



Seminar for Top Level Managers

June 2019



WHAT OPSI DOES

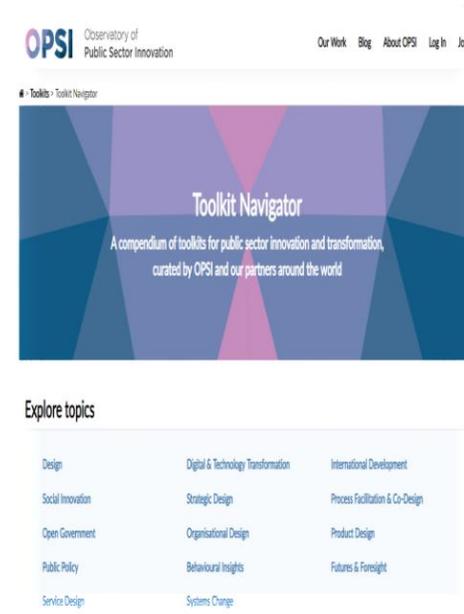
PROVIDING TRUSTED ADVICE



UNCOVERING WHAT IS NEXT



TURNING THE NEW INTO NORMAL



Innovation

What is Innovation?

Innovation does not have a specific definition – you know it when you see it, but others may disagree. What innovation means to you and what it looks like in your context may be very different to those of others.



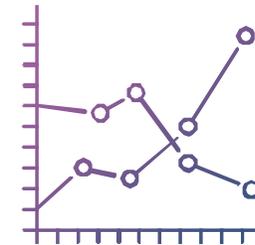
Novelty

Innovation introduces new approach



Implementation

Innovations are more than an idea, they involve doing



Impact

Innovations are things that make a difference, though it may not be easy to measure



What does an innovation culture look like in
the Latvian public service?



What is an Innovation Culture?

01

For 5 minutes, write down what an Innovation Culture looks like in Latvia – This can be general characteristics (having space for innovation) or specific (there is an innovation fund that everyone has access to)

02

15 minutes - We will pair you up in groups of 3 or 4. Go over your list and discuss your ideas, make additions, or edit anything you wrote

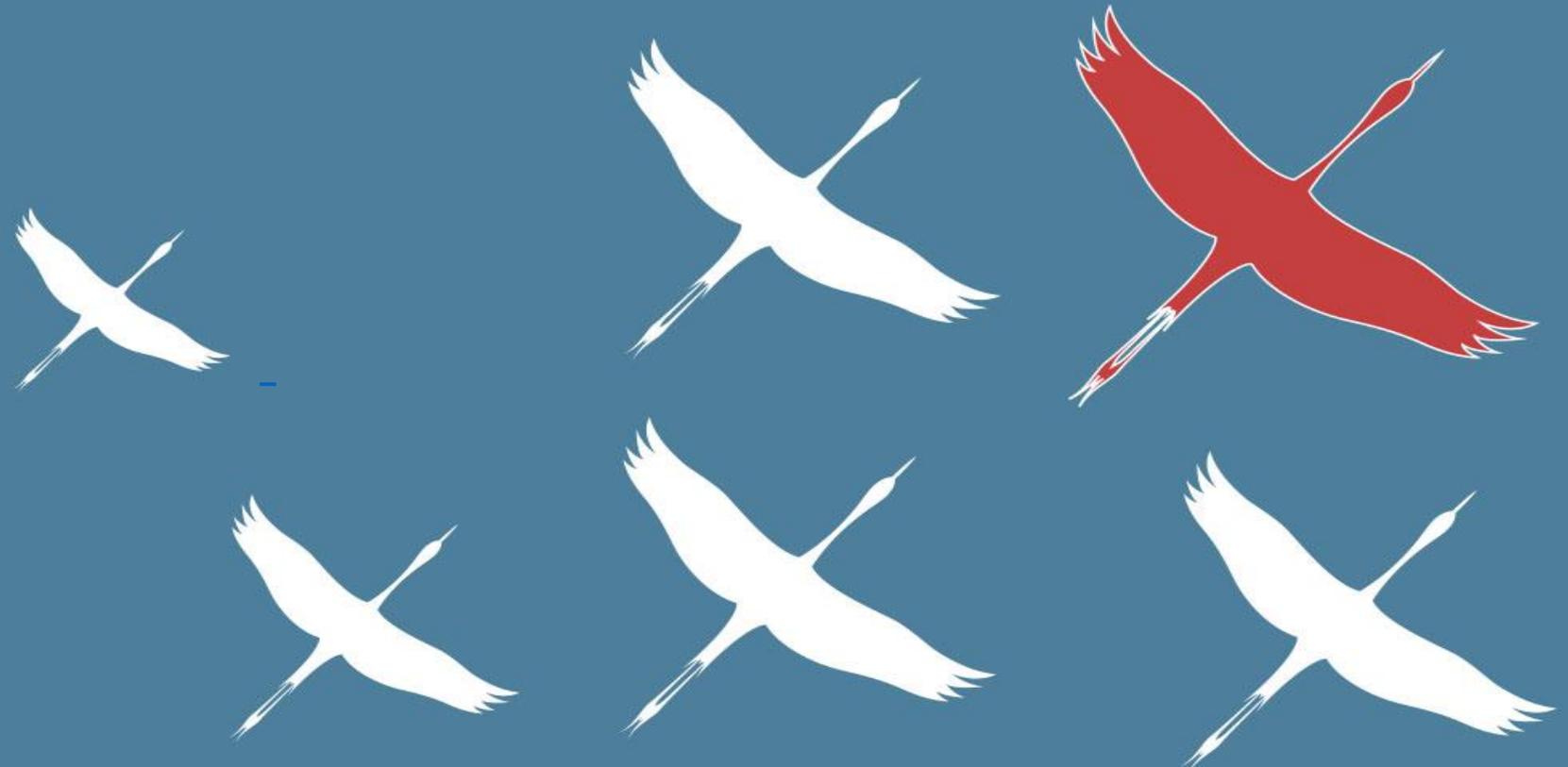
03

Share out and cluster – what does “Culture” look like in Latvia as described by top level managers.

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Culture change does not happen in isolation

OECD Recommendation on Public Service Leadership and Capability



01

Values-Driven Culture and Leadership

1. Defined Values
2. Capable Leadership
3. Inclusive & Safe
4. Proactive & Innovative

02

Skilled and Effective Public Servants

5. Right Skills & Competencies
6. Attractive employer
7. Merit-based
8. Learning culture
9. Performance-oriented

03

Responsive and Adaptive Employment Systems

10. System stewardship
11. Strategic approach
12. Mobile & adaptive
13. Appropriate Terms & Conditions
14. Employee voice



Pillar 1: promote values-driven culture and leadership in the public service, centred on improving outcomes for society

Defining the values of the public service and promoting **values-based decision** making

Building **leadership capability** in the public service,

Ensuring an **inclusive and safe public service** that reflects diversity of the society it represents

Building a **proactive and innovative public** service that takes a **long-term perspective** in the design and implementation of policy and services



Pillar 2: invest in public service capability in order to develop an effective and trusted public service

Continuously **identifying skills and competencies needed** to transform political vision into services which deliver value to society

Attracting and retaining skilled and competent employees from the labour market

Recruiting, selecting and promoting candidates through **transparent, open and merit-based processes**, to guarantee fair and equal treatment

Developing the necessary skills and competencies by **creating a learning culture and environment** in the public service

Assessing, rewarding and recognising **performance, talent and initiative**



Pillar 3: Develop Public Employment systems that foster a responsive and adaptive public service able to address ongoing and emerging challenges and changing circumstances

Clarifying **institutional responsibilities** for people management to strengthen the effectiveness of the public employment system

Developing a **long-term, strategic and systematic approach to HRM** based on evidence and inclusive planning

Setting the necessary conditions for internal and external **workforce mobility and adaptability** to match skills with demand

Determining and offering transparent **employment terms and conditions** that appropriately match the function of the position, taking into account external and internal labour markets

Ensuring that **employees have opportunities to contribute** to the improvement of public service delivery and are engaged as partners in public service management issues

THE OECD DECLARATION ON PUBLIC SECTOR INNOVATION ?

WHAT IS THE OECD DECLARATION ON PUBLIC SECTOR INNOVATION ?

The OECD Declaration on Public Sector Innovation is a set of five principles, and associated actions, that governments or public organisations can use to inform (or enhance) innovation and its management.



WHO CAN USE THE DECLARATION ?

Anyone can use the OECD Declaration in ways that best suit their context. Countries can 'adhere' to the OECD Declaration. Interested organisations can 'endorse' it. To understand more about what this means in practice visit :

<https://oe.cd/innovationdeclaration>



 #declaretoinnovate

 OECD >  OPSI Observatory of Public Sector Innovation

French manifesto for public sector innovation

A new approach to
public policy-making

March 2017

Federal, Provincial and Territorial

Declaration on Public Sector Innovation

Déclaration
fédérale, provinciale
et territoriale
**sur l'innovation
dans le secteur public**



Understanding needs
through immersion in
the user experience

Pushing
new
methods

Co-constructing
public
policies

Testing solutions
and improving
them

THE OECD DECLARATION ON PUBLIC SECTOR INNOVATION



1.
Embrace and enhance
innovation within the
public sector



2.
Encourage and equip
all public sector
servants to innovate



3.
Cultivate new
partnerships and
involve different voices



4.
Support exploration,
iteration and testing



5.
Diffuse lessons and
share practices

The OECD Declaration is a set of five principles and actions. Access the full text and supporting materials :
<https://oe.cd/innovationdeclaration>

 #declaretoinnovate



It's official: The OECD Declaration on Public Sector was adopted today!

Written by **Rebecca Santos**, Innovation Advisor on 22 May 2019



40 countries adhere to the OECD Declaration

HOW CAN PEOPLE USE THE DECLARATION?



Public sector leaders are politicians or leaders of public organisations

They can use the Declaration to :

- Affirm that innovation is important to addressing a variety of challenges and leveraging opportunities
- Embed innovation as a core strategic function
- Reflect on the barriers to innovation and find ways to overcome them
- Define priorities and actions to support innovation better



Public managers are people who work in public organisations and are responsible for achieving policy objectives and delivering services

They can use the Declaration to :

- Start conversations about how innovation can help the organisation meet its goals
- Legitimise innovation as a part of core business
- Reflect on the barriers to innovation and find ways to overcome them
- Develop innovation capacity
- Encourage collaboration and sharing



Public officials are people who work in government or for a public organisation

They can use the Declaration to :

- Think about what role they could play in fostering or supporting innovation
- Test and trial new things and ways of working
- Connect with others locally or internationally, to learn, share and develop innovation practices

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 OECD  OPSI Observatory of Public Sector Innovation

<https://oe.cd/innovationdeclaration>

NEXT STEPS WITH THE OECD DECLARATION



Read the full OECD Declaration and access relevant supporting materials
<https://oe.cd/innovationdeclaration>

Read the theory underpinning the OECD Declaration
<https://oe.cd/innovationfacets>

Reflect on how my organisation is currently innovating (and will innovate into the future)
<https://oe.cd/facetsworkshop>

Read case studies of public sector innovation (and contribute my own)
<https://oe.cd/innovationcasestudies>

Access toolkits to help me in my innovation journey
<https://oe.cd/toolkit>

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 **OECD** >  **OPSI** Observatory of Public Sector Innovation

 opsi@oe.cd

 oe.cd

 @OPSIGov

Countries Already Adopting



Declaration on Public Service Innovation in Ireland

In order to serve our people better, the Irish Public Service needs to be highly innovative. Innovation does more than simply drive economic growth. It has the potential to solve some of the most pressing challenges that Ireland faces now and in the future. Our organisations commit to take the following actions to build a culture of innovation in our Public Service. We will:

- I. Further endorse innovation as a responsibility of every public servant;
- II. Enable, support, inform and equip our public servants to innovate in their roles;
- III. Cultivate new partnerships and involve diverse views in problem solving and designing and delivering our public services;
- IV. Generate multiple options for existing and potential problems through exploration, experimentation, iteration and testing;
- V. Provide insights into our experiences, best practices and lessons learned with other public servants in Ireland and abroad;
- VI. Share knowledge and data with citizens in an open and transparent way;

Innovation, experimentation and openness require constant effort and a certain degree of risk. As public servants, we must be ambitious, agile and collaborative to achieve meaningful and durable results. In doing so we should be open to progressive thinking in order to create a new and better future for all inhabitants of the State. To solve difficult problems, we must rely on the diversity, ingenuity and creativity of the public and our fellow public servants. In times of considerable change and uncertainty, our greatest risk is refusing to take chances and try new things. We need a culture of innovation.

OECD Declaration on Public Sector Innovation:

The Declaration on Public Service Innovation in Ireland was based on principles developed by the OECD. Ireland signed up to the OECD Declaration on Public Sector Innovation in May 2019. Find out more on the supranational declaration [here](#).

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Making the declaration actionable

Innovation Declaration Principals

01

30 minutes, choose whichever tenant you want to work on. List what you can do that is within your control in your organisation to better align with this tenant. If you have time, you can feel free to move groups

02

Share out

THE OECD DECLARATION ON PUBLIC SECTOR INNOVATION



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Embrace and enhance
innovation within the
public sector



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THANK YOU

daniel.gerson@oecd.org

Kevin.richman@oecd.org



oe.cd/pem

<https://oecd-opsi.org>



[@danieljgerson](https://twitter.com/danieljgerson)

[@kirichman](https://twitter.com/kirichman)



Daniel Gerson

Kevin Richman

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Backup Slides

Public Service Leadership and Capability

OECD Recommendation, 2019

01

VALUES-DRIVEN CULTURE AND LEADERSHIP

01 Define the **values** of the public service and promote values-based decision making.



02 Build **leadership capability** in the public service.



03 Ensure an **inclusive and safe** public service that reflects the diversity of society.



04 Build a **proactive and innovative** public service that takes a long-term perspective in policy design and services.



02

SKILLED AND EFFECTIVE PUBLIC SERVANTS

05 Continuously **identify skills** and competencies needed to transform political vision into services which deliver value.



06 **Attract and retain** employees with the skills and competencies required from the labour market.



07 Recruit, select and promote candidates through **transparent, open and merit-based** processes.



08 Develop the necessary skills and competencies by **creating a learning culture** and environment in the public service.



09 Assess, reward and recognise **performance, talent and initiative**.



03

RESPONSIVE AND ADAPTIVE PUBLIC EMPLOYMENT SYSTEMS

10 Clarify **institutional responsibilities** for people management.



11 Develop a **long-term, strategic and systematic approach** to people management based on evidence and inclusive planning.



12 Set the necessary conditions for internal and external **workforce mobility and adaptability** to match skills with demand.



13 Determine and offer transparent **employment terms and conditions** that match the functions of the position.



14 Ensure that employees can **contribute** to the improvement of public service delivery and engaged as partners in public service issues.



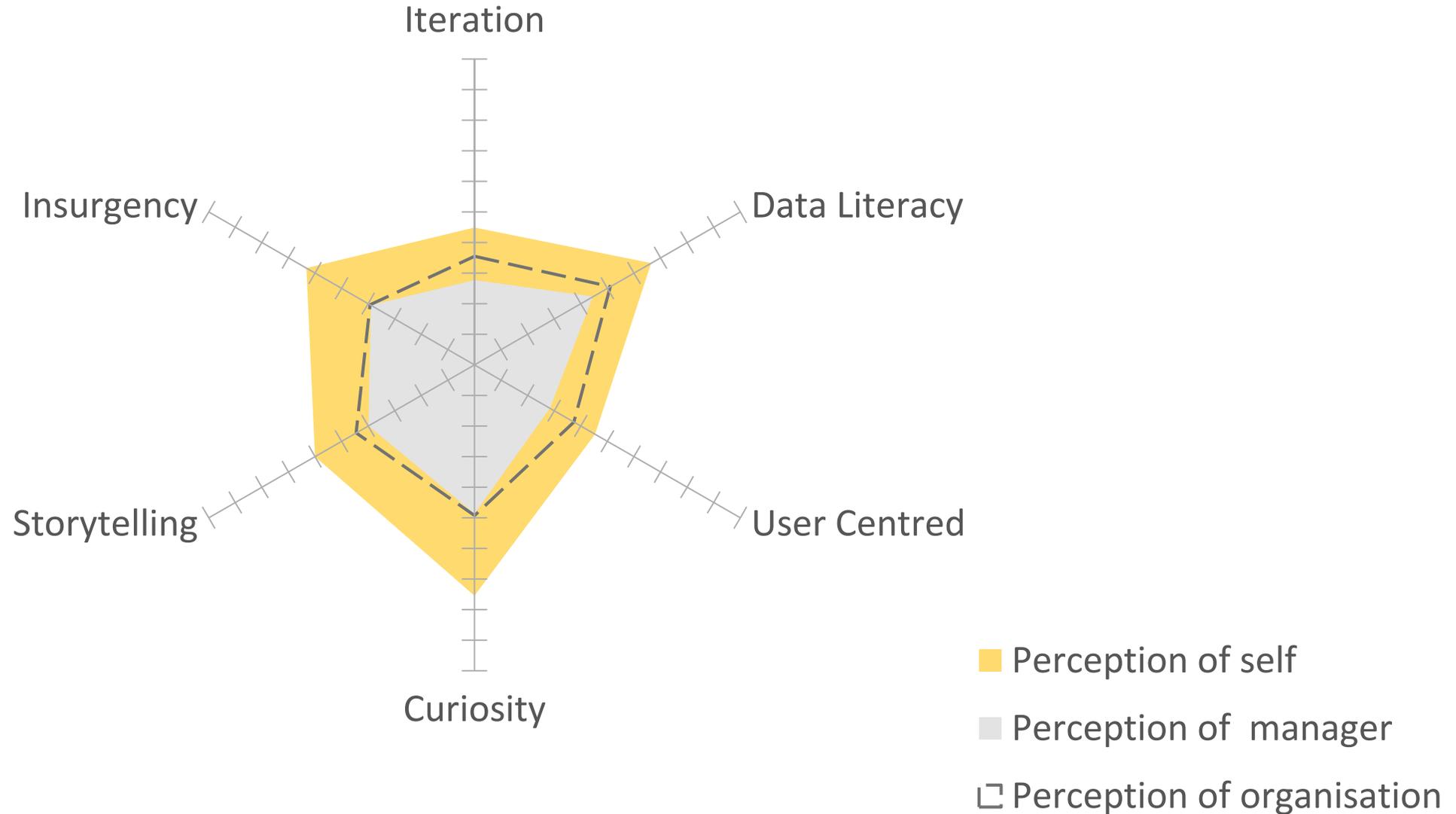


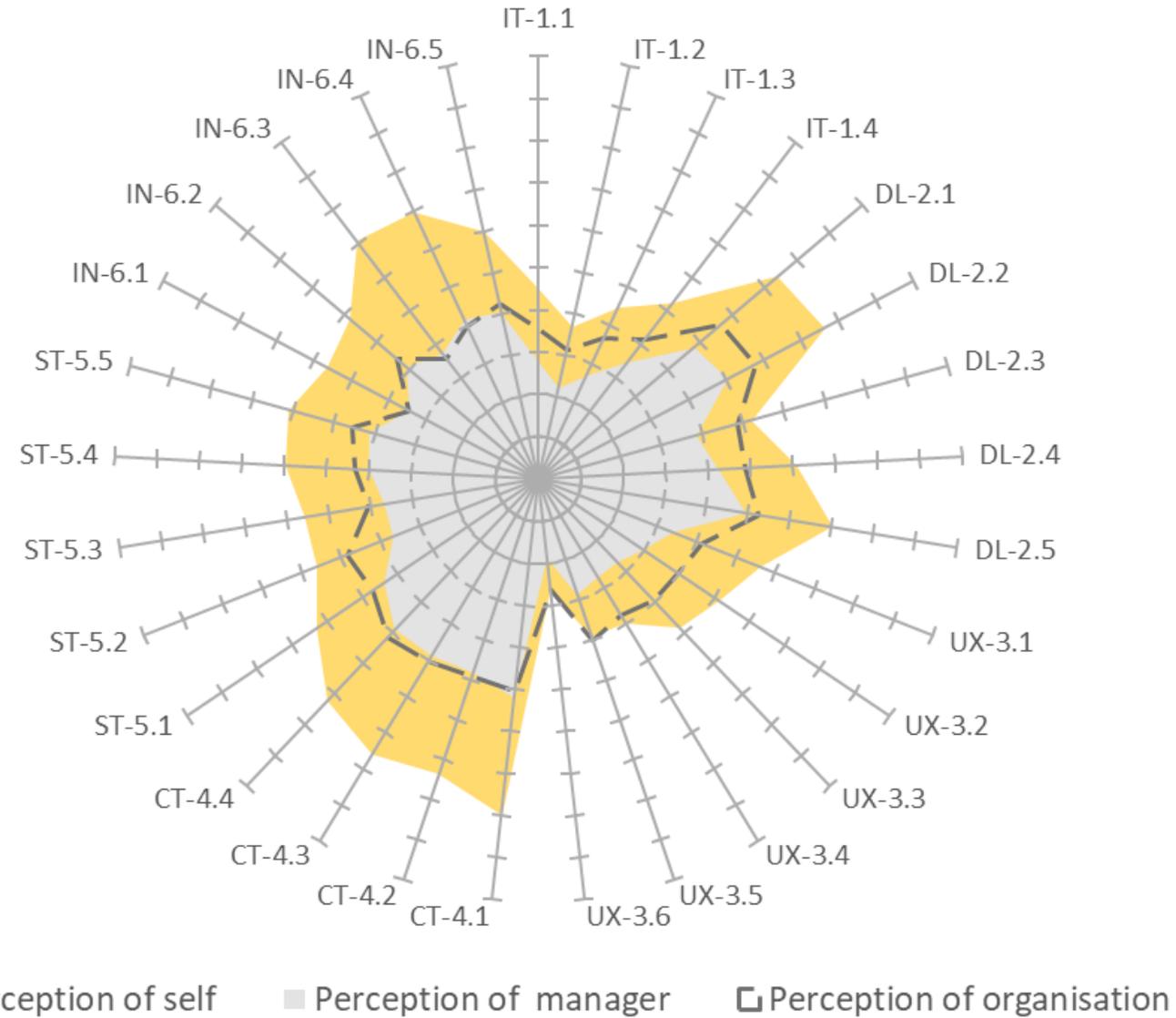
Role of leaders: drive performance and innovation in the public workforce



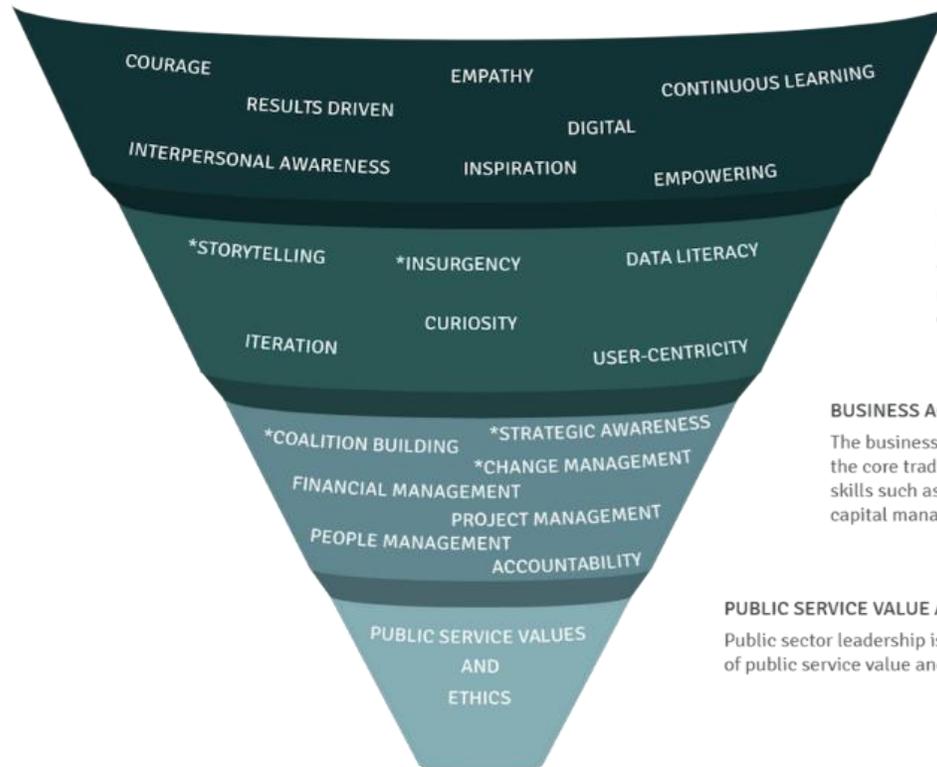


Innovation skills in Brazil's public service





Innovation Leadership Framework



MINDSETS

Not simply how a leader relates to others, but also reflect on how they lead and affect others. Leaders must have empathy for public servants, the people of their country, and their leadership.

INNOVATION SKILLS

Leaders must have an understanding of innovation methods, mindsets, and strategies to properly lead, support, and embrace new and different solutions.

BUSINESS ACUMEN

The business acumen skills are those which are the core traditional organisational leadership skills such as financial management, human capital management, and accountability.

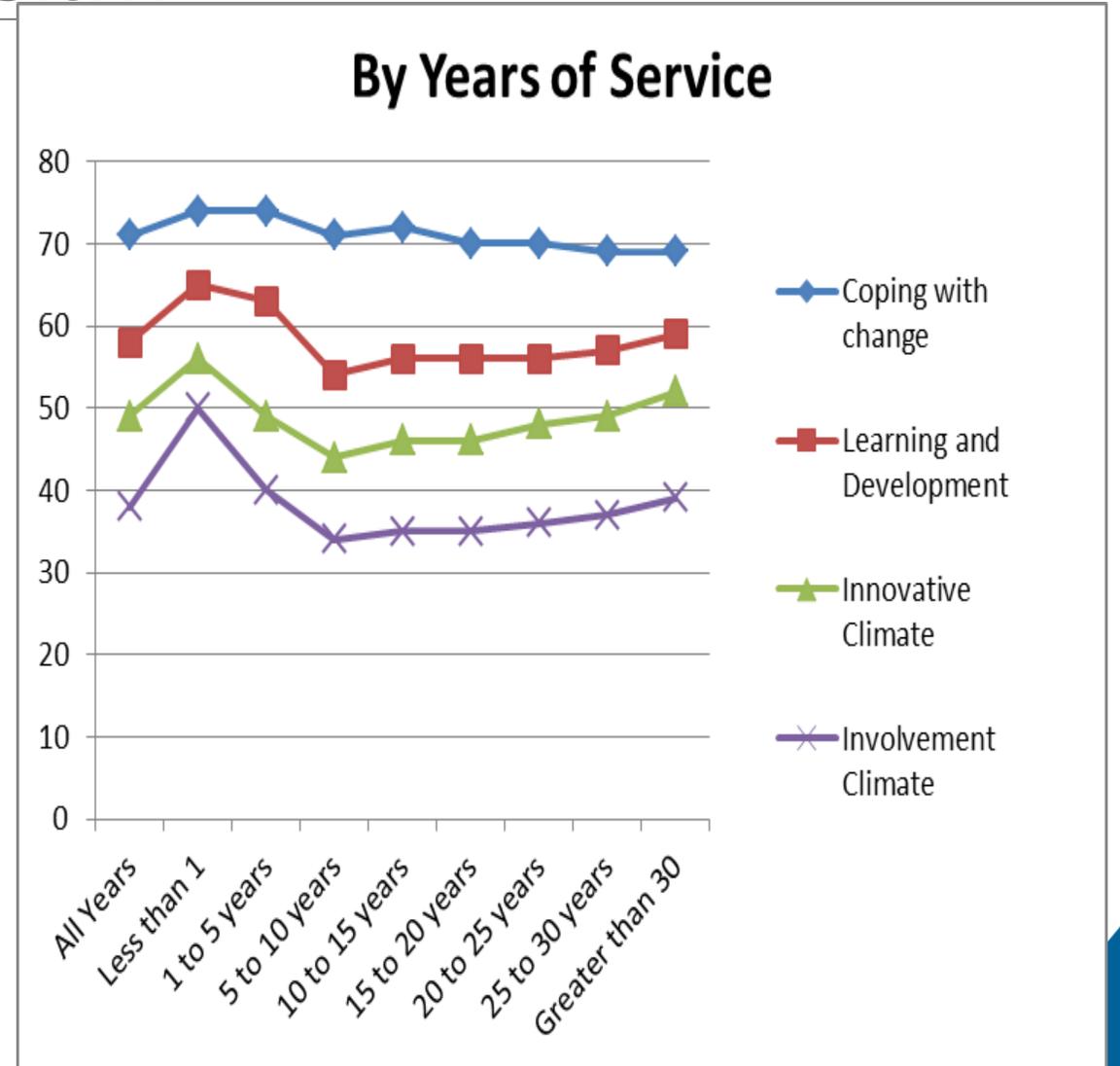
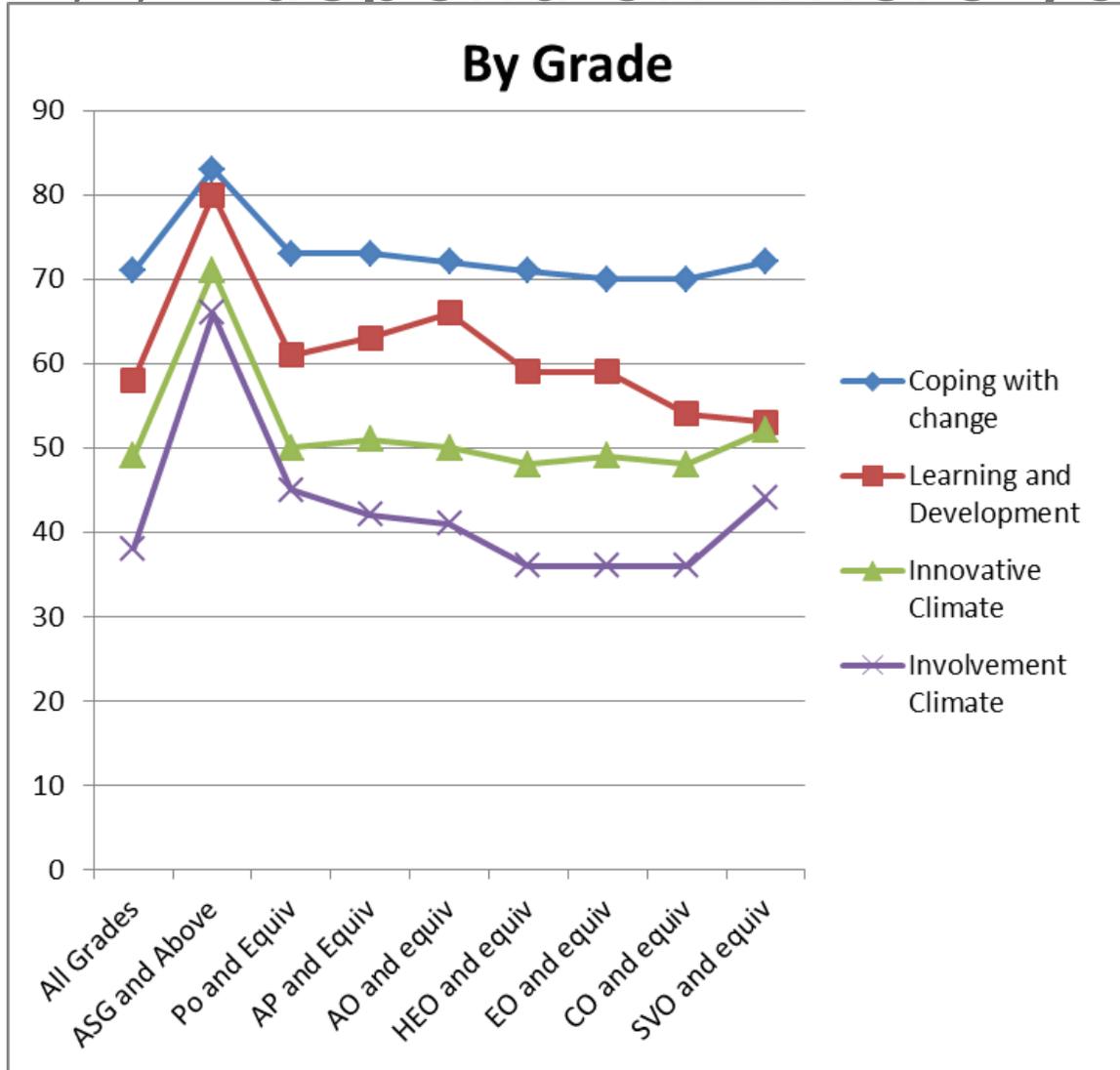
PUBLIC SERVICE VALUE AND ETHICS

Public sector leadership is built on a foundation of public service value and ethical behaviour.

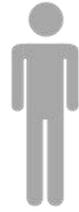




Reality check: Perceptions of innovation depend on where you sit...



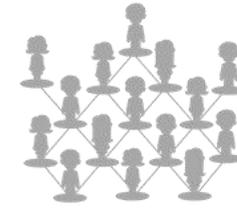
The determinants of innovation activity



Individual



Organisation



System

	Individual	Organisation	System
Reason for innovation	Motivation to Innovate	Problem Identification	Clarity about Innovation
Possibility for innovation	Opportunity to Innovate	Ideas Generated	Parity of Innovation
		Proposals Developed	
Capability for innovation	Ability to Innovate	Project Implementation	Suitability for Innovation
Experience of innovation	Learning from Innovation	Evaluation	Normality around Innovation
		Lessons diffused	

In Summary

1

A changing world means governments must consider changing what they do and how they do it. Innovation will not always be the answer, nor will it always be a good option, but increasingly it must be one of the options open to government.

2

This requires a systemic response. The public sector needs to consider the fundamental determinants of whether and how innovation occurs. Innovation must move from a sporadic, ad hoc and reactive activity, to a deliberate, consistent and reliable resource.

3

Governments need to recognise the multifaceted nature of innovation, and appreciate that different facets can contribute to different types of solutions. Governments also need to take a portfolio approach to innovation, to ensure that it has choices in how it responds.

Tracking Trends

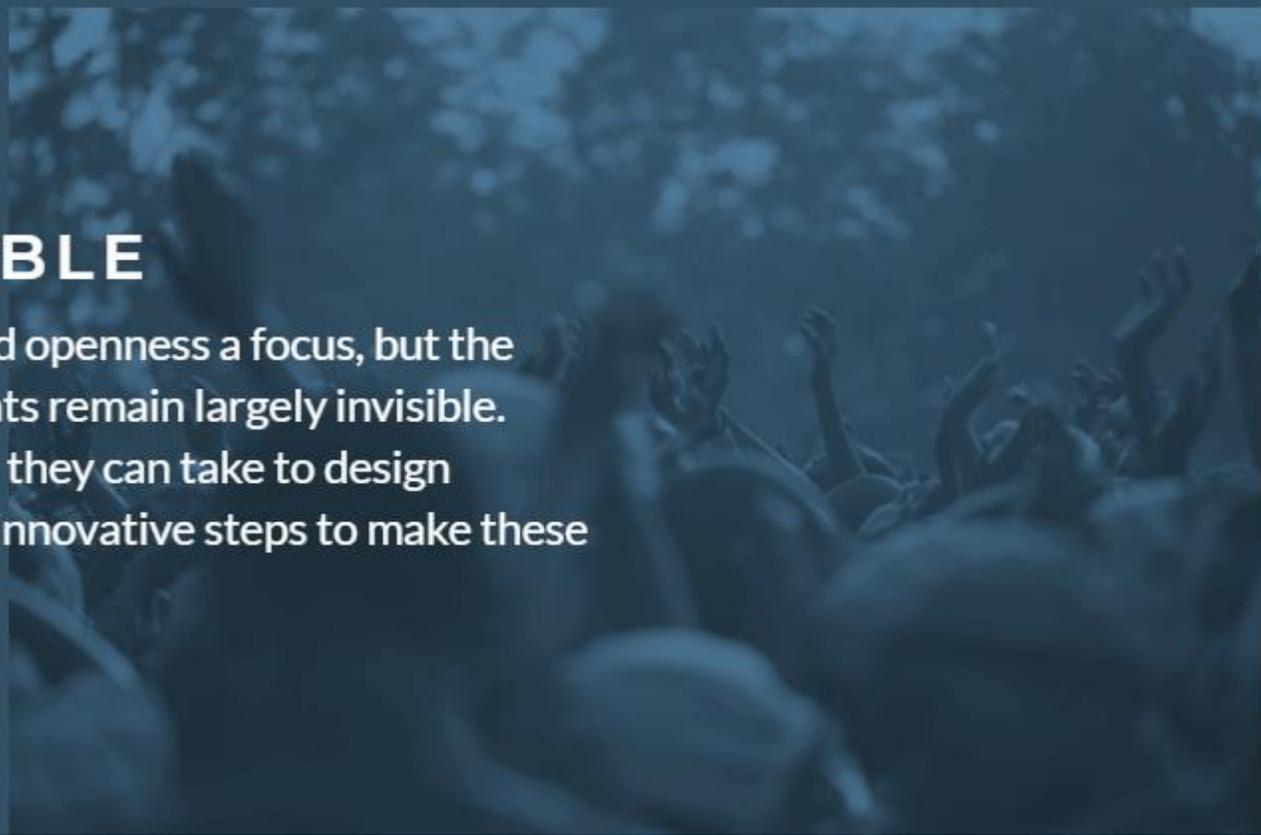


Project seeks to:

- Surface new ideas and approaches
- Allow us to see and prepare for what's next
- Facilitate building a network of innovators
- Embed and duplicate successes
- Reduce the impact of failure
- Speed up the process of innovation

TREND 1: INVISIBLE TO VISIBLE

Governments in recent years have made transparency and openness a focus, but the insights, perspectives and opinions of citizens and residents remain largely invisible. Governments may also struggle to see the different paths they can take to design successful policies and services. Governments are taking innovative steps to make these invisible factors visible.



BEHAVIORAL INSIGHTS AND GAMIFICATION

Carrot Rewards
Canada



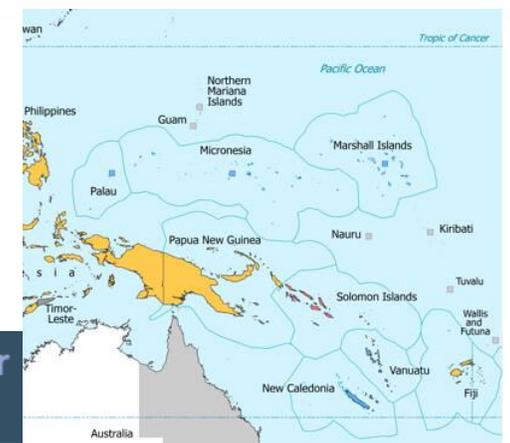
IMMERSIVE TECHNOLOGY

Finding Places
Hamburg, Germany



CITIZEN SCIENCE

Zika Mozzie Seeker
Queensland, Australia



TREND 2: OPENING DOORS

The complexity of government has traditionally limited participation and minimised public value for underserved populations. But new technologies, open data, and the emergence of new business models have created space for governments to explore new opportunities that open doors to the public value of government.



CIRCULAR ECONOMY AS CURRENCY



Recyclables as Transportation Fare
Surabaya, Indonesia

THE PLATFORM ECONOMY

Sharing Economy for Government Spaces

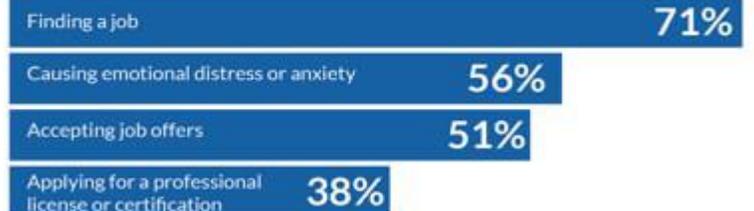
Amsterdam, Netherlands



ACCESS TO JUSTICE

Clear My Record
California, US

CHALLENGES THAT CRIMINAL RECORDS
HAVE POSED FOR CLEAR MY RECORD USERS



TREND 3: MACHINE-READABLE WORLD

Our world is being translated into bits and bytes that can be read by machines and fed into algorithms. Governments are innovating to reconceive the way policy and legislation is created by making them machine-readable. They have also begun to digitise human characteristics, senses, and surroundings to deliver innovative services and interventions.



LAW AS CODE



Better Rules
New Zealand

DIGITISING HUMAN CHARACTERISTICS AND SURROUNDINGS

Machine Learning for Land-mapping Queensland, Australia

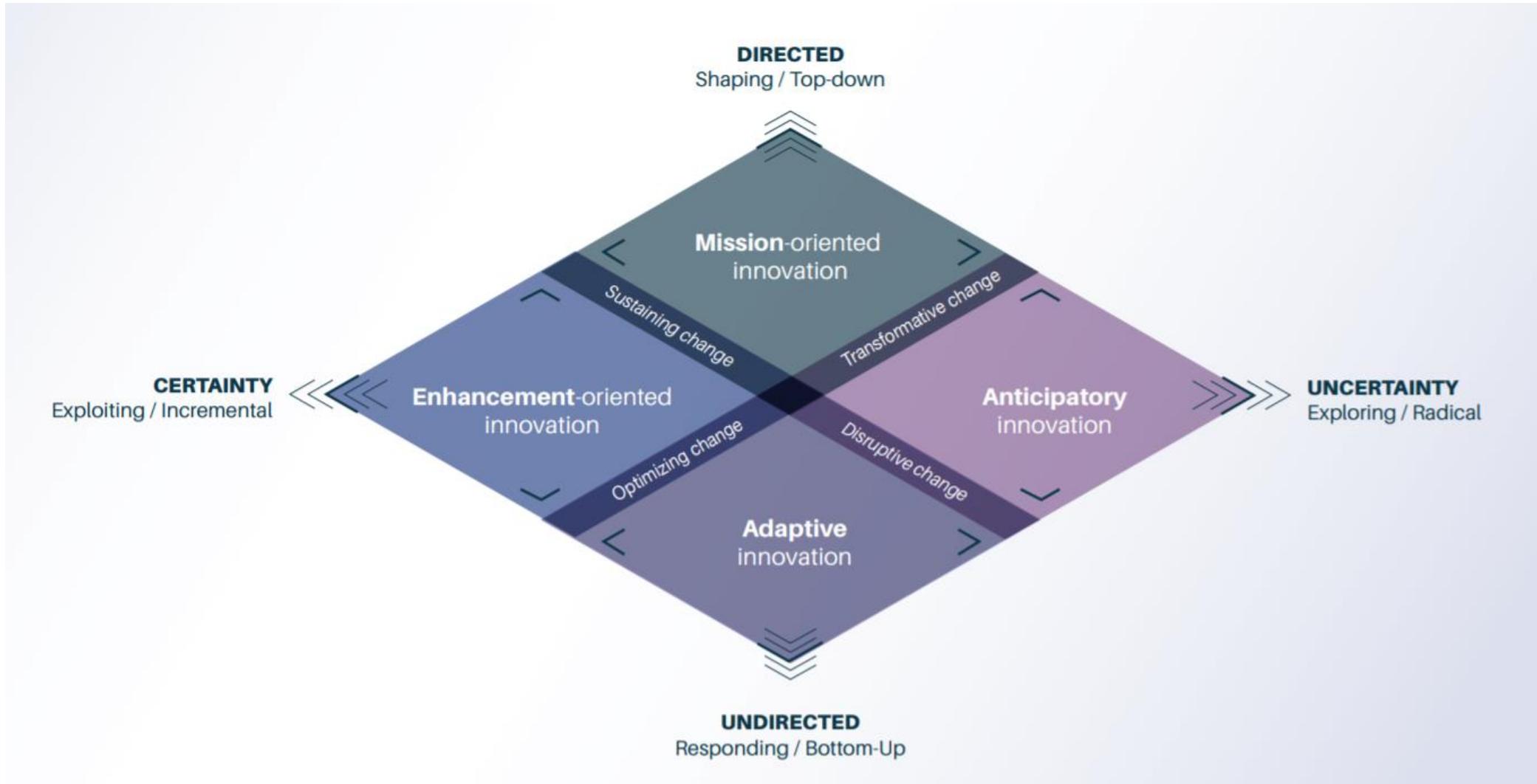


EMERGING TECHNOLOGIES

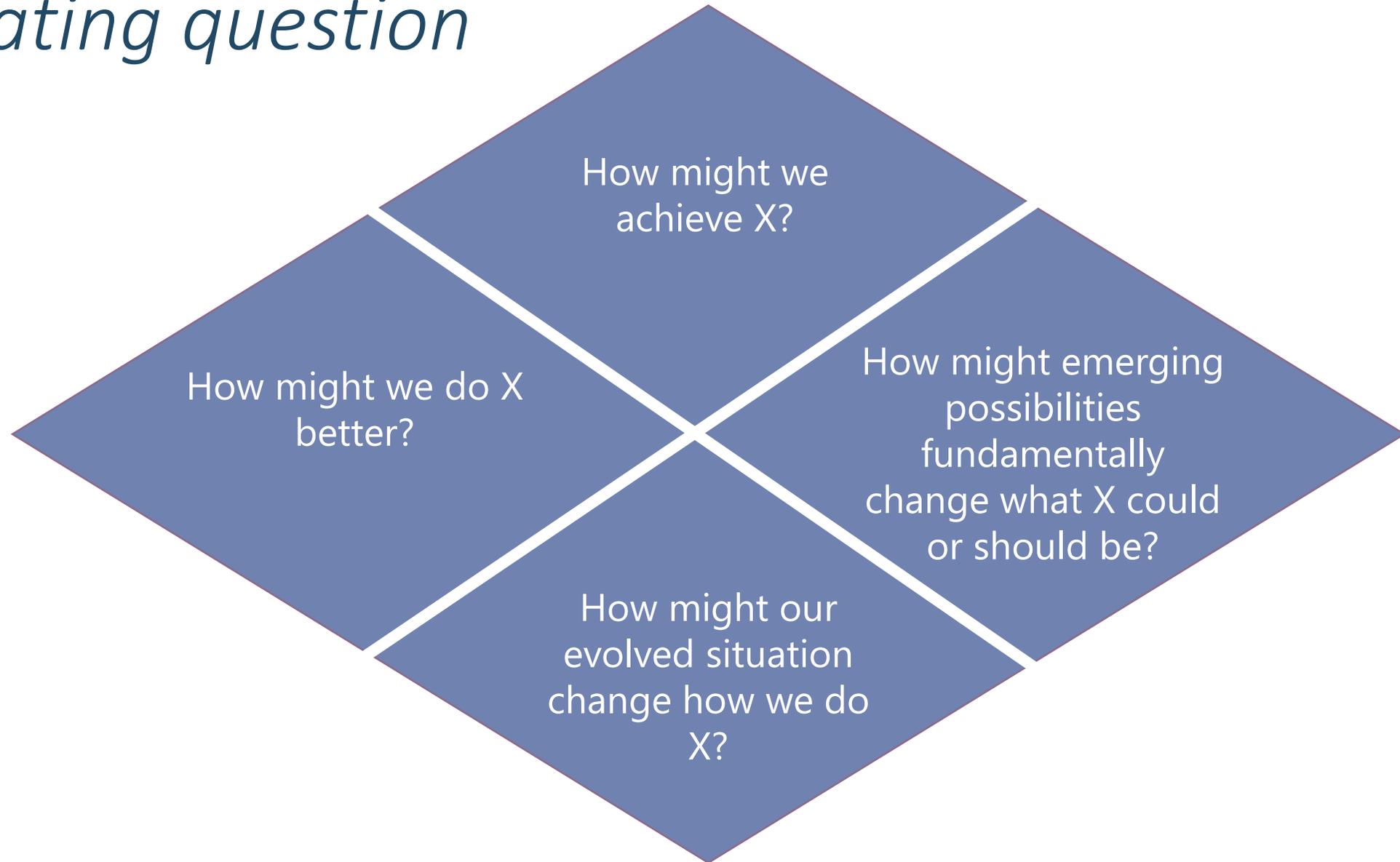
Counterfeit Medicine Detection Using Blockchain and AI Mongolia



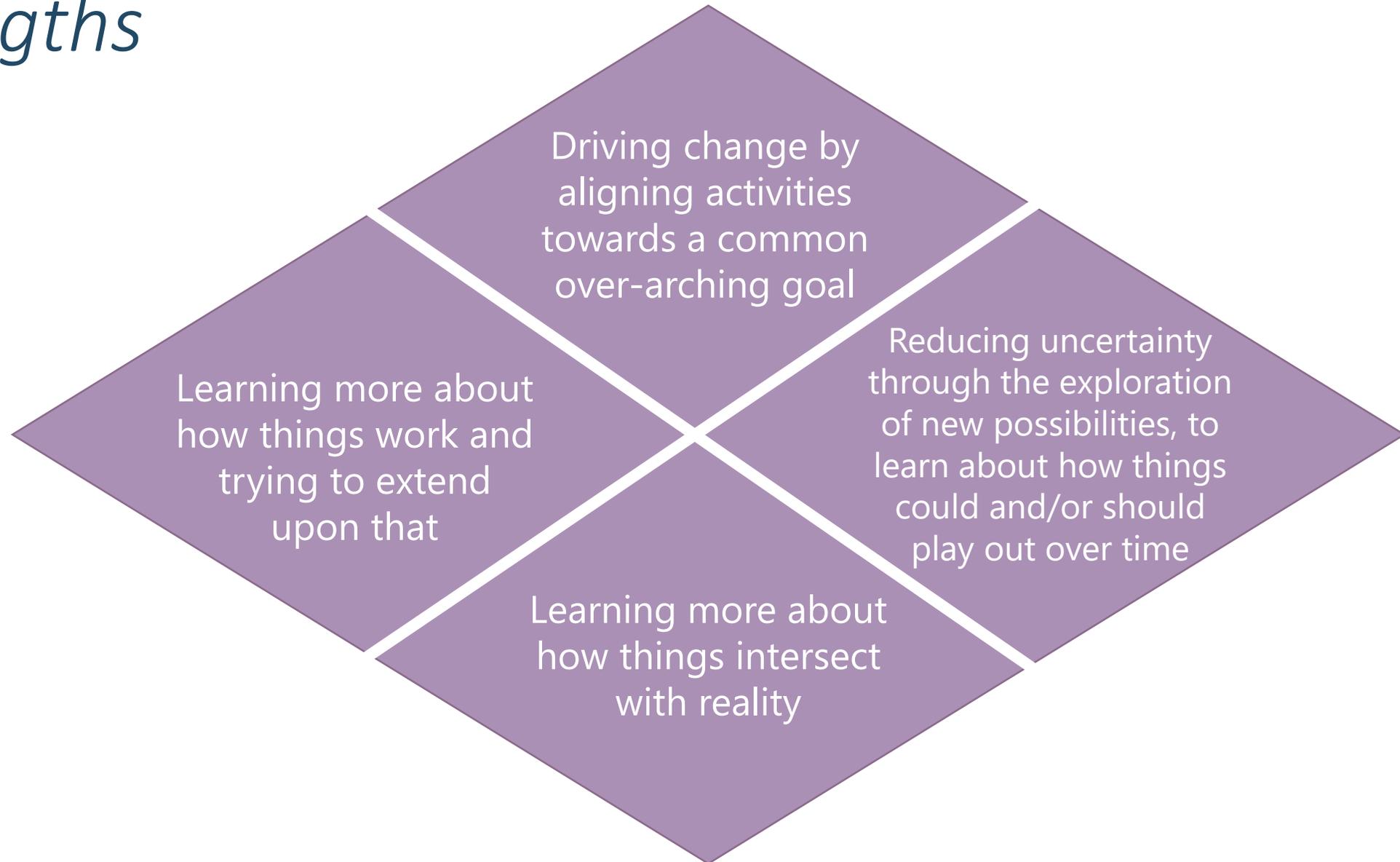
Understanding Public Sector Innovation



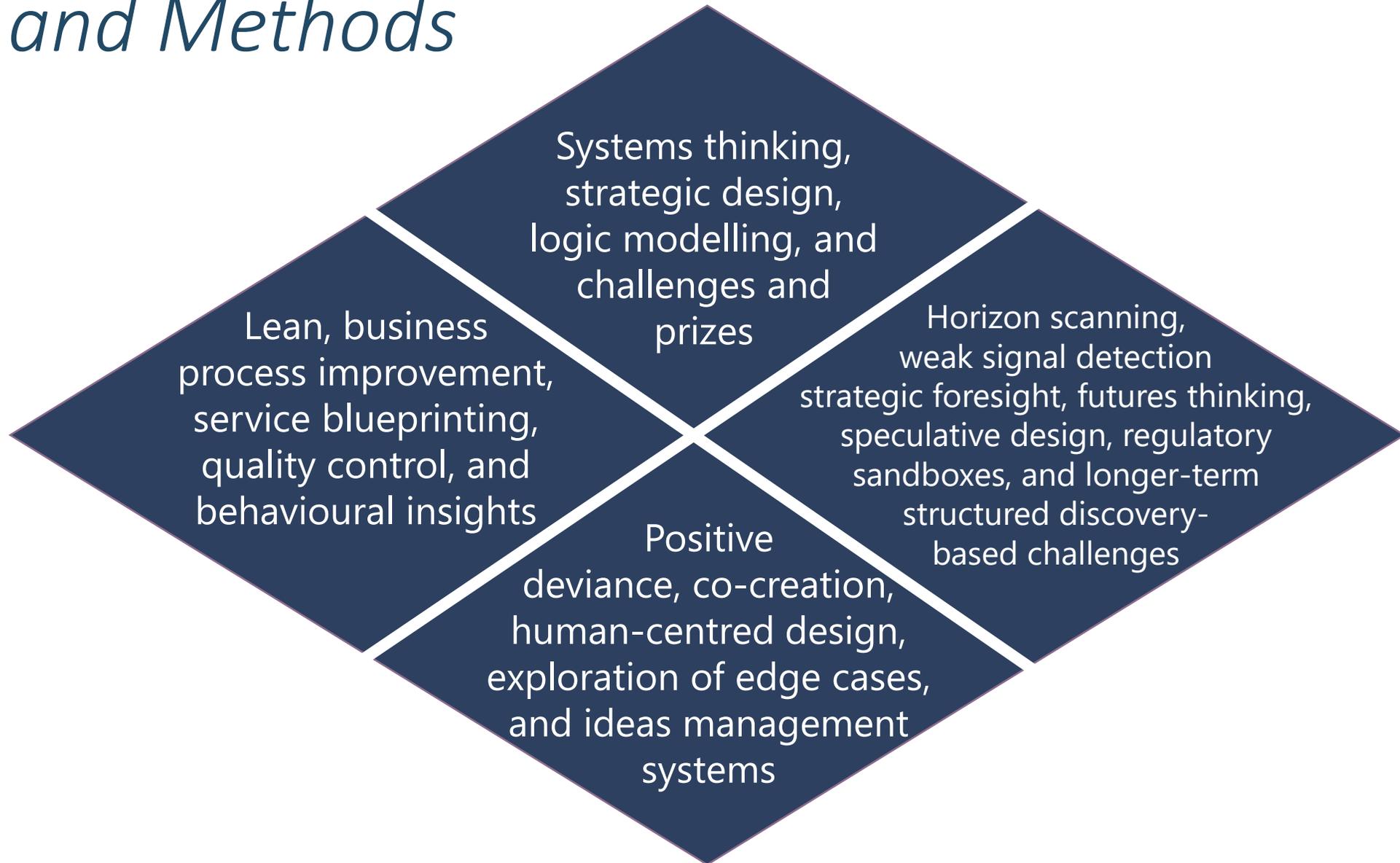
Activating question



Strengths



Tools and Methods



Toolkit Navigator Video

<https://www.youtube.com/watch?v=jJiuVsvbqik>