative capacity across the public sector means focusing on:

- the people involved

- the information they are using

- the rules and processes which govern their work

- the ways in which they are working together

THE OECD OBSERVATORY:

A TOOL FOR SEARCHING, SHARING AND LEARNING

INNOVATIONS AROUND THE WORLD

Program Funding

Australia: SEDIF
Investment fund for social enterprises

UK: The Work Program
payment-by-results scheme for employment services

UK: Social impact bonds in the justice sector

Open government

Finland
Participatory design technique and prototyping in hospitals

Mexico
Enhancing budget transparency

Canada
Open Policy Development

Iceland
Policing and social media

Australia: Speechbubble
Online engagement platform to design services with users

Human Resource

Netherlands: P-direct
Shared service centre for HR

Canada:
ICT-based training tools for overseas immigration officers

Belgium
Rationalising office space in federal government

Service delivery

Italy
Mobile service counters for social security services

Korea
Single system to manage service complaints

Denmark: Borger.dk
Personalised one stop shop

NAVINGATING THE INNOVATION SPACE

Identifying issues
- Needs assessment
- Horizon scanning

- Data analytics
- Journey mapping
- Ethnography

Generating ideas
- Sourcing
- Selecting

- Idea Contests
- Hackathons, Trials
- Jams, tournaments

Developing
- Making the case
- Risk assessment

- Cost-Benefit analysis
- Human-centred design

Implementing
- Resourcing
- Knowledge flows

- Stage-gate systems
- Pilot and trials
- Innovation units
- Innovation Networks

Evaluating
- Impact assessment
- Capacity

- Evaluation metrics
- User feedback
- Diagnostics tools
- Innovation Funds

Diffusing
- Growing
- Scaling

- Innovation Awards
- Promotion

WHAT DO CIVIL SERVANTS **NEED TO INNOVATE**?

Ability

I can do it

- Skills (hard and soft)
- Knowledge

Opportunity

I am allowed to do it

- Work design
- Organisation

Motivation

I want to do it

- Intrinsic
- Extrinsic

WHAT DO WE **KNOW ABOUT** THE **ROLE OF HRM** IN PUBLIC SECTOR INNOVATION

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PEOPLE ARE AT THE
CENTER OF
INNOVATION…

"As individuals we're limited in our abilities. Collectively, we face no such constraint. We possess incredible capacity to think differently. These differences can provide the seeds of innovation, progress, and understanding."

Scott E. Page, The Difference (2007)

HOW CAN **HUMAN RESSOURCES** SUPPORT INNOVATION?

Diversity And Inclusion
Performance Management
Work Life Balance
Hr Data Recruitment
Workforce Agility
Attractiveness Of Civil Service
Leadership Development
Public Sector Innovation
Employee Engagement
Pay Shrm Planning Training
Senior Civil Service
Competency Management
Employee Surveys

ABILITY TO INNOVATE:
HOW DOES **HRM** CAN IMPACT IN PRACTICE?

Recruitment

Work organisation

Performance

Training

Pay

Leadership

…

SOME EXAMPLES
FROM THE PUBLIC EMPLOYMENT AND MANAGEMENT WORKING PARTY

- Innovation awards

- Innovator's networks

- Professional mobility

INNOVATION AWARMS

Is there an award to promote innovation in the public sector ?

No
37%

Yes
63%
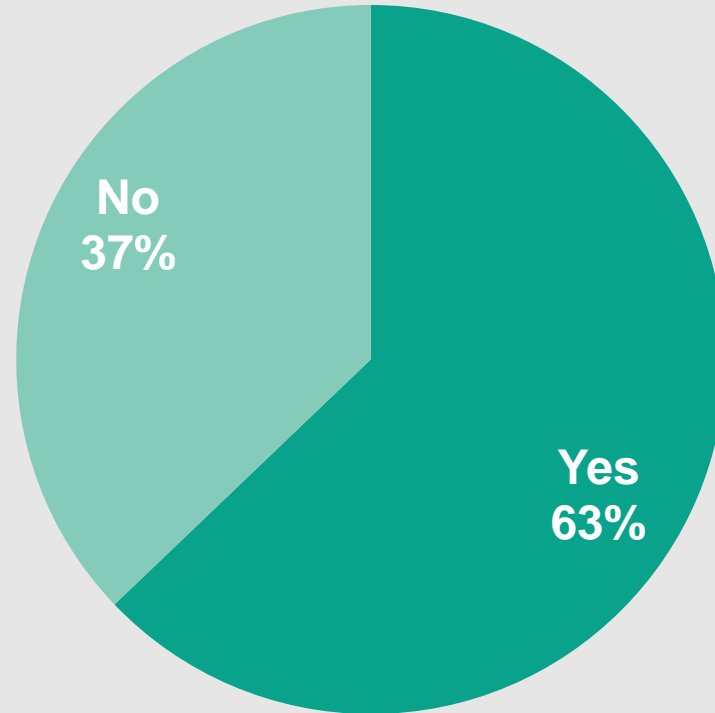
INNOVATION AWARDS

- **Chile**: The award Funciona!, which recognizes the ability of analysis, creativity, innovation and improvement in the management of implemented processes by civil servants.

- 1st prize: Study trip to an OECD country

- Winner in 2014: JUNJI

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ARE THERE ANY **INNOVATION NETWORKS** ACROSS THE CIVIL SERVICE?

No
37%

Yes
63%
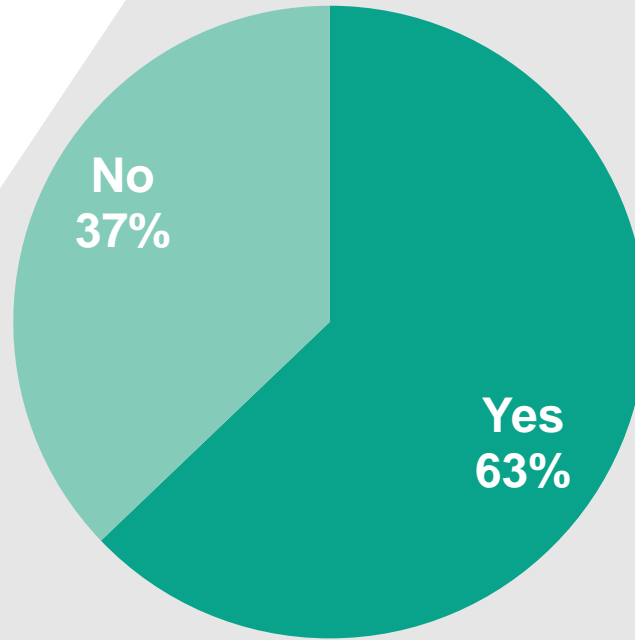
The networks are mainly **supported** by:

- Central HRM Unit (6)
- Central innovation institution (3)
- National School of Government (3)
- Informal network/ supported independently (10)

Ex: **Finland's** Government Change Agent Network

OBJECTIVES OF **MOBILITY SCHEMES** IN THE CIVIL SERVICE

Employee development

Increasing innovation

Employee Retention

Bringing in specific short-term expertise
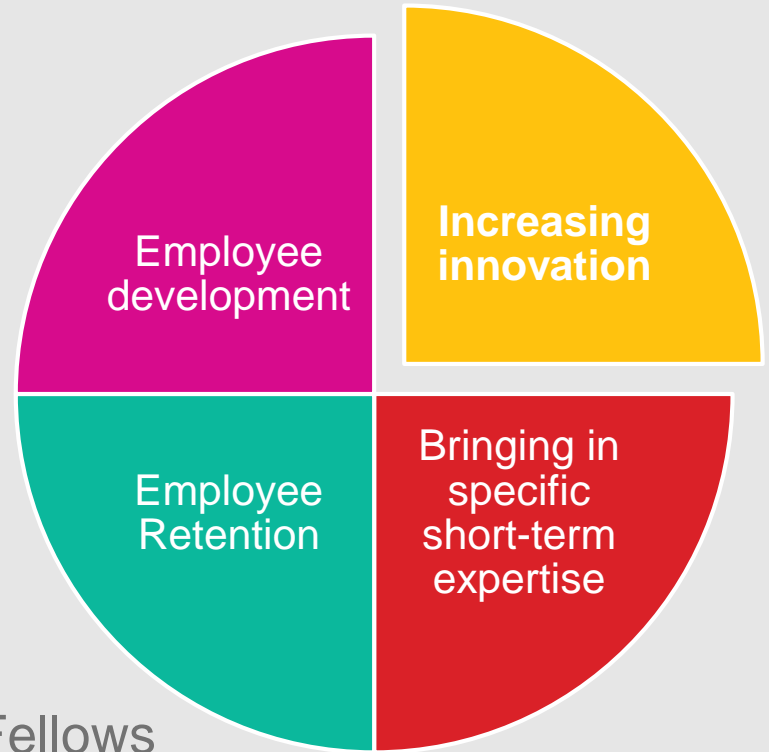
▪ **USA's** Whitehouse Innovation Fellows

TOWARDS A CIVIL SERVICE OF **PROFESSIONAL INNOVATORS**…

Professional	Strategic	Innovative
Is the workforce professional and managed through fair, rule-based, transparent practices?	*Are the right people with the right skills working in the right place at the right time?*	*Does your workforce contribute drive performance through innovation and continuous improvement?*
Merit-based, open & fair recruitment Performance management Transparent pay system	HR strategy and planning Workforce data Agility and flexibility Competency management	Networks Learning culture Risk acceptance Knowledge sharing Workplace quality Specific skills

Laws, Institutions, Leadership

WHAT ARE WE **FINDING** OUT ABOUT **SKILLS FOR** PUBLIC SECTOR **INNOVATION**

WHAT DO WE **KNOW SO FAR** ABOUT SKILLS FOR INNOVATION

- **No pre-existing single definition** of what is meant by "innovation skills" or what these skills are – lots of different interpretations!

- From late 2015 through 2016 we have been conducting workshops and interviews to develop a framework

- It is as much about **attitudes, mindset and culture** as it is about technical skills and abilities

A **PRELIMINARY MODEL** OF SKILLS FOR INNOVATION IN THE **PUBLIC SECTOR**

Data literacy

User centred

Iteration

Skills for public sector innovation

Curiosity

Insurgency

Storytelling
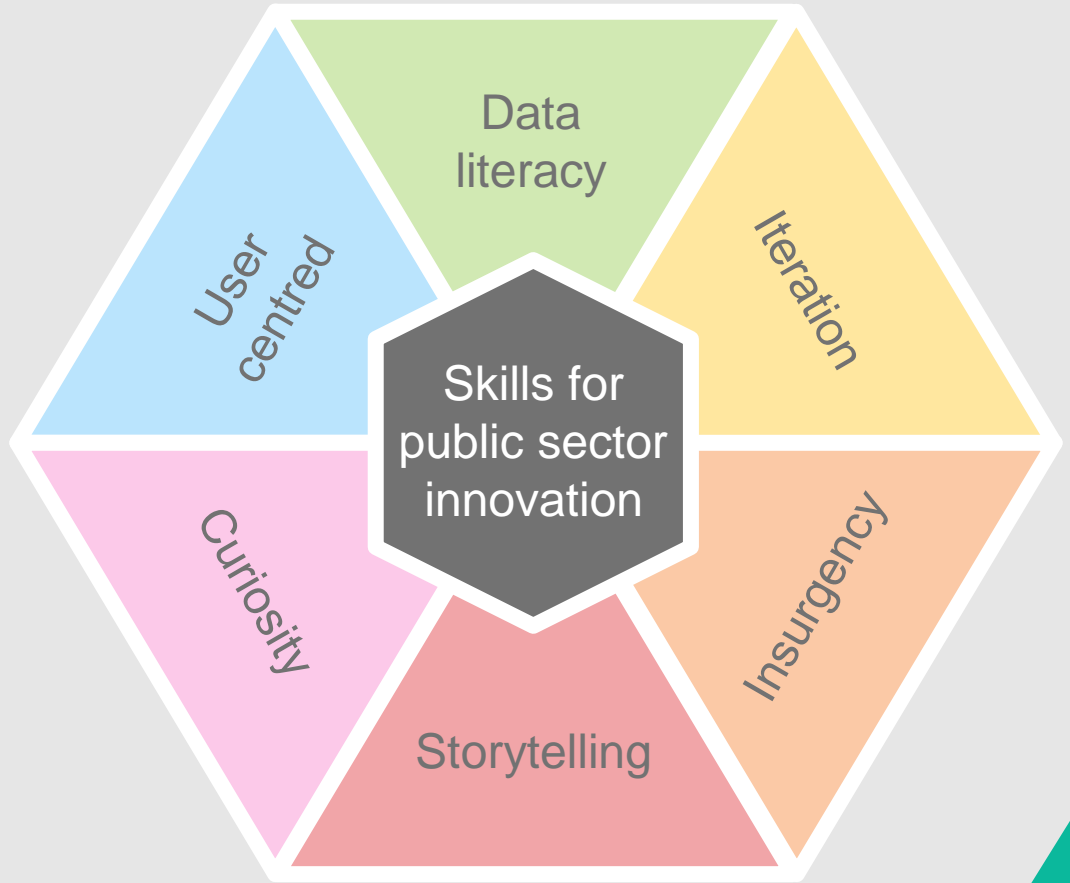
CURIOSITY
(AND CREATIVE THINKING)

- "Is there a **better or different way** of doing what we do?"

- Reframing situations to think about them from **different perspectives**

- What would the situation look like if you **change the standard assumptions**/ defaults

- Identifying and **adapting solutions** that have worked in other settings

STORYTELLING

- Change is a constant feature of the public sector in the 21ˢᵗ century – no longer switching from state "A" to state "B".

- "User stories" about **how experiences will improve help build support** for changes

- A good story-teller not only talks about the past and the present but also uses foresight to put changes in the context of future trends

INSURGENCY

- **Challenging the status quo** – "it's always been done like this" doesn't mean that way is best

- Work with **unusual or unlikely partners** – people who can provide new and different ways into the way a service operates

USER CENTRED

- Citizens/service users need to be considered at **every stage** of the process

- Public services should be designed around **solving/servicing user needs**

- We need to **research user needs** – not assume that we know what they are

- We must **make it easy for users** to do what they need to do

DATA LITERACY

- Not just about the **specific skills** to be a statistician or a data scientist

- Every public official needs to have an **awareness of data** and how it can be used at all stages of a project or every point of service delivery

- Wherever possible, decisions should be **based on data** not hunches or guesses

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ITERATION (AND PROTOTYPING)

- Iteration is a rapid, incremental approach to project delivery – making changes/features available when they are ready

- It facilitates experimentation by allowing you to **quickly test different approaches** to a problem

- By using prototypes you can **collect user feedback, and identify problems** without significant investment in development

GROUP EXERCISES: EXPLORING THE INNOVATION SKILLSETS AND HOW TO USE THEM

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INTERACTIVE EXERCISES TO **EXPLORE** SKILLS FOR **INNOVATION**

- Two exercises

  - Exercise 1: exploring the skillsets

  - Exercise 2: the culture to enable use of the skillsets

- Each table will work on one of these three skillsets in both exercises:

  - Data literacy

  - User centred

  - Iteration and prototyping

EXERCISE 1:
UNDERSTANDING
THE SKILLSETS

- Each table has been given a worksheet with questions to discuss and work through

- 3 "temperature check" questions, use a sticker to mark your answers

  - How much do you understand the skillset?

  - How much do you think colleagues in your organisation understand the skillset?

  - How ready do you think your organisation is to use the skillset as part of its usual way of working?

EXERCISE 1:
UNDERSTANDING
THE SKILLSETS

- 4 discussion questions:

  - Where is the skillset currently being used?

  - Where else could the skillset be applied?

  - What do you like about the skillset?

  - What worries you about the skillset?

- 25 minutes for activity

- 20 minutes for table-by-table feedback and summary

EXERCISE 1:
UNDERSTANDING
THE SKILLSETS

- 25 minutes for activity

  - 3 temperature checks: How much do you and your colleagues understand about the skillset? How ready is your organisation to use the skillset?

  - Where are we already using this skillset?

  - Where else could we apply the skillset?

  - What we like about using the skillset?

  - What worries or concerns us about using the skillset

- 20 minutes for table-by-table summary

COFFEE **BREAK**: **RETURN** BY 15h45

EXERCISE 2: PUTTING SKILLS **INTO PRACTICE**

- "Thinking hats" exercise – how do different people respond to the same situation

- Imagine a new project is starting in your organisation and it will make use of the skillset

- Using 3 personas investigate the enablers and barriers to using the skillset

EXERCISE 2:
PUTTING SKILLS
INTO PRACTICE

MARY: "Why do we need to change?"

What reasons might Mary give for not wanting to use the skillset?

RAJ: "What if something goes wrong?"

How can we explain to Raj what the benefits of using the skillset are?

JUAN: "I like doing new things"

What problems might Juan run into when trying to use the skillset?

What suggestions would you give to overcome those problems?

EXERCISE 2:
PUTTING SKILLS
INTO PRACTICE

- 25 minutes for activity

  - Why might someone not want to use the skillset?

  - How can we convince someone to use the skillset?

  - What problems might we face if we try to use this skillet?

  - How can we overcome those problems?

- 20 minutes for table-by-table summary

USING AN **ONLINE PLATFORM** TO **SHARE KNOWLEDGE** ABOUT PUBLIC SECTOR INNOVATION

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Observatory of
Public Sector Innovation

OECD
BETTER POLICIES FOR BETTER LIVES

Horizon 2020
European Union Funding
for Research & Innovation

Highlights

1   2   3   4   5

future state

INNOVATION FOR THE PEOPLE

Global gathering of Public Sector Innovation

imagining the future of public services

Future State: Innovation for the People

The OECD and Laboratorio de Gobierno of the Chilean government hosted a two day international conference on March 30-31, 2016 on public sector innovation in Santiago, Chile.

Latest Blog Posts

Innovative Learning Organisations
by **Alex Roberts**

Finding the Right Tools
by **Alex Roberts**

World Government Summit: Call for Public Innovations
by **Jamie Berryhill**

Innovations
search by country, sector, results...

Library
research on innovation

Submit
an innovation

Collaborate
with others

OPSI PLATFORM

- What is the most valuable component of the site for you?

- What is the most challenging component of the site?

- What other components you would like to see on site?

- What would encourage you and other innovators to use the OPSI site?

SUBMIT AN INNOVATION
http://oe.cd/1p6

- Personal details

- Organisation Details

- Description of the Innovation

- Novelty of the Innovation

- Developing the Innovation

- Partnership

- Results

- Lessons learned

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THANK YOU

Website: http://oe.cd/opsi

Email: opsi@oecd.org

Twitter: @OPSIgov

LinkedIn: www.linkedin.com/groups/8551575