# SKILLS FOR INNOVATION IN A DIGITAL GOVERNMENT

DISPA Meeting - "Learning in the Digital Age: Intelligent assistance"
Sofia, Bulgaria; 21 June 2018

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Manager of the Public Employment and Management project
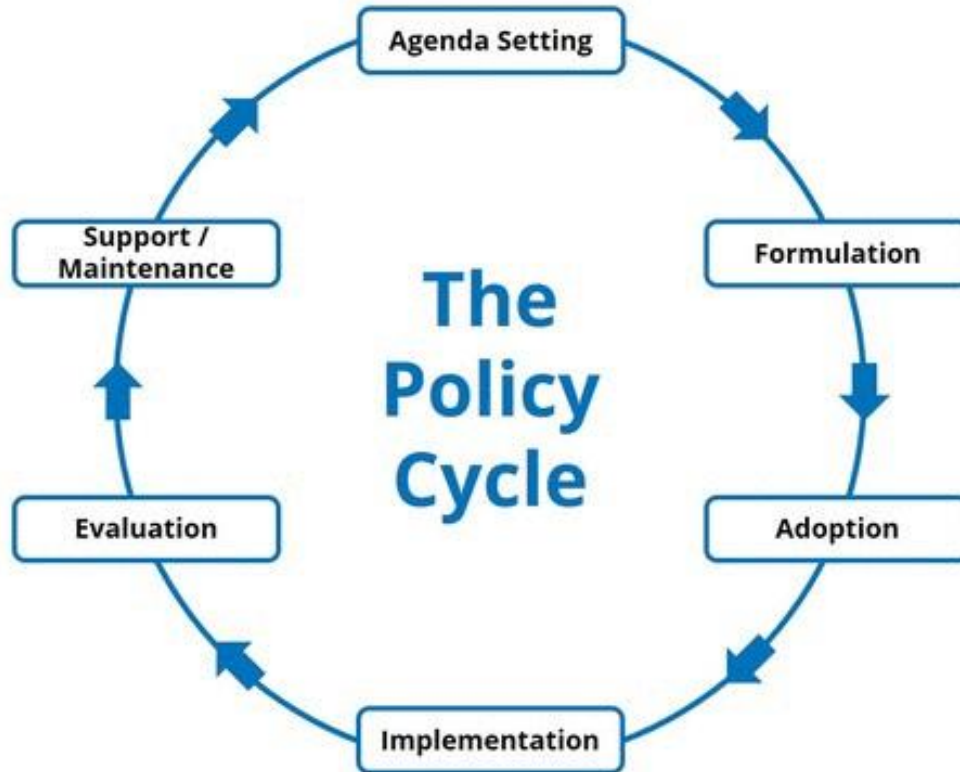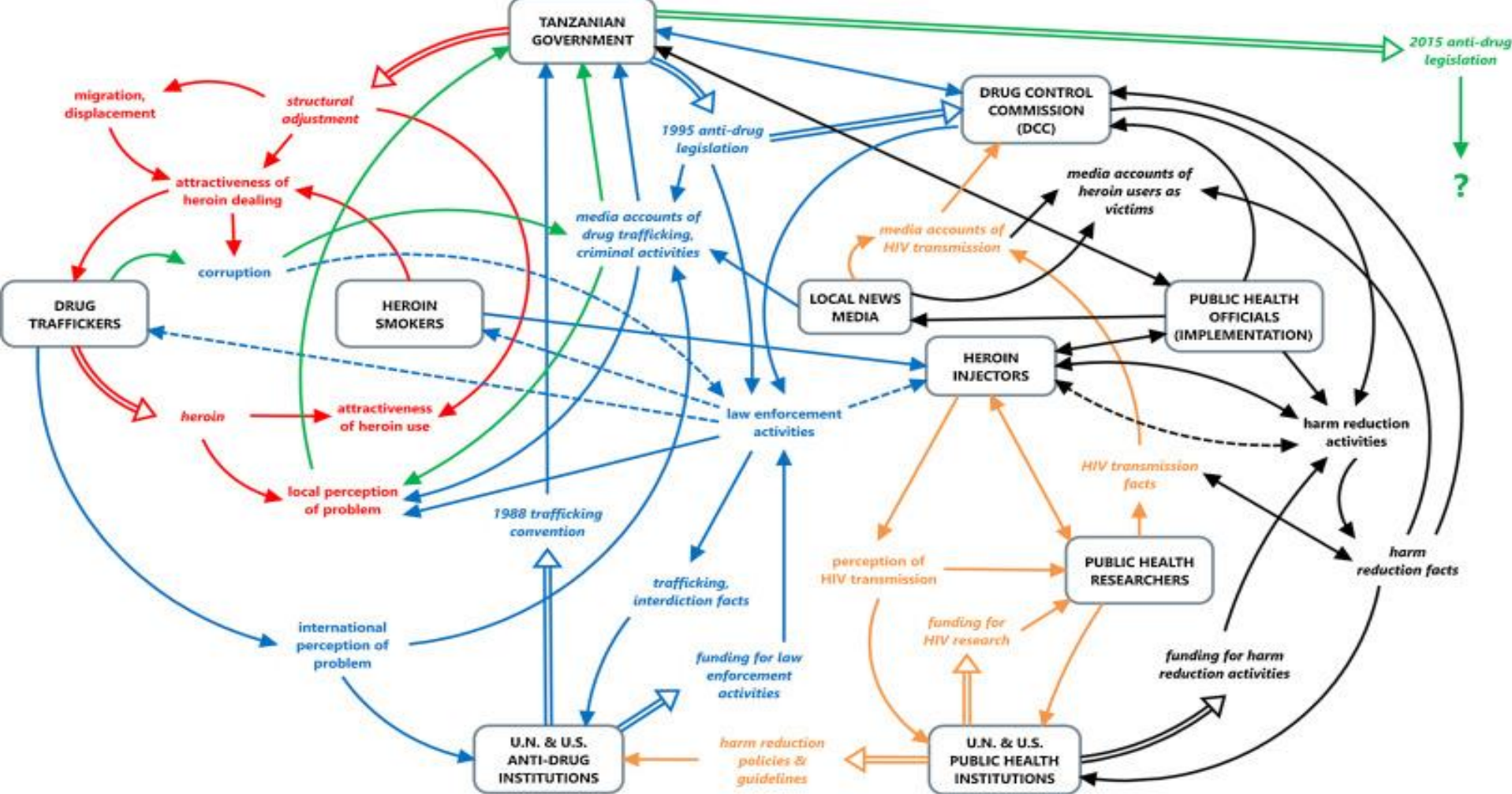Governance Directorate
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OECD
BETTER POLICIES FOR BETTER LIVES

# Agenda

The digital transformation of the public administration… opportunities and challenges

The future public servants… what skills and competencies are/will be needed?

The future public administration… How can we be ready?

The Policy Cycle
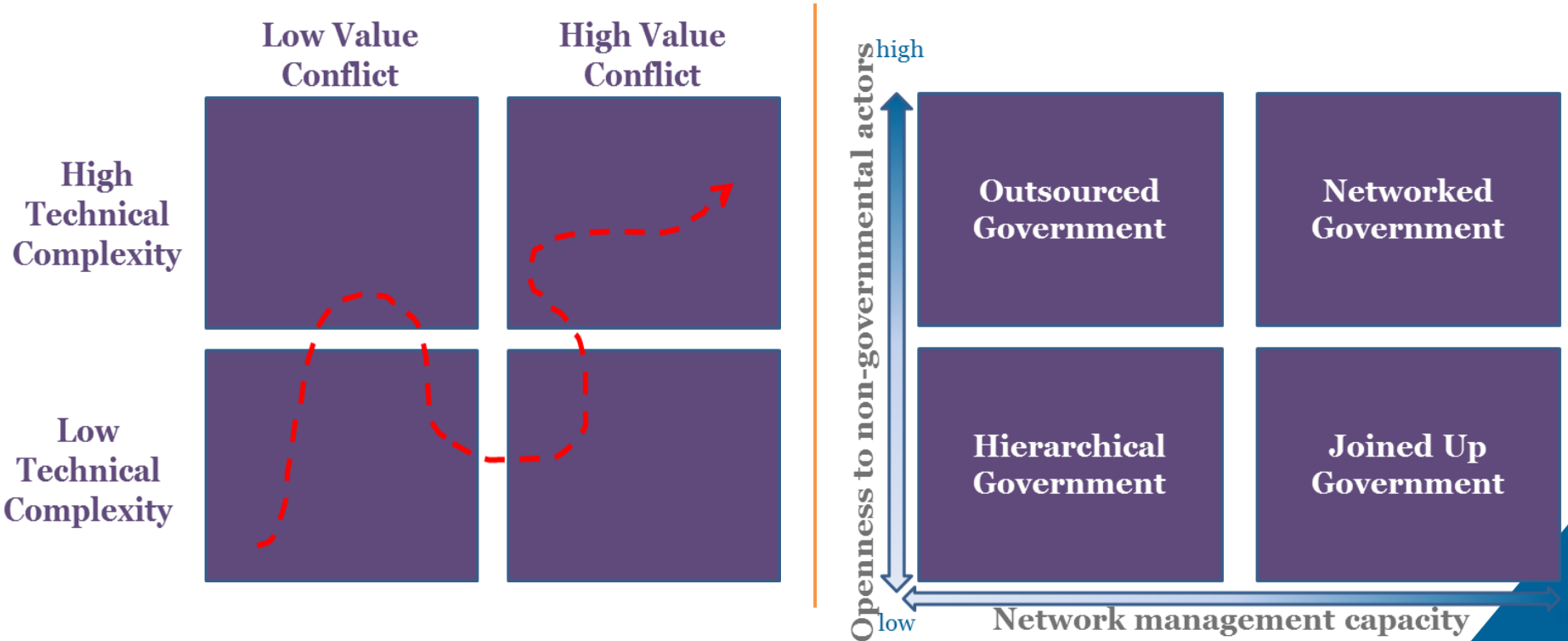
- Agenda Setting
- Formulation
- Adoption
- Implementation
- Evaluation
- Support / Maintenance

Source: Eric A. Ratliff, Pamela Kaduri, Frank Masao, Jessie K.K. Mbwambo, Sheryl A. McCurdy, Harm reduction as a complex adaptive system: A dynamic framework for analyzing Tanzanian policies concerning heroin use, International Journal of Drug Policy, Volume 30, 2016, Pages 7-16,

Start

The Muddle

End

# Complexity of public policy, requires increasingly networked governments, and…



|  | Low Value Conflict | High Value Conflict |
|---|---|---|
| **High Technical Complexity** |  |  |
| **Low Technical Complexity** |  |  |

Openness to non-governmental actors (high / low)

|  | Outsourced Government | Networked Government |
|---|---|---|
|  | Hierarchical Government | Joined Up Government |

Network management capacity

# How is Public Administration Changing?
*Digital governments for digital economies and societies*

**Analog government**
*Closed operations and internal focus, analogue procedures*

**E-Government**
*Greater transparency and user-centred approaches, ICT-enabled procedures*

**Digital Government**
*Open and user-driven approaches, process and operational transformations*

# The main characteristics of a Digital Government?

**Digital by Design**

**Open by Default**

**User-Driven Approach**

**Automation and Proactiveness**

**Government as a Platform**

**Data-Driven Public Sector**

# Time for Innovation in the Public Sector

*Governments operate in an environment of increasing change. This requires moving innovation from the sporadic to the systemic. Innovation needs to be a resource that governments can reliably and consistently draw on.*

**01 CHANGING FUNCTIONS**

*In an environment of change, governments must also change how they operate*

**02 RUN TO STAY IN PLACE**

*In an evolving economy, governments have to change policy settings just in order to maintain the same outcomes*

**03 NO ROOM FOR SPECTATORS**

*In order to remain effective decision-maker, governments have to have experiential knowledge of innovation, they cannot wait for the answers*

**04 WE WANT MORE**

*Many politicians, citizens and public servants want and expect things to change*

**05 RISK OF A MISMATCH**

*A government that does not innovate is one that is at risk of always being behind, always reacting yet forever disappointing*

**06 INNOVATION AS CORE COMPETENCTY**

*The need for innovation can strike anywhere, therefore everyone must be ready to play a part*

OPSI

# 3 facets to consider

**Delivering on today** – mission-oriented public sector innovation. This facet is about ensuring that innovation is occurring in order to meet current burning priorities; that government has the ability to innovate in order to reach its goals. It is likely that this innovation will usually be more incremental in nature, exploiting the knowledge resources of today.
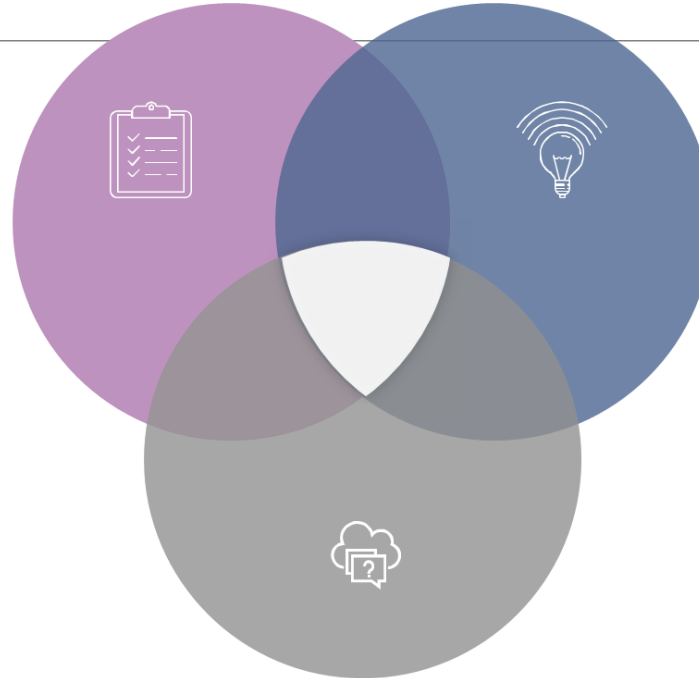
**Delivering on tomorrow** – anticipatory innovation. This facet is about ensuring that there is exploration and engagement with the emergent issues that will shape future priorities and future commitments. It is likely that this innovation will be more radical in nature, and will be harder to embed in existing structures.

**Ensuring readiness** – ensuring the necessary absorptive capacity across the Public Service for engaging with new ideas, new methods and new ways of working and delivering. Innovation is not a capability or capacity that can be turned on and off at will, it needs to be nurtured in order to be drawn upon when needed, and to allow for the unexpected to emerge.
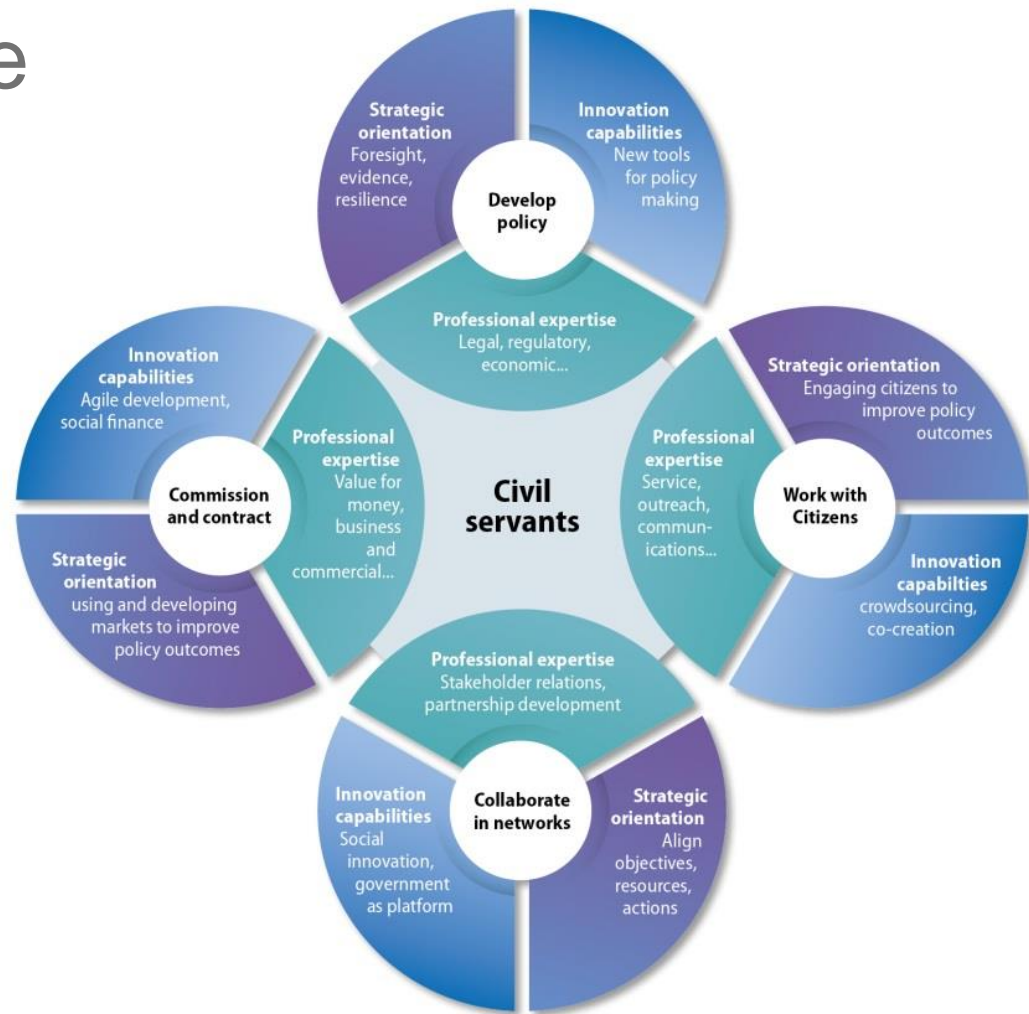
# What skills will be needed?



OECD Public Governance Reviews

**Skills for a High Performing Civil Service**

OECD

# SIX CORE SKILLS AREAS FOR PUBLIC SECTOR INNOVATION

**Iteration**
- Rapid and incremental development
- Developing and refining prototypes
- Experimentation and testing

**Insurgency**
- Challenging the usual way of doing things
- Working with unusual/ different partners
- Building alliances for change

**Data literacy**
- Basing decisions on data and evidence
- Building systems that collect the right data
- Communicating data effectively

**Storytelling**
- Using narratives to explain 'the journey'
- Including 'user stories' to outline benefits
- Progressing the story as situations change

**User centred**
- Policies and services solve user needs
- Considering users at every stage
- Users that say:  "I would do that again"

**Curiosity**
- Identifying new ideas, ways of working
- Adapting approaches used elsewhere
- Reframing problems and perspectives

# Policy skills



*Professional Expertise*
Law and regulation, economics, political science, public administration, statistics, etc.

*Strategic Orientation*
Multiple perspectives to a problem, foresight techniques to test different scenarios, building resilience into policy design

*Innovation Capabilities*
Experimental policy design, (big) data-driven policy development, open policy making (including the use of ICT for crowdsourcing), design/systems thinking, and behavioural insights.

# Citizen engagement and service delivery



**Professional Expertise**

Public relations, communications, marketing, consultation, facilitation, service delivery, conflict resolution, community development, outreach etc.

**Strategic Orientation**

Using engagement skills to achieve specific outcomes, for example, better targeted interventions, or nudging.

**Innovation Capabilities**

Co-creation, social media, crowdsourcing, challenge prizes, ethnography, opinion research, user data analytics, etc.

# Commissioning and contracting



*Professional Expertise*

Contract design and management, procurement, business management, commercial law and economics, finance and investment, audit and control, project and risk management etc.

*Strategic Orientation*

Working with the market to develop innovations; secondary policy objectives, such as building a greener economy; and supporting SMEs and social enterprises, etc.

*Innovation Capabilities*

Agile development, data-driven key performance indicators (KPIs), early market engagement and partnerships, instrument selection, social finance, impact investing, social impact bonds, vouchers, etc.

Innovation capabilities
Agile development, social finance

Professional expertise
Value for money, business and commercial...

Commission and contract

Strategic orientation
using and developing markets to improve policy outcomes

# Managing through networks



*Professional Expertise*

Stakeholder relations, partnership development, knowledge management and sharing, project management and co-ordination.

*Strategic Orientation*

Using partnerships and networks to establish common objectives, align responsibility and resources, and effect positive change.

*Innovation Capabilities*

social innovation, government as a platform, open government data, systems thinking and analysis, identifying and engaging new actors, change narrative, alternative regulation (e.g. behavioural insights), etc.

# How can we be ready?

**1. Determine**

- What are the needed skill sets and where are the gaps? How can they be identified?

**2. Attract and Select**

- How can the right people with sought-after skill sets be attracted to jobs in the public sector?

**3. Develop and nurture**

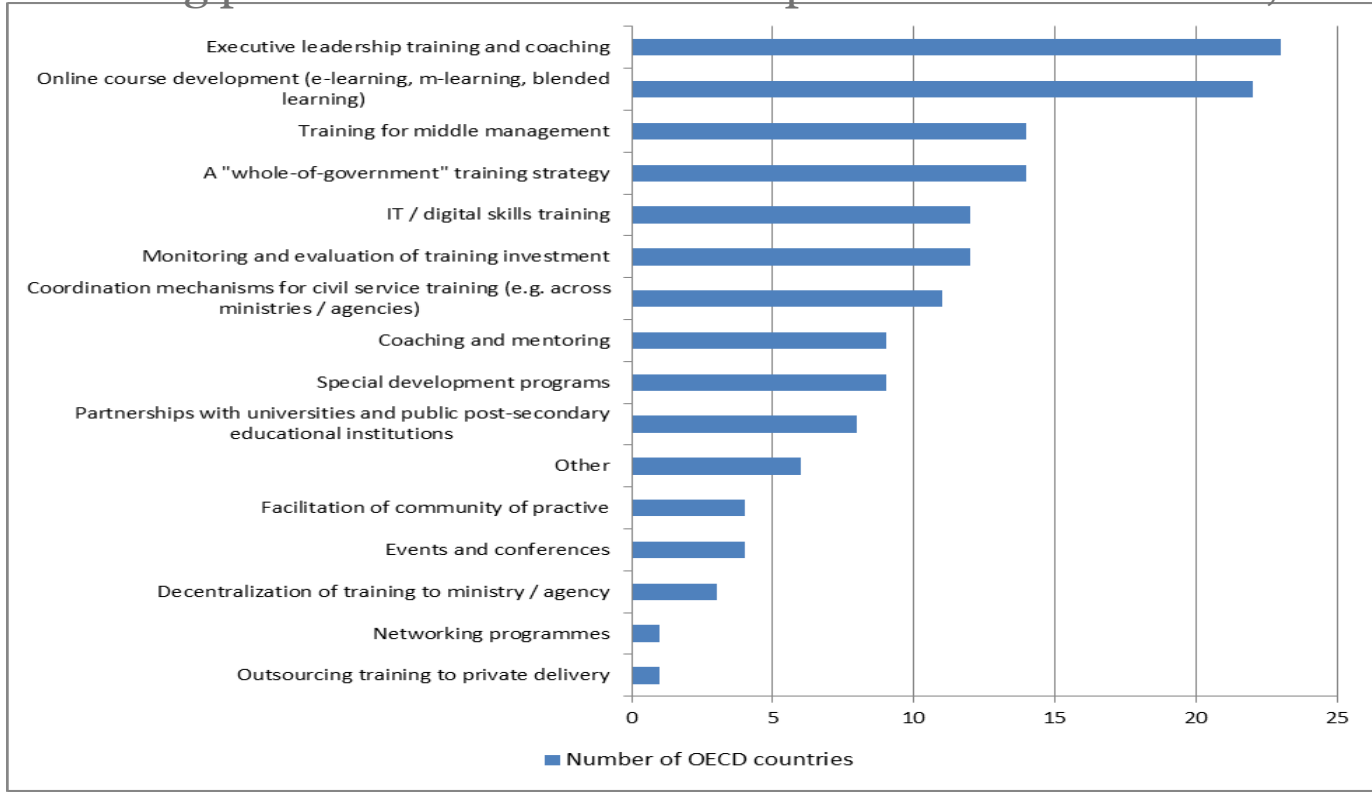- How can public organisations create a culture of learning for a dynamic and fast-changing world?

**4. Use**

- What kind of organisation and leadership to *motivate* employees and provide *opportunities* to put skills to use?
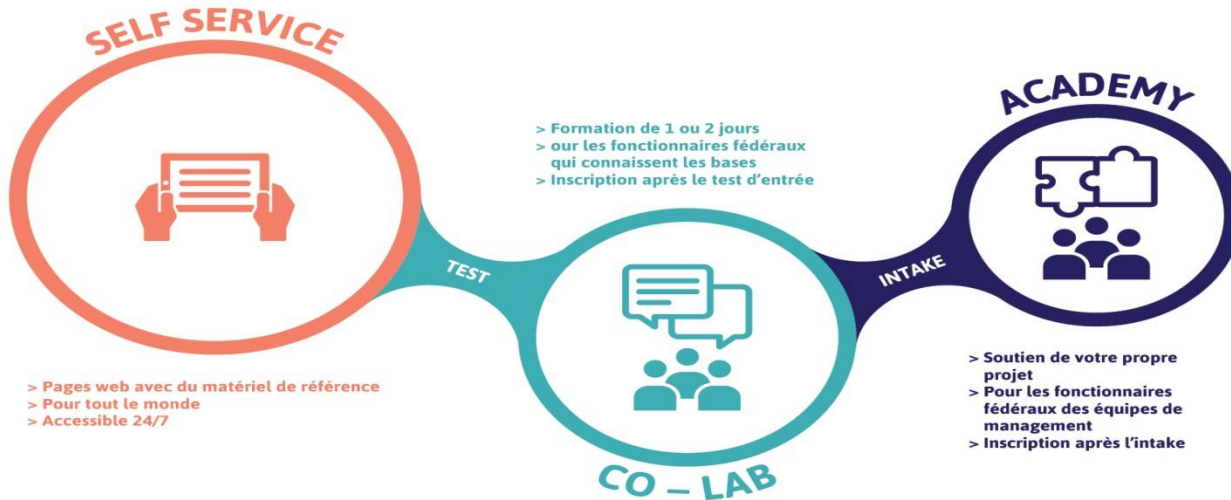
# Developing skills

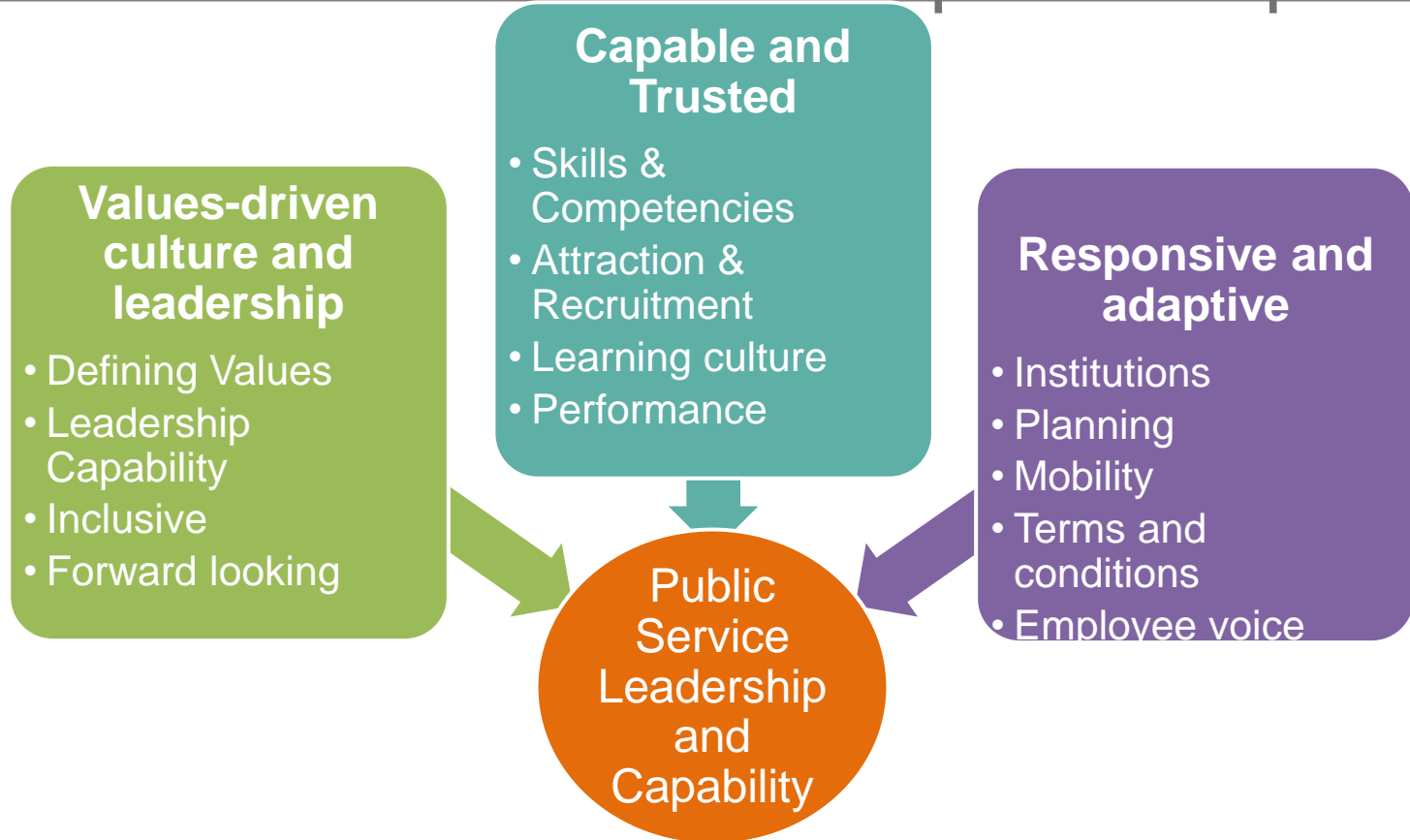Training priorities of OECD central public administrations, 2016

# Developing skills and building learning cultures

Self Service, Co-Lab, Academy: from initiation to expert support at Belgium's TIFA

# Towards an OECD Recommendation on Public Service Leadership and Capability

**Capable and Trusted**

- Skills & Competencies
- Attraction & Recruitment
- Learning culture
- Performance

**Values-driven culture and leadership**

- Defining Values
- Leadership Capability
- Inclusive
- Forward looking

**Responsive and adaptive**

- Institutions
- Planning
- Mobility
- Terms and conditions
- Employee voice

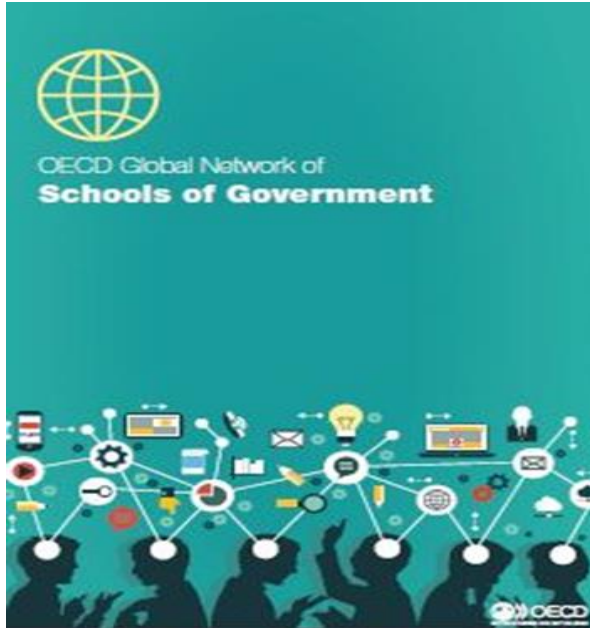Public Service Leadership and Capability

# What role for Schools and Institutes of Public Administration?
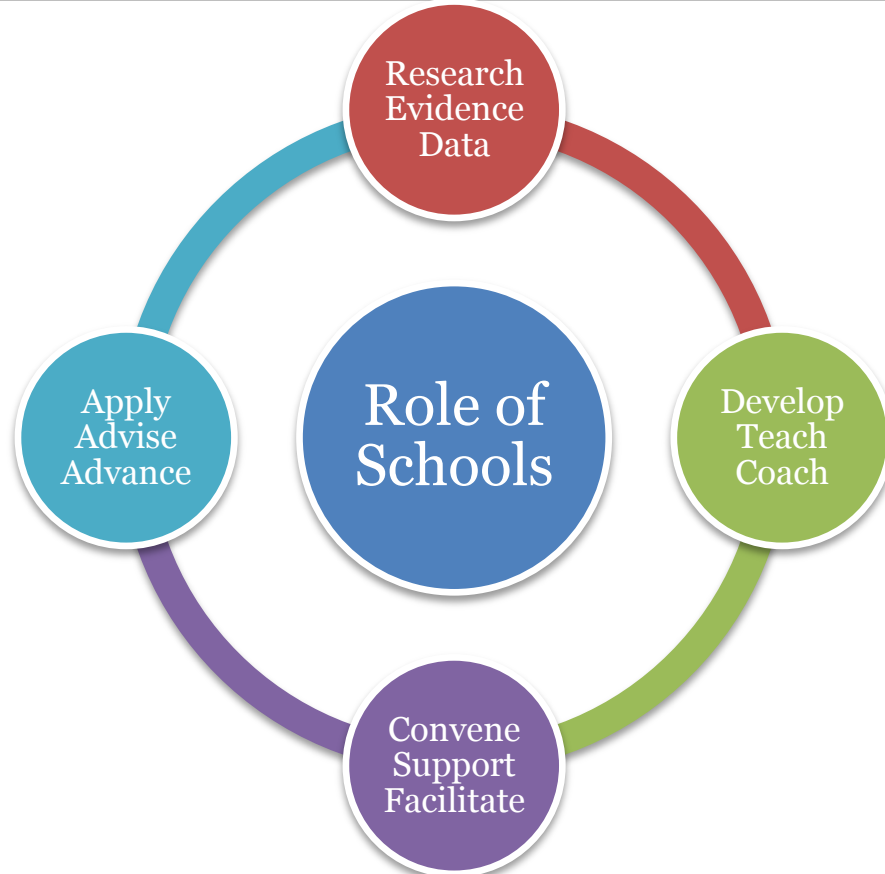
# Schools of Government Network

Supporting countries in securing long-term sustainability of public sector reforms through:


OECD Global Network of
**Schools of Government**

- Strengthening the link between international policy dialogue and national public service capacity-building efforts;

- Informing the OECD policy dialogue with lessons and good practices on implementation on the ground; and

- Supporting exchange among national schools of government on current policy priorities and capacity-building, policy implementation and research needs.

# Schools of Government Network Meeting Helsinki, 13-14 September 2018

**Building capabilities and engaging employees to deliver on the Sustainable Development Goals (SDGs)**

*How can National Schools of Government design and implement learning and development opportunities to help countries achieve the SDGs?*

- Data and indicators to measure the SDGs

- Systems thinking

- Skills for public sector innovation

- Case studies

- Draft Recommendation of the Council on Public Service Leadership and Capability

**JOIN US**!