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Special Meeting of the Network of OPSI National Contact Points on Measurment of Public Sector Innovation

Wednesday, 21 September 2022

Item 1.

Welcome and introduction of the agenda

9:30–09:45

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Item 2.

Current state on measurement activities on public sector innovation

09:45:10:25

Fernando Galindo-Rueda,
Head of the Science, Technology and Innovation Statistics Unit (STI), OECD

MEASUREMENT OF INNOVATION IN THE PUBLIC SECTOR

GOV – OPSI NCPs MEETING, 21 September 2022

Fernando Galindo-Rueda
OECD Directorate for Science, Technology and Innovation

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Background to innovation measurement in public sector at NESTI (OECD Working Party of National Experts on Science and Technology Indicators)

- Work on PSI measurement kicked off at 2006 OECD Blue Sky Conference in Ottawa
- A group of countries (mostly Nordic) experimented with direct adaptations of Oslo Manual (OM-2005) guidance for business onto the public sector ➔ NESTI set up a task force on measuring PSI in 2009: MEPIN results presented
- OECD-EU partnership for innovation (2011-2014) supported NESTI project on devising and testing guidelines for PSI measurement
- The results [DSTI/EAS/STP/NESTI(2014)16] were reviewed by NESTI in collaboration with GOV and it was ultimately decided against publishing them as OECD recommendations.
- However, this work was positively influential in Oslo Manual revision (2015-18) introduction of broader concept and definition of innovation beyond business.

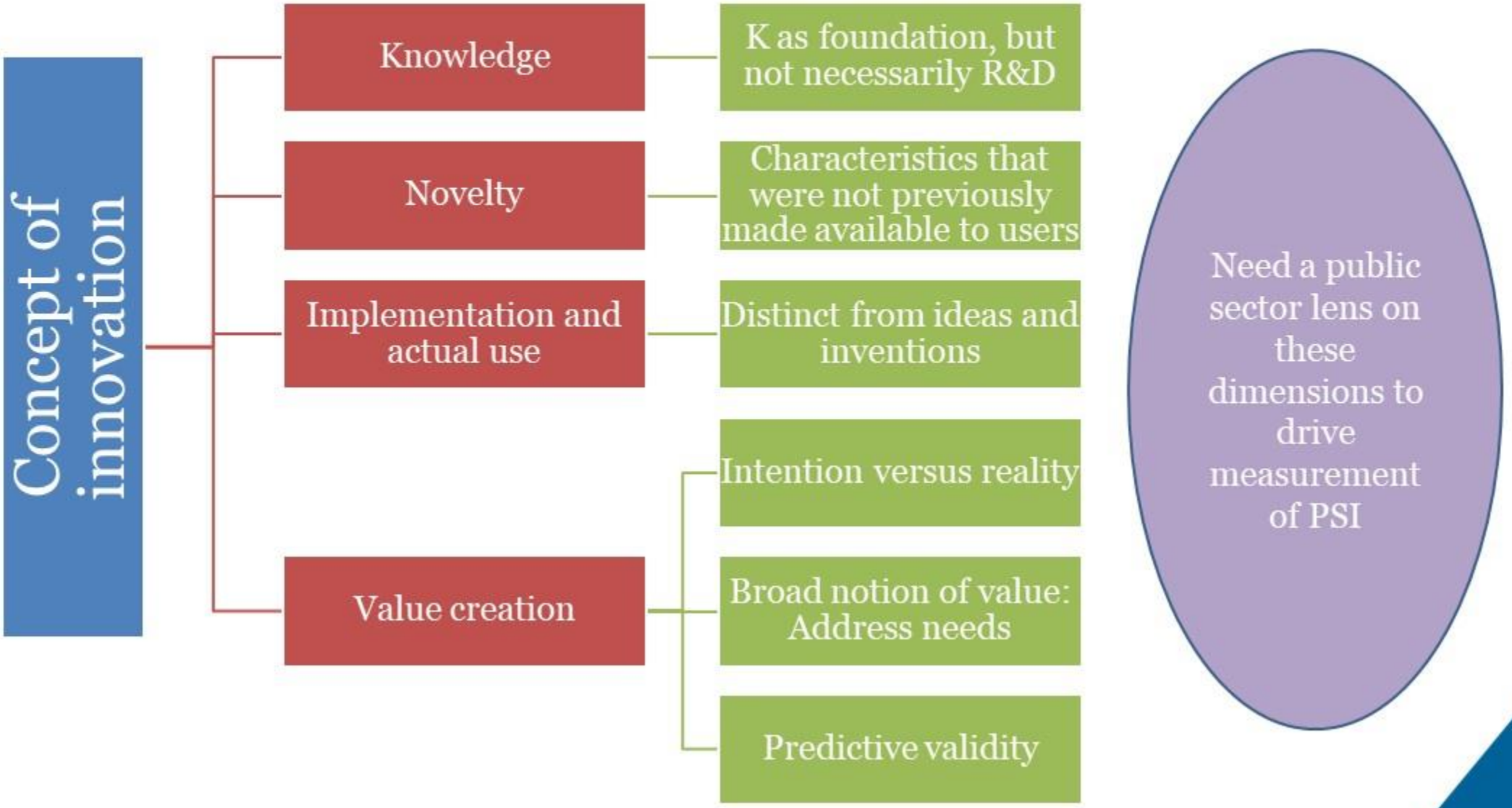


OECD/Eurostat "Oslo Manual" 2018



- Statistical guidelines based on consensus among members and EU.
- 90% = Operational guidance still focuses on business (limited resources for revision exercise)
- But initial 10% provides a "roadmap" for broad-based innovation measurement
  - Concept of innovation for measurement (what we are talking about measuring and why it matters)
  - User needs of measurement (what for)
  - Scope and content (the who and what to measure)
  - Measurement strategy (the how)

The concept of innovation and its measurability

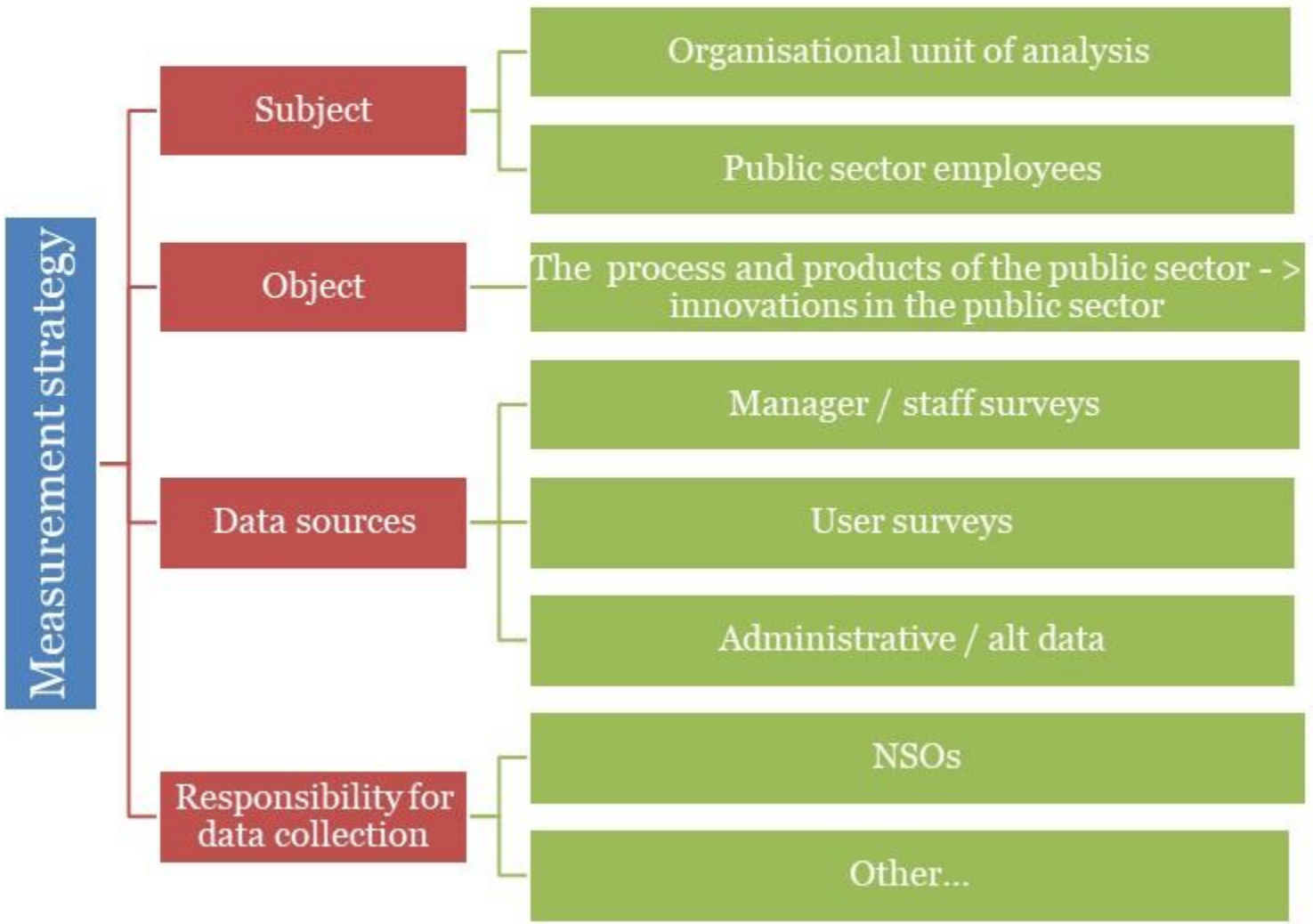


User needs and Scope and content

- User needs for data and statistics
  - Who are the target users?
    - Policy
    - Research
    - ....
  - What do they expect?
    - Compare with business? Compare with…
    - Insights into public sector efficiency and "productivity"
    - …

- Scope and content
  - Institutional sector perspective: Government
    - Public administration
  - What gets measured?
    - The innovations
    - The activities for innovation
    - Linkages and K flows
    - Impacts / outcomes
    - Capabilities
    - Policies, rules, …

Options on how to measure?



Concluding remarks

- Rather than a recipe, the 2018 Oslo Manual provides a generic roadmap for PSI measurement efforts to be tried and tested.
- All elements of PSI measurement are influenced by Govt's specific nature: non-market activity/products and dependence on political processes for decision making.
- Two extremes to avoid:
  - Naïve translation of OM operational guidance for business unlikely to succeed as OECD wide initiative.
  - Entirely ad hoc approach will miss out on potential synergies.
- Test different measurement approaches ➔ then test which ones will work best at international level.
- In 2019, NESTI agreed to implement a pilot project attempting to capture engagement in innovation at the level of individuals in different sectors.
  - The proposal was put on hold during COVID, might be resumed in 2023/24 subject to resources.

Thank you

Contact: fernando.galindo-rueda@oecd.org

Nordine Es-Sadki,
Researcher, UNU-MERIT

Measuring public sector innovation

Nordine Es-Sadki
UNU-MERIT, Maastricht University

Piret Tõnurist and Misha Kaur
OECD Observatory of Public Sector Innovation

OPSI Observatory of Public Sector Innovation

The importance of measuring public sector innovation

1

To **inform policies** on how **to improve public sector outcomes** such as quality of services, their impact and responsiveness

2

Identify different strategies for innovation so that public sector organisations can learn from each other

3

Strong demand from various actors including public sector itself, intranational organisations and academia

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The case for measurement

- *Growing awareness that innovation is key to improve services*
- *Thorough guidance on measuring PSI is missing*
- *Challenges such as ageing societies, sustainable health care and social security require innovation*
- *Public sector can do more than foster innovation but also act as a catalyst*
- *Opportunity to build on private sector innovation measurement*

Current measurement activities

1. Surveys have been the main source of data on public sector innovation

- To produce indicators and benchmark
- To identify what kind of innovation
- To identify barriers and drivers
- To increase engagement

Recently stronger demand to conduct **surveys for analysis**

2. Case-studies analyzing specific topics

3. Big Data

Measurement frameworks

- The Innovative Capacity Framework
- Innovation Facets

- **Different from measurement activities**

Examples

Traditional surveys

The Innovation Barometer

- Started in Denmark in 2015, several European countries followed including: AT, CZ, DE, NO, SE, IC, FI and NL
- Innobarometer from the European Commission in 2011
- MEPIN survey 2008-2009

Surveys for analysis

- Portugal: instrument for monitoring and adapting innovation strategies
- Colombia: capacity index which provides recommendations for participants
- Finland: innovation action to develop resources to re-define processes
- But also, object-based method within subject-based survey (e.g. IB)

Case-studies

- Canada, work on Challenges programme
- Finland several activities including needs and impact classification of municipalities

Big-Data

- STARPIN project Eurostat
- Private sector examples

Questions for NCPs

Are there any other measurement activities or tools that have been overlooked?

What information are you currently lacking regarding innovation outcomes, processes, drivers, or capacity that could be collected through measurement activities?

What kind of measurement activities would you like to conduct in your respective countries? What kind of support would you need to start?

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Use cases

Surveys for indicators

Traditional surveys that produce indicators have mostly been used in **interactions with stakeholders and policy making**

Big Data

One Big Data on PSI done by Eurostat: STARPIN (Bianchi et. al. 2019)

For a pre-defined set of services, the project measured **technology adoption** using a combination of datasources including webscraping, statistical data and administrative data.

Surveys for analysis

Surveys for analysis have been used to:

- Instrument for monitoring and adapting innovation strategies in Portugal
- Effectiveness of a specific innovative programme in Canada (challenges)
- Construct Capacity index in Columbia which provides tailor-made recommendations
- Within the Innovation Barometer and other studies using object-based approach to measure outcomes of MII

Case-studies

There are 2 types of case-studies conducted on PSI.

1. At organizational level and reported together with survey results to show how innovation happens and share good practices.

2. Analysis across multiple organisations such as:

- Foresight analysis in FI
- Social network analysis in CA

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	Structured survey	Semi-structured survey	Big data	Case study
WHAT	A questionnaire that uses a set of standardized questions with fixed alternatives	A questionnaire that may also use open-ended questions	Big data are large data sets from various digital sources	Case studies are detailed inquiries into a specific phenomenon or area of interest In-depth knowledge
OBJECTIVES	Benchmarking Increase engagement Identifying organizational factors of influence to innovation	Similar as traditional survey but more in-depth insights being conducted in the public sector	Measuring the number of public sector innovation within a sample	Causal relations e.g. learning, building innovative capacity
POSSIBLE USAGES	Monitoring Policy Interactions with stakeholders	Similar as surveys but more informed	Timely information on the incidence of public sector innovation activities or outputs	Measure impact Theory development Effectiveness or efficiency Demonstrating the value of investments
LEVEL	Individual, organisation, system	Organisation, individual, system	Organisation	Individual, organisation, system
ADVANTAGES	Generalised to target population Data to analyse relationship between factors and outcomes	In-depth insights Probe for more details	More timely and frequent Lower costs Census-like data Flexibility	In-depth insights Theory development
DIS-ADVANTAGES	No insights from respondents Difficult to establish causality	High costs Small scale	Biased information (self-reporting + focus on product innovation) Limited coverage and depth Lack of accuracy and consistency (	Not generalisable to population No comparison group

Questions for NCPs

What information – collected through subject-or object-based modules – is most important to you and the public sector organisations you work with?

What are your thoughts on using Big Data for PSI? What possibilities are there to develop and explore this topic further in your respective countries?

Measurement activities have different objectives and usages, in your opinion what are the needs of public sector managers, and which measurement activities would be suitable for that?

Similarly what kind of measurement activities are needed for system level trends and policy making?

What other types of decisions or usages could information on innovation capacity, efforts or outcomes contribute to?

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Remaining research gaps

What have we learned from current activities and what is there still to explore?

Innovation management

Innovation portfolio's

Innovative capacity

International comparability

Impact measurement

Trust in government

Longitudinal studies

Better insights drivers and barriers

Public sector measurement can also be used to target different levels or systems:



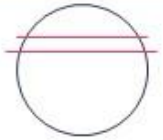
Individuals such as employees



Organisations or groups of organisations



The public sector system



A specific policy domain, policymaking system

Questions for NCPs

Are there any research gaps or possibilities for future activities not covered here?

Which research gaps are most urgent/relevant in your country context that should be addressed first to help you advance public sector innovation?

Beyond the insights collected during the consultation, what kind of topics do you think are worthwhile investigating into in regards to public sector innovation?

Monica Brezzi,

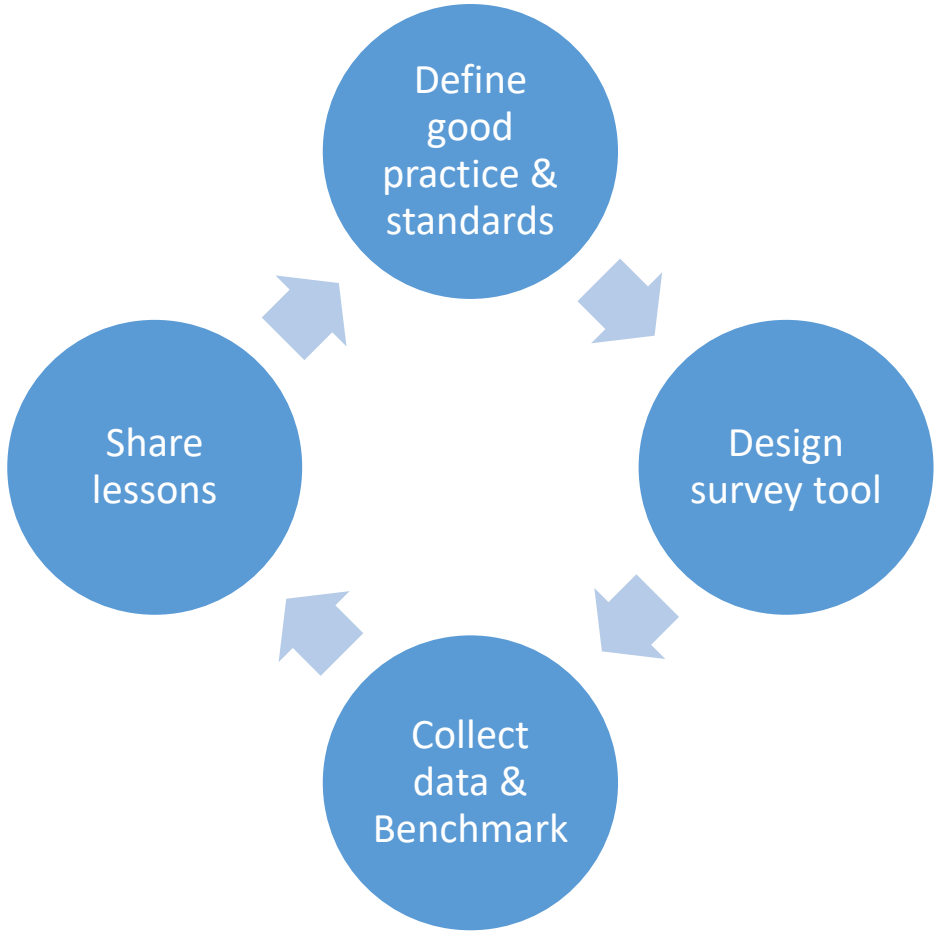
Head of the Governance Indicators and Performance Division, GOV, OECD

Measuring public sector processes and activities

Monica Brezzi
Head of Division
OECD Governance Indicators & Performance

OPSI Observatory of Public Sector Innovation

How does OECD measure public sector processes?



- *All measurement exercises start with discussion among OECD committees and experts to define existing good practices*
- *OECD secretariat leads a cross-government process to develop an appropriate survey tool*
- *Data is then collected directly from national governments, with OECD validating to ensure accuracy and comparability*
- *Results are used to identify strengths and weaknesses, support international lesson learning and sharing of good practice, and define the next frontiers*

What areas of the public sector does the OECD measure?

OECD's data on different aspects of public governance is presented in the **Government at a Glance** report, published every two years. Our data aims to outline the production chain of government, from raw inputs to end delivery for citizens. Innovation is a notable omission and blind spot.

What resources public institutions use

- Public Revenues
- Public Employment

How public institutions deliver

- Governance of policy cycle
- Regulation
- Budgeting
- Public procurement
- Infrastructure governance
- Digital government
- Human resource management

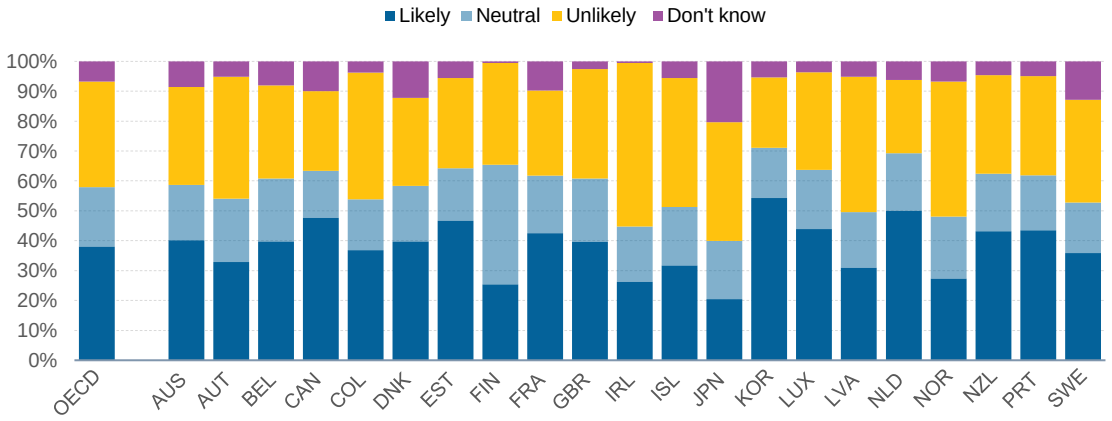
What public institutions deliver

- Trust in public institutions
- Public service provision
- Rule of law
- Redistribution

The public lacks confidence that public agencies will adopt innovative ideas

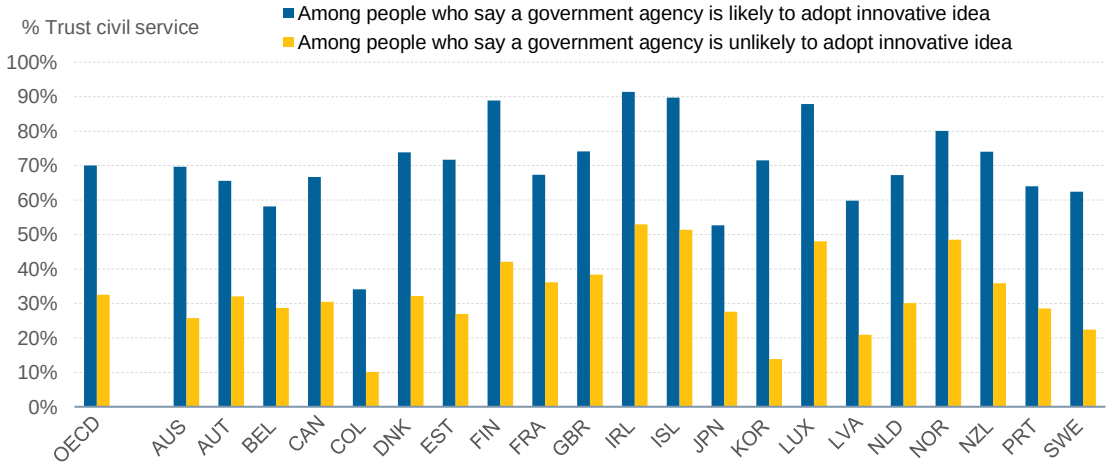
Only 38% of people across OECD countries believe that it is likely that public agencies will adopt innovative ideas that could improve public services

Share of respondents reporting different levels of perceived likelihood that a public agency/office would adopt an innovative idea that could improve a public service



Higher confidence that public agencies will adopt innovative ideas is associated with higher trust in civil servants

Share of respondents who report they trust the civil service, sorted by their perception that a government agency would or would not adopt an innovative idea, 2021



Source: OECD Survey on Drivers of Trust in Public Institutions, 2022

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Item 3.

Review of measurement activities at the national level

10:25–11:45

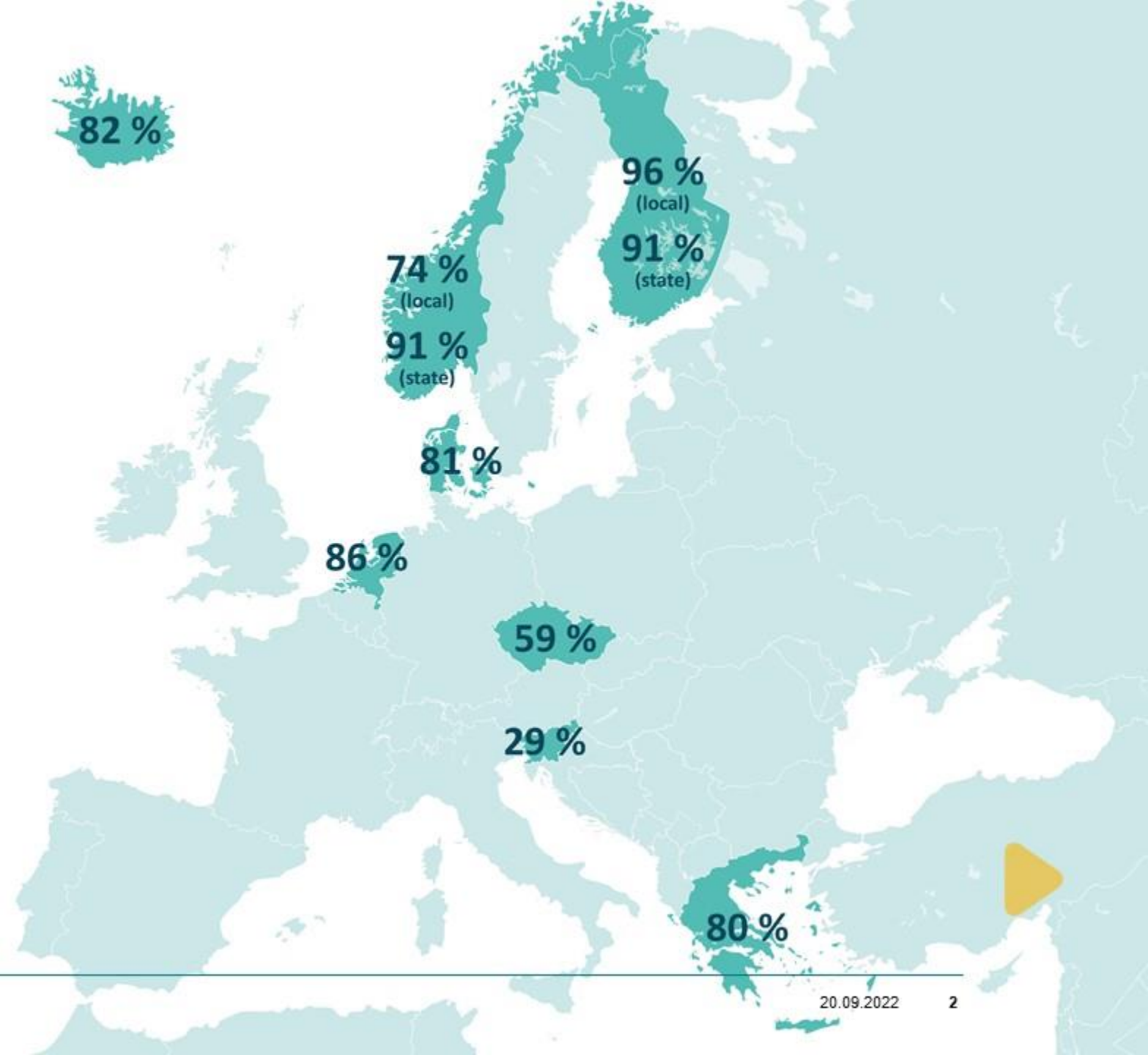
Lene Krogh Jeppesen,
Center for Public-Private Innovation,
Denmark



Experiences with measuring public sector innovation

Lene Krogh Jeppesen // Ole Bech Lykkebo // Marie Munch-Andersen

% of public sector workplaces that have implemented an innovation



You start by starting



*Differences in methodology

Video


COPEN
HAGEN
MANUAL
A guide on how and why your country can benefit from measuring public sector innovation
COPEN
HAGEN
MANUAL

All survey-based measurements are not the same

Our approach:

- **Driven by the need for:** Legitimacy at nationwide level. Understanding bigger patterns and connections.
- **That needs leads to mostly measuring the object:** Asking a lot of questions about the latest innovation
- **Level of measurement:** National statistics

Alternative approach:

- **Driven by the need for:** Organizational development / HR-information
- **That need leads to mostly measuring the subject**: Asking a lot of questions about the capacity to innovate
- **Level of measurement:** often organisational





Experience-based lessons learned and problems to be solved



1. It is possible to measure innovation activity country-wide

2. Answers to solving these problems vary across countries:
   - What is the data used for?
   - How do we find respondents?
   - How do we get respondents to actually respond?
   - Who needs the data and who will pay for the data collection?




COI Denmark
Paul Sauer (COI Denmark)
DK Lene Krogh Jeppesen (COI Den...
Niels Jakobsen
Marie Munch-Andersen (COI)
DK Ole Bech Lykkebo
Oliver Butina
DE_Caroline Paulick-Thiel
Helen Cahill
N - Fredrik Danker Monsen (Digitali...
Une Tangen
Arja-Liisa Terho
Pia Gjellerup, COI
AT Alexander Gruenwald
DE Daniel Kühnhenrich
DK, Helle Månsson
Lukas Kaštner
Claus Andersen
Emily Hubbard
Tuula Jäppinen
NL Frans van Dongen
Bruno Monteiro (AMA/L...
Sally Hett
Claus Andersen
Nina Widmark

Thank you!

Matti Kuivalainen,
Ministry of Finance,
Finland

MINISTRY OF FINANCE
FINLAND

The Finnish Innovation Barometer – Key Results and Reflection

MATTI KUIVALAINEN, SENIOR SPECIALIST
OPSI NCP-MEETING, PARIS
21.09.2022

The Finnish Innovation Barometer 2022

- Based on Copenhagen manual
- Two surveys: One for state-level, one for local-level
- Questionnaire adjusted with experts from State Treasury, Statistics Finland, Ministry for Economic Affairs, Kela (the Social Insurance Institution of Finland) etc.
- Two types of questions: 1) Organisation-level and 2) Object-based
- Target group: Public sector leadership
  - 44% of organisations had at least on respondent, but they did not have to represent their organisations views, when taking the survey

Key findings



Quick overview

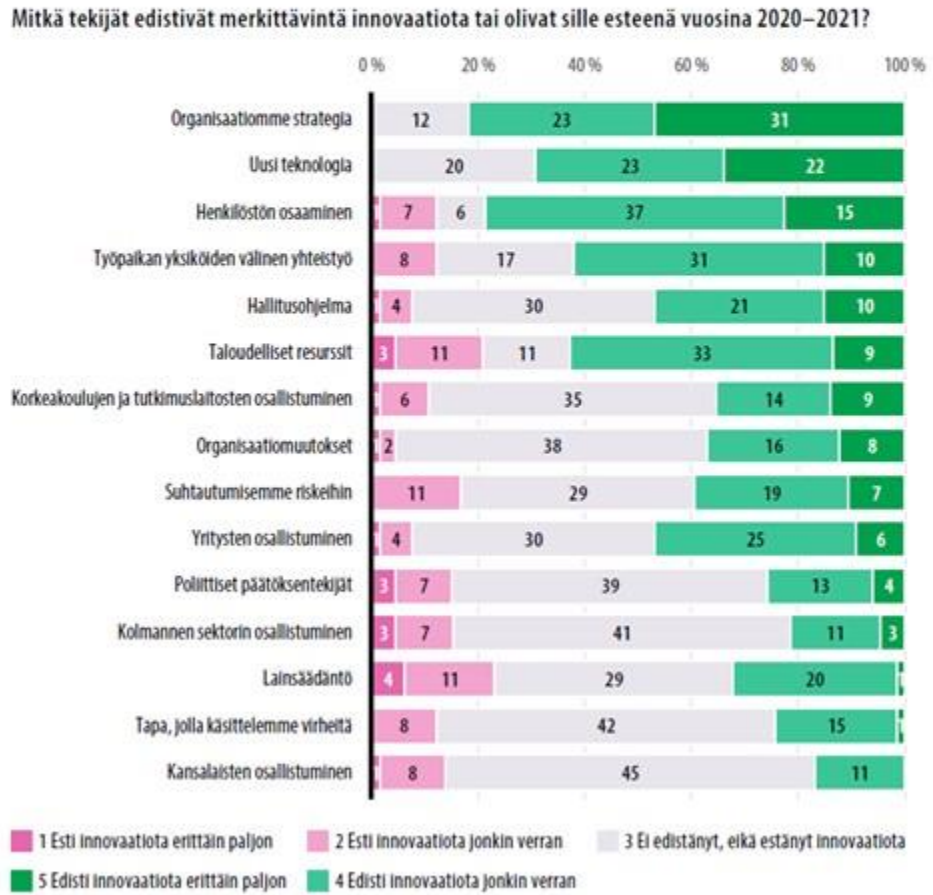


- 93% of organisations did innovate during 2020-21 and 91% introduced at least one innovation
- Over half of them had a centralised unit or team for innovation, one third had a innovation programme
- Nice variety of *most significant innovations*: Processes, Services and Products
- The innovations show orientation towards enhancement and adaptation: The impact of COVID-19 is clearly visible
- Some innovations are anticipatory, 97% of organisations anticipate in general
- The public sector organisations collaborate with other public sector organisations
- Bottlenecks: Money, time and skills

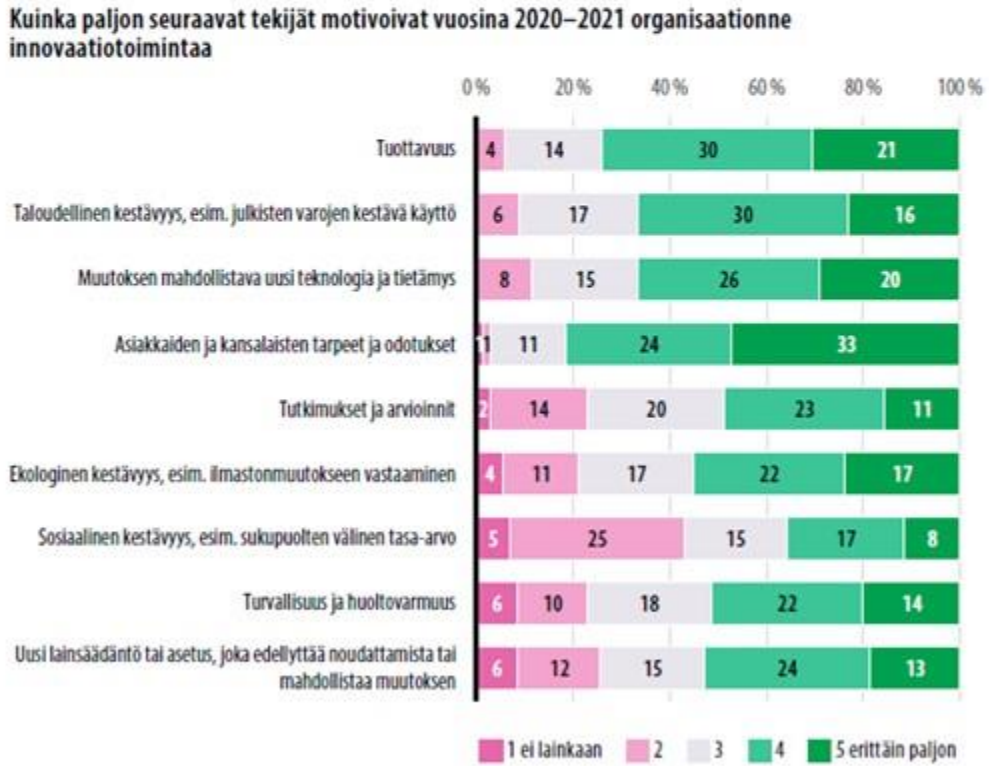
Strategic steering is not very strong. Individual innovations are enabled largely by organisations themselves.

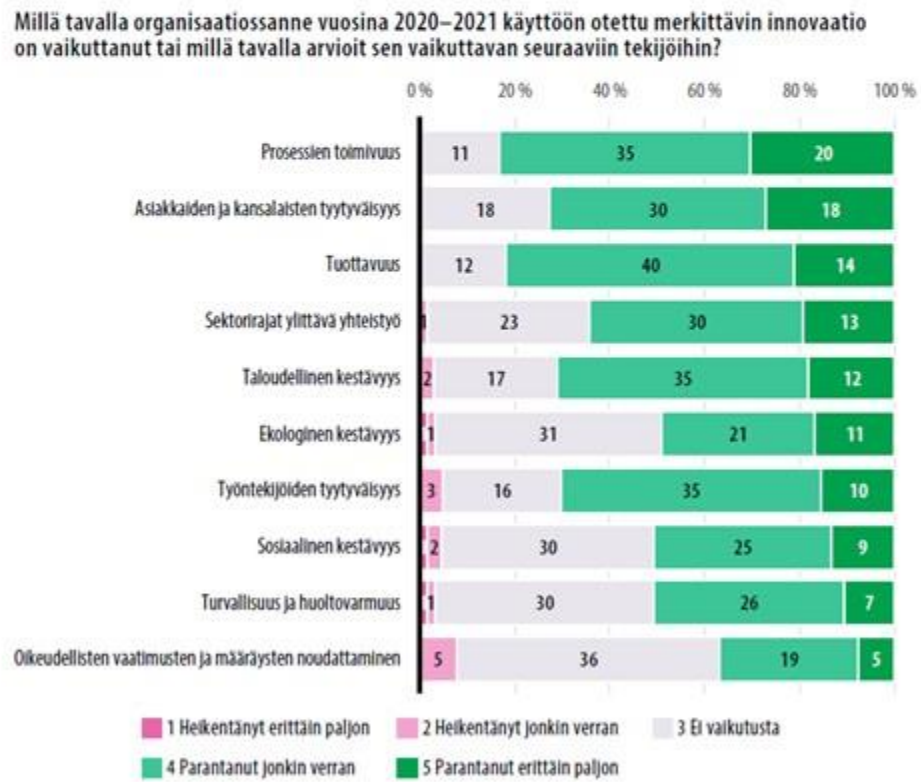






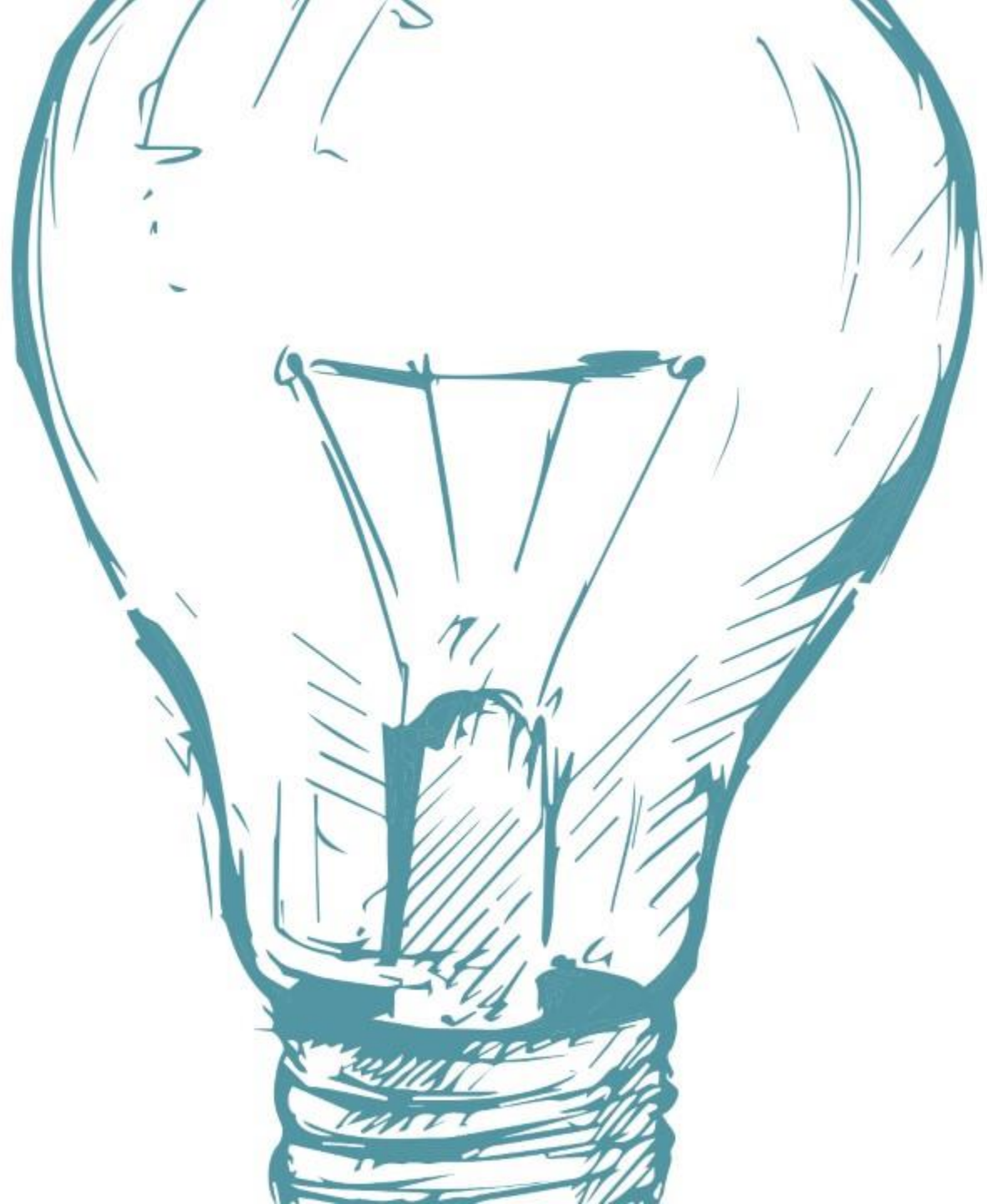
Motivation to innovate stems from productivity, economic sustainability, customers' needs and new technology. The impacts reflect this.





Reflections from the project

- Collaboration and openness made the barometer possible
- Do not hesitate to share preliminary results and analysis
- How could better catch, what should be done? (Where are the concrete gaps and how to identify key action points?)



Future considerations for Finland



- What is the role of measurement in supporting PSI in general and AIG?
- How to combine “backward-looking” information from barometers and strategic foresight in order to anticipate and innovate better?
- How could we continuously learn from PSI initiatives and inform decision-making processes “on the way”? Or are “traditional” barometers and foresight exercises enough?
- What kind of measurement methods and information products are suitable for each type of respondents and end-users

WHAT

What type or combination of types of innovation is taking place?

- **product or service innovation**: creation of new public services or products
- **process innovation**: improvement of quality and efficiency of internal and external processes
- **administrative innovation**: creation of new organizational forms, the introduction of new management methods and techniques and new working methods
- **technological innovation**: creation or use of new technologies, introduced in an organization to render services to users and citizens
- **governance innovation**: development of new forms and processes to address specific societal problems
- **conceptual innovation**: introduction of new concepts, frames of reference or new paradigms that help to reframe the nature of specific problems as well as their possible solutions

(adapted from De Vries et al. 2016)

WHY

Why the innovation is needed and how it is justified?

- **enhancement orientation**: aiming at improving something already done (How might we do X better?)
- **mission orientation**: aiming at creating something new and good but unspecified (How might we achieve X?)
- **adaptive orientation**: aiming at adapting something already happening (How might our evolved situation change how we do X?)
- **anticipatory orientation**: aiming at recognizing and engaging with significant uncertainty about not only what works, but also what is appropriate or possible (How might our evolved situation change how we do X?)
- the nature of change process: **optimizing, sustaining, disrupting, transforming**

(adapted from OECD 2019)

WHERE

In which arenas innovation actions are taking place?

- **formal and scheduled** physical or digital **events** (focus groups, citizen panels, workshops, interviews or equivalent)
- **continuous interaction** between stakeholders in physical and digital spaces (user observation, living labs, community reporting, social media etc.)

(adapted from Torfing 2019)

WHEN

In which stages of innovation process the relevant stakeholders are involved?

- **initiation** (ideation, exploration, information gathering, out-of-the-box thinking)
- **design** (conceptualization, planning, value proposition)
- **implementation** (decision, selection, routinization)
- **evaluation** (continued adoption, continued rejection)

(adapted from Rogers 2003, Voorberg et al. 2014)

WHO

Who are the relevant stakeholders and what roles can be identified?

- **public organisation, private organisation, third sector organisation, service user**
- **articulated roles**: e.g. convener, facilitator, catalyst
- **understanding of the service user** in relation to a specific need (deficit-based; **passive**) or holistically and as bringing assets to the process; **active**)

(adapted from Cavallani et al. 2016, European Commission 2018, Osborne 2018)

HOW

How the relevant stakeholders are engaged and how the leadership is enacted?

- **methods and tools** used to support **overcoming inherent tension between collaboration** (similarity between stakeholders, homogeneous experience, strong ties) and **innovation** (diversity between stakeholders, heterogeneous experience, weak ties)
- **leadership** by the service organization, at the nexus of interaction, or by the service user
- **innovation culture**: trust, motivation, curiosity, legitimacy, power, learning from failures

(adapted from Osborne 2018, Torfing 2019, Centola 2019)

Jalonen H., Jäppinen, T & Bugorski, Z 2019

MINISTRY OF FINANCE
FINLAND

Thank you!

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Frans Van Dongen,
Ministry of the Interior and Kingdom Relations,
the Netherlands



Dutch Government Innovation Barometer 2021

https://kennisopenbaarbestuur.nl/rapporten-publicaties/innovation-barometer-2021/

Meeting Network of OECD/OPSI National Contact Points
Measurement of Public Sector Innovation
21 September 2022

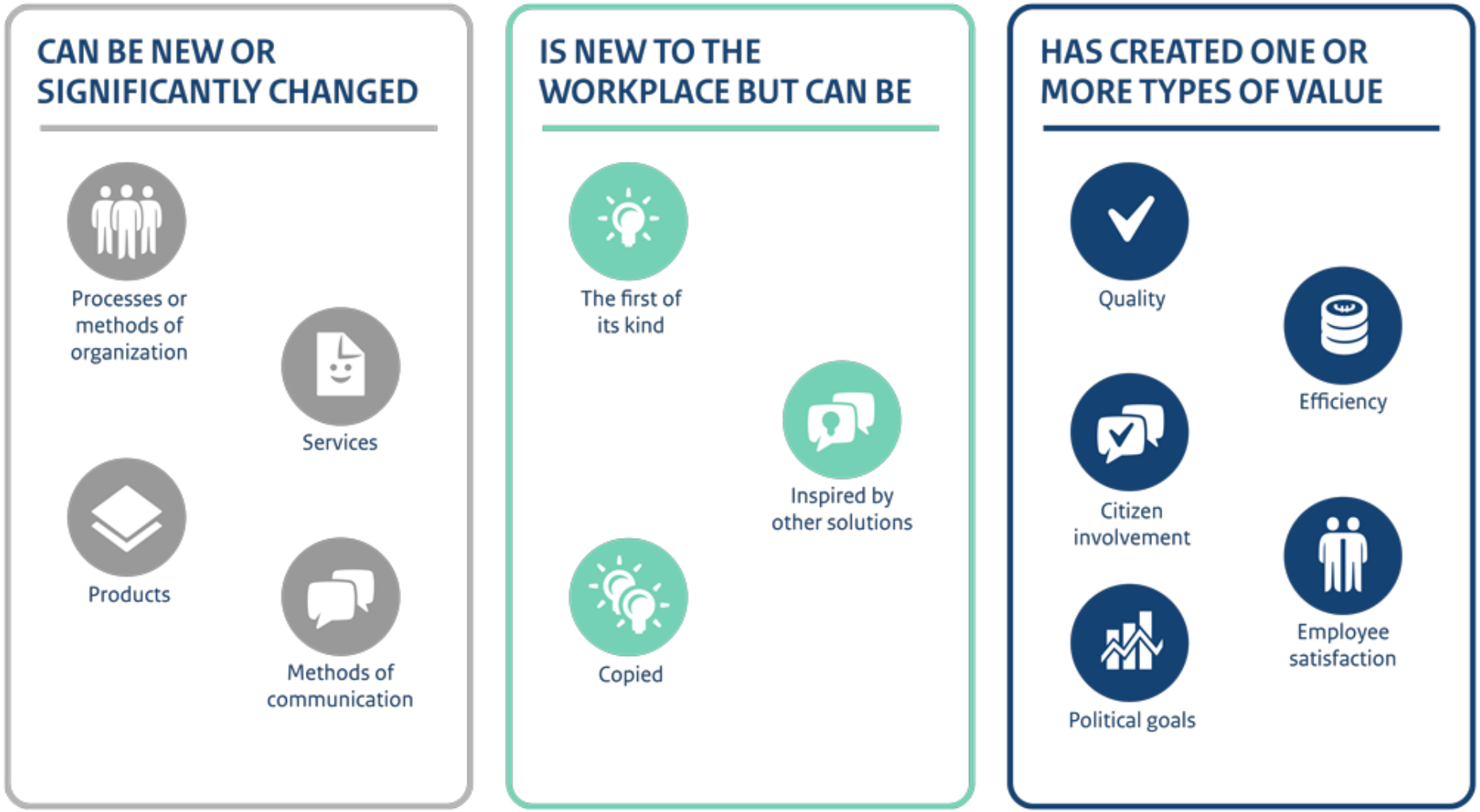
Frans van Dongen

Programme Manager Public Performance

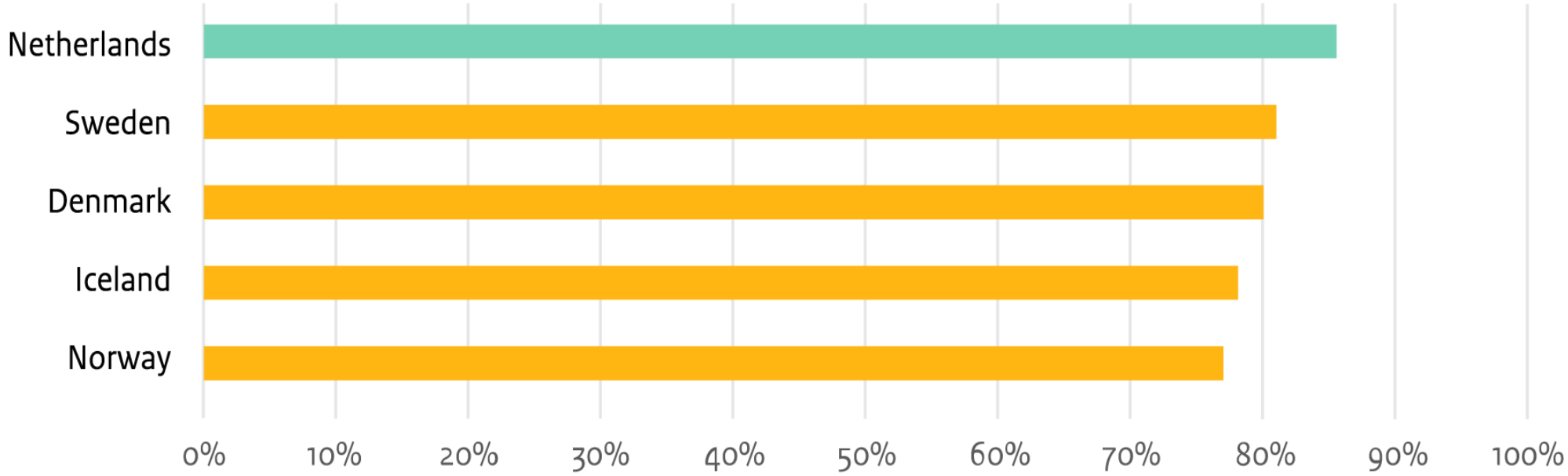
Department of Civil Service

frans.dongen@minbzk.nl

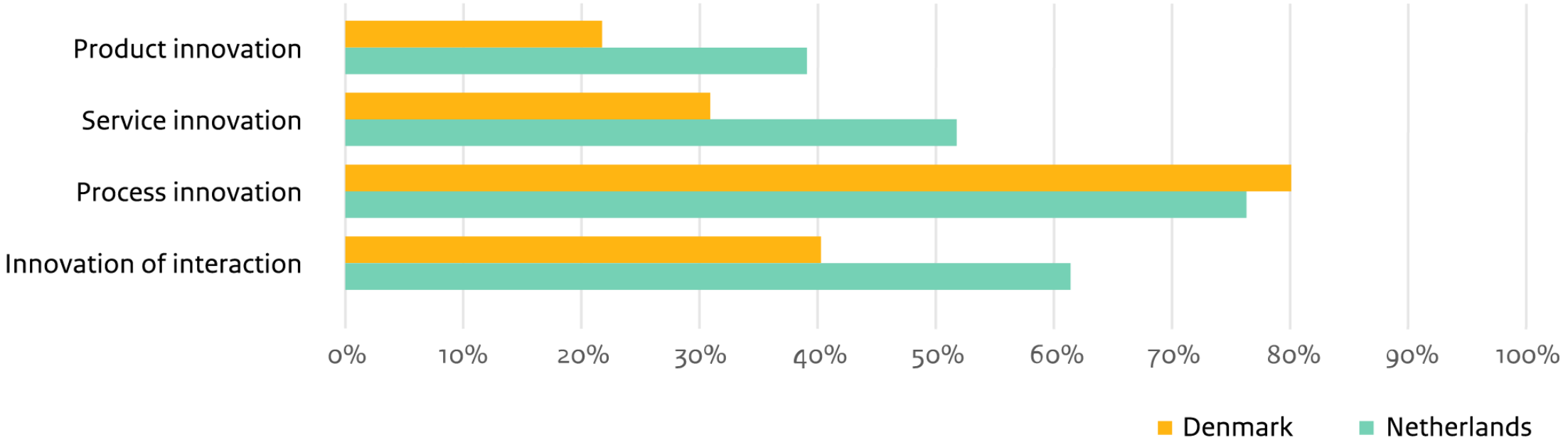
OECD/OPSI definition for innovation



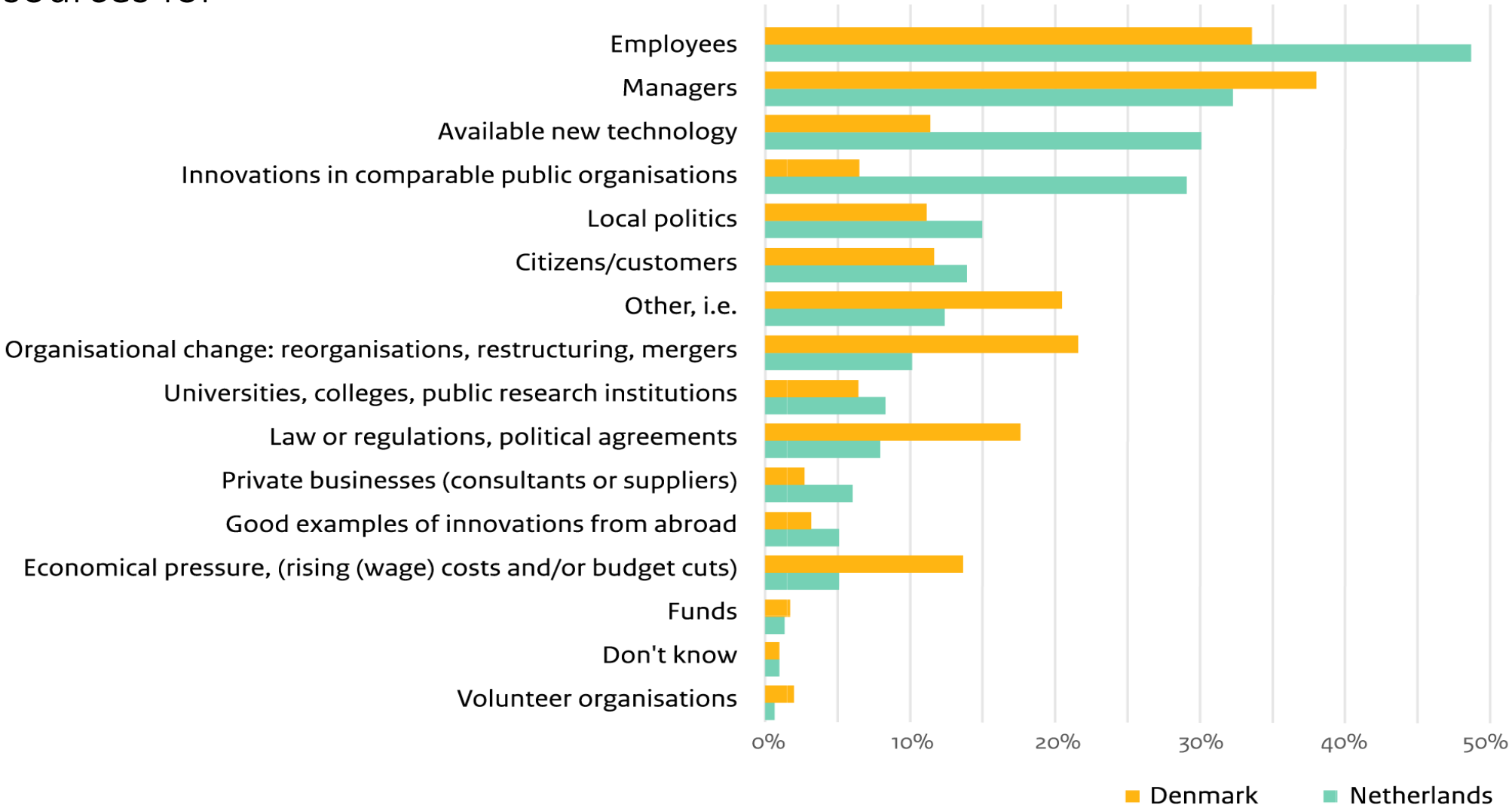
Share of public organisations in Northern Europe that implemented at least one innovation (NL 2019-2020)



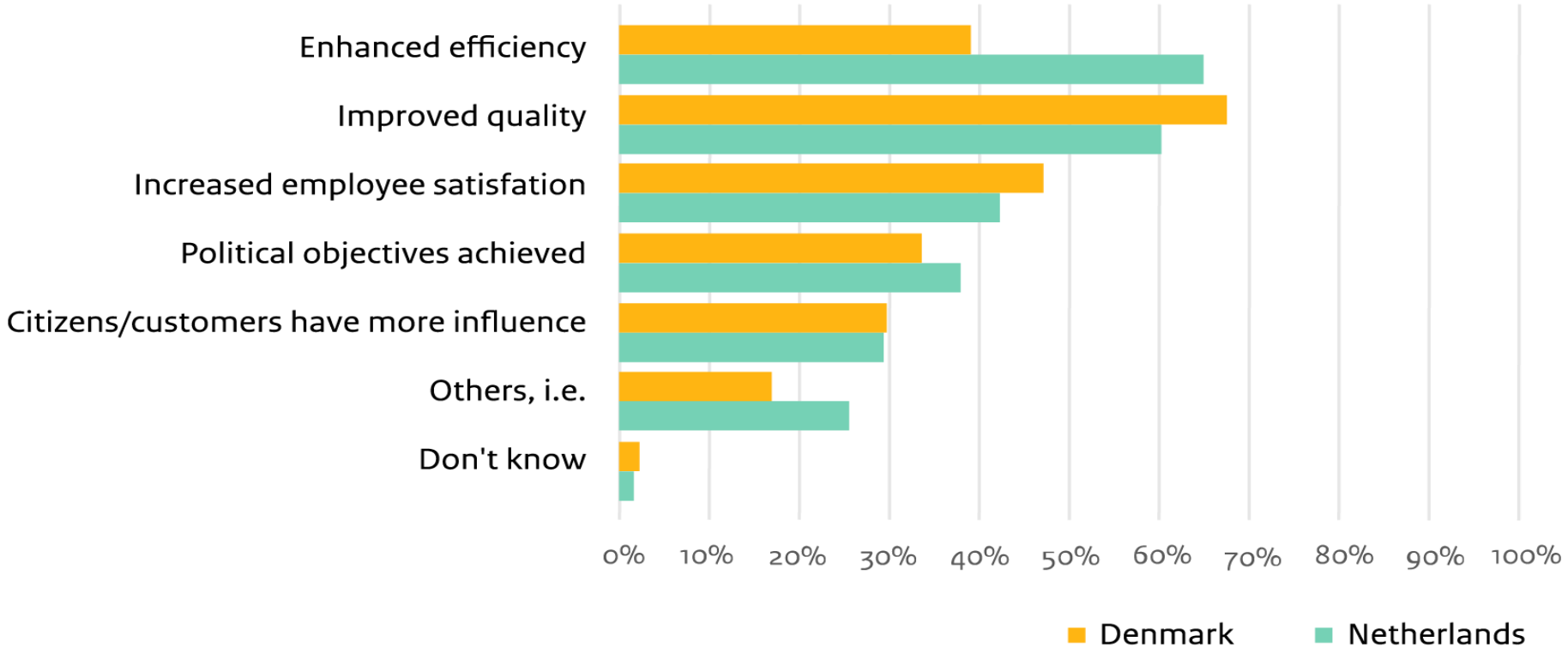
Share of innovations by type



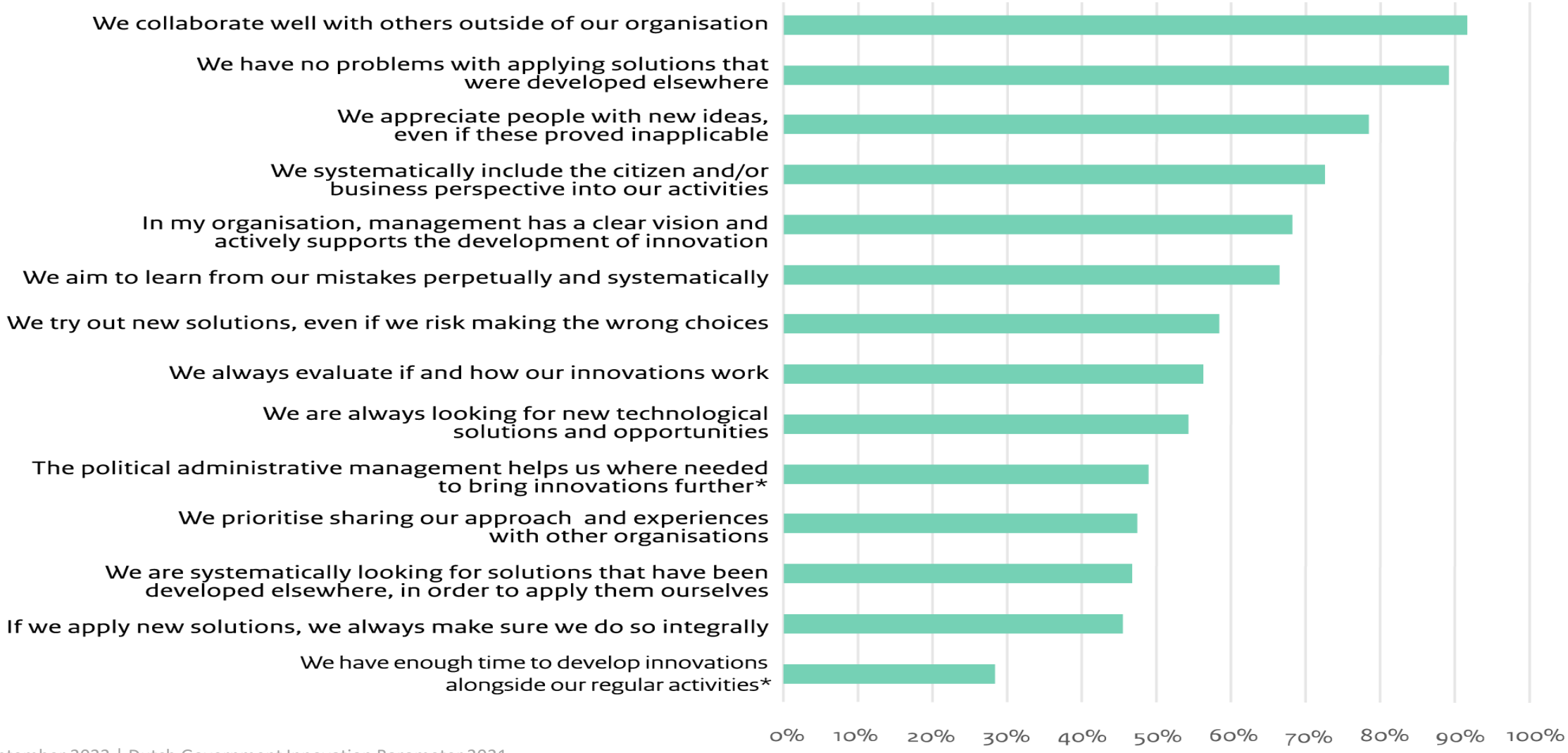
Incentives and sources for innovation



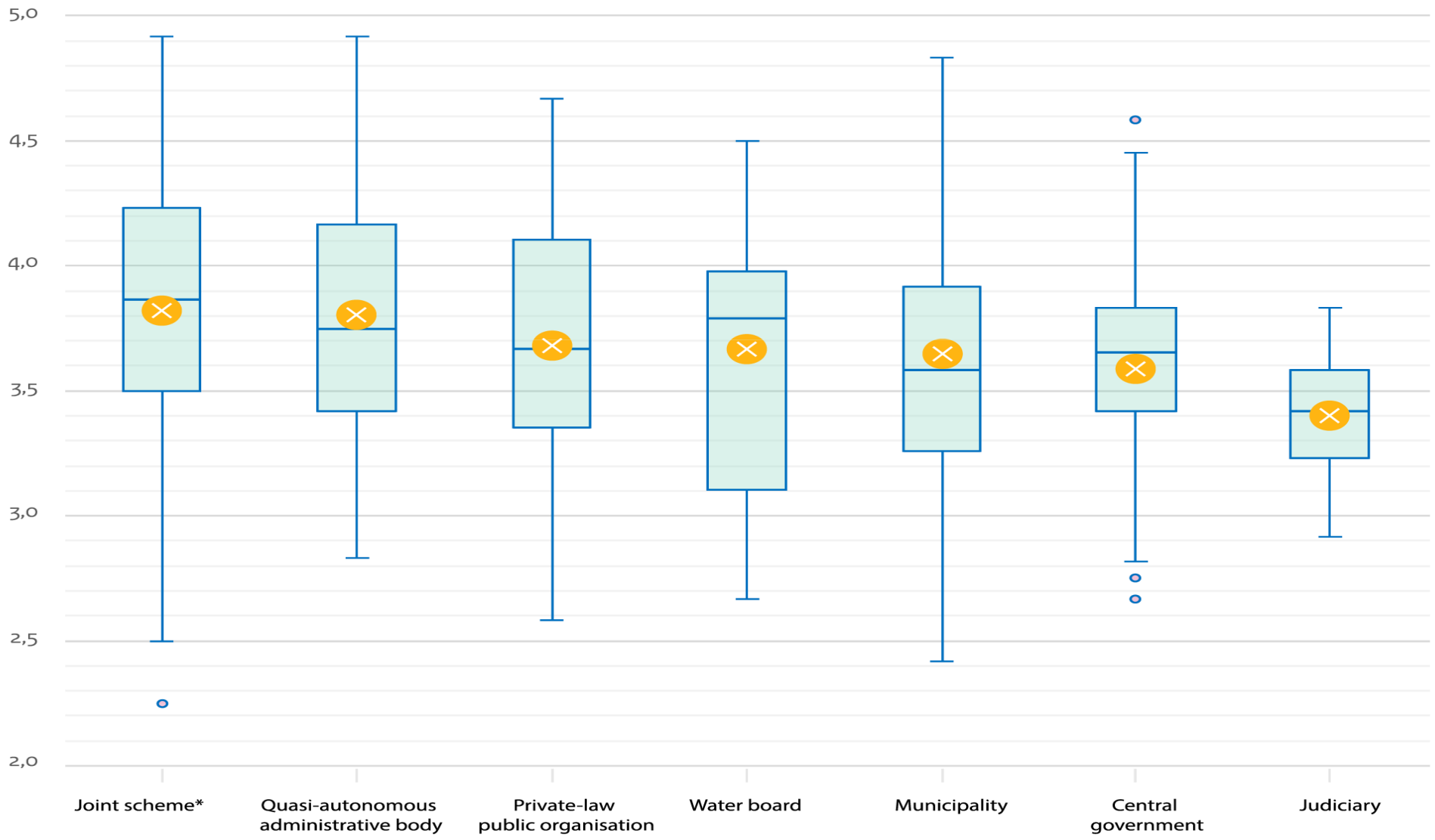
Public value achieved through the innovations



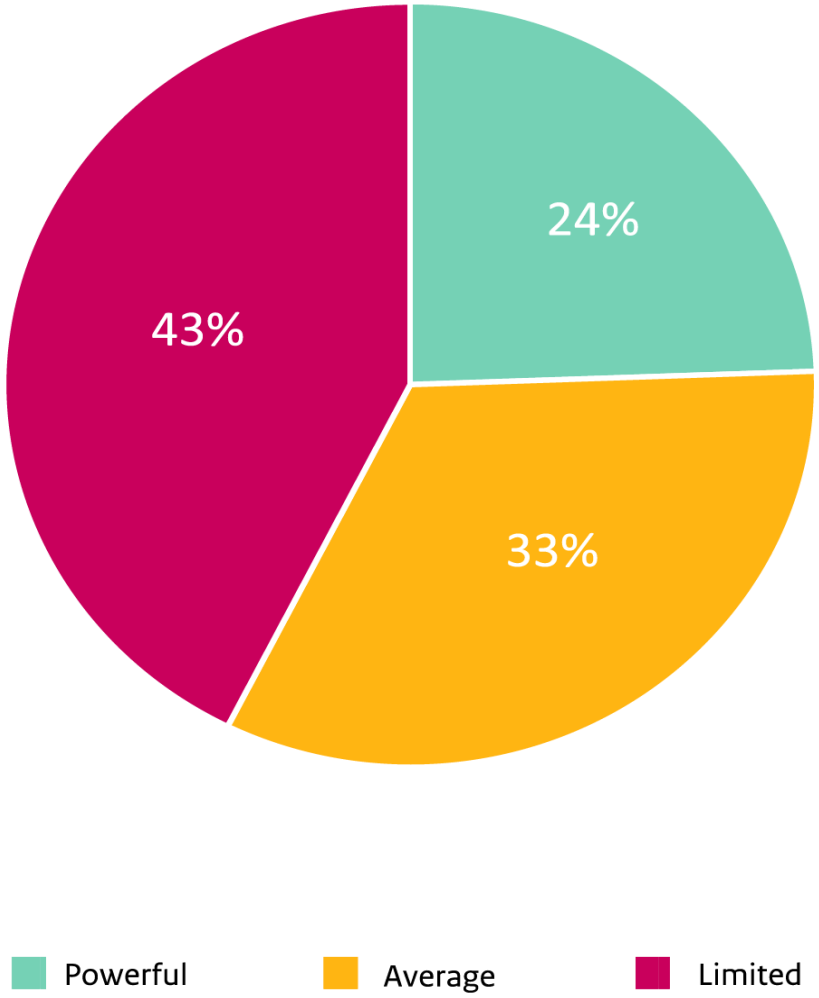
Statements about the innovation climate



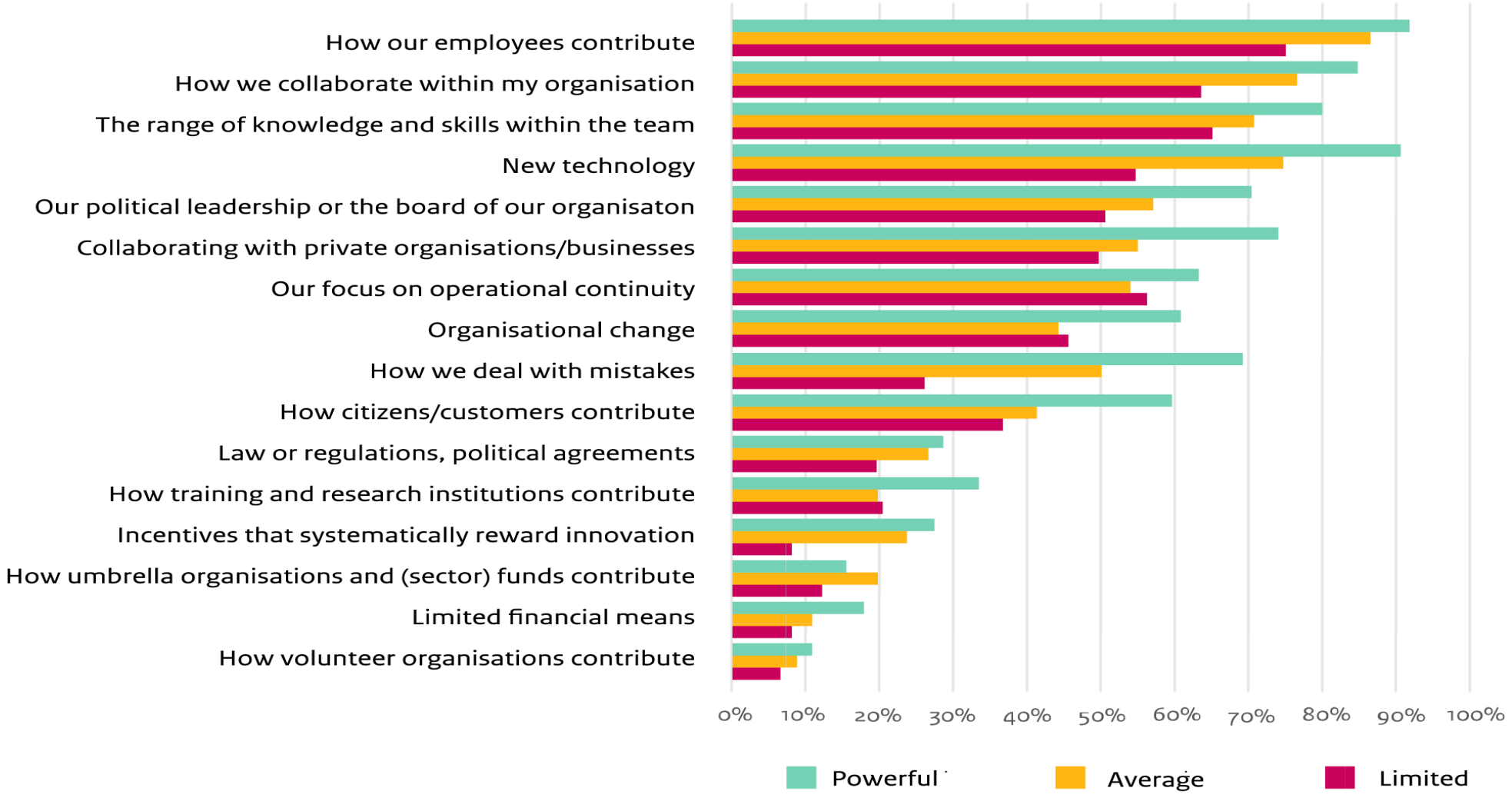
Innovation climate per sector



Innovation climate in clusters



Success factors per innovation climate cluster



Darja Velušček,
Project Assistant at Inovativen.si
Slovenia

21. September 2022, Paris

Measuring public sector innovation at Inovativen.si

NCP Meeting

Darja Veluscek & Neza Oblak,
Project Assistants at Inovativen.si, Ministry of Public Administration of Slovenia

INOVATIVEN.SI

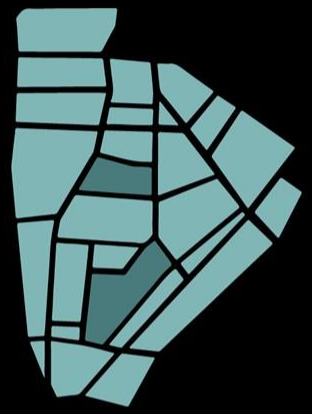
EUROPEAN UNION
EUROPEAN SOCIAL FUND
INVESTING IN YOUR FUTURE

AGENDA

I.	Our insights on the purpose of the Innovation barometer
II.	How was the information that came out used
III.	What worked well
IV.	Facing challanges & gaps in innovation capacity

Basic informations about Slovenian Innovation barometer 2020, 2021

Source: Innovation barometer 2020 & 2021



27 (+2)

(Increase compared to 2020)

ministries and bodies within the ministry and public institutions participated in the measurement of Innovation Maturity in 2021

Defining target group:

- Government Administration and bodies within
- Research organisations

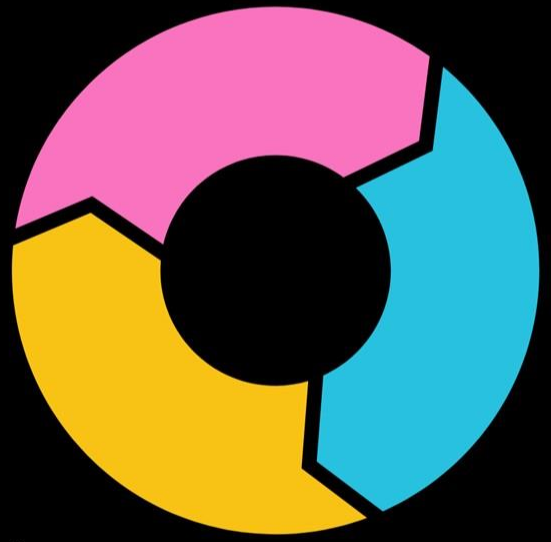
Central data source:

- government offices
- SURS (National Statistical Office)

Methodology of CPH Manual was incorporated in PSI measurement in 2020. Measurement is made (and funded) as one of the activity of the project inovativen.si.

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Public Administration



Academic/Reasearch sphere

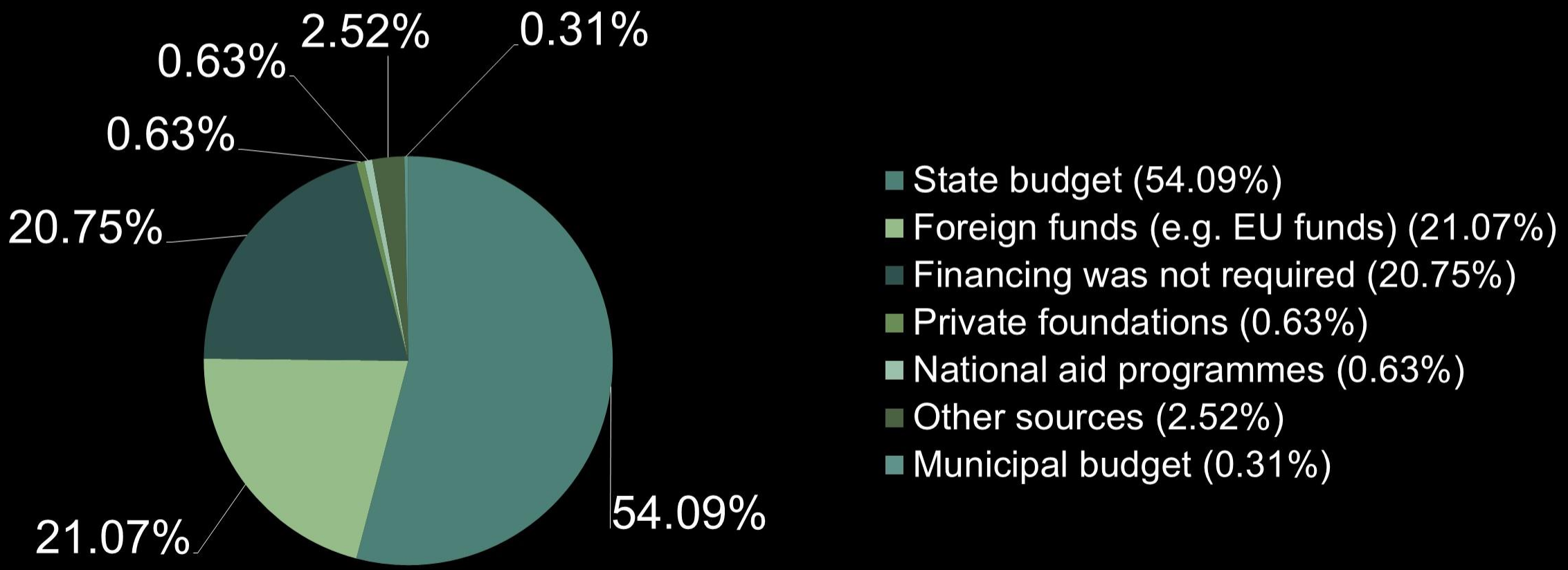
Private sector

Without effective public administration, the development of other spheres is limited.

All spheres are **interdependent**, therefore, **the silo structure of public administration** and **out-of-date, inefficient procedures** and **legislation have an inhibitory effect on everyone's development.**

Financial sources of innovations or improvements (until 2020)

Source: Innovation barometer 2020



I. Our insights on the purpose of the Inovation barometer

How did we start? The PURPOSE of the Innovation Barometer

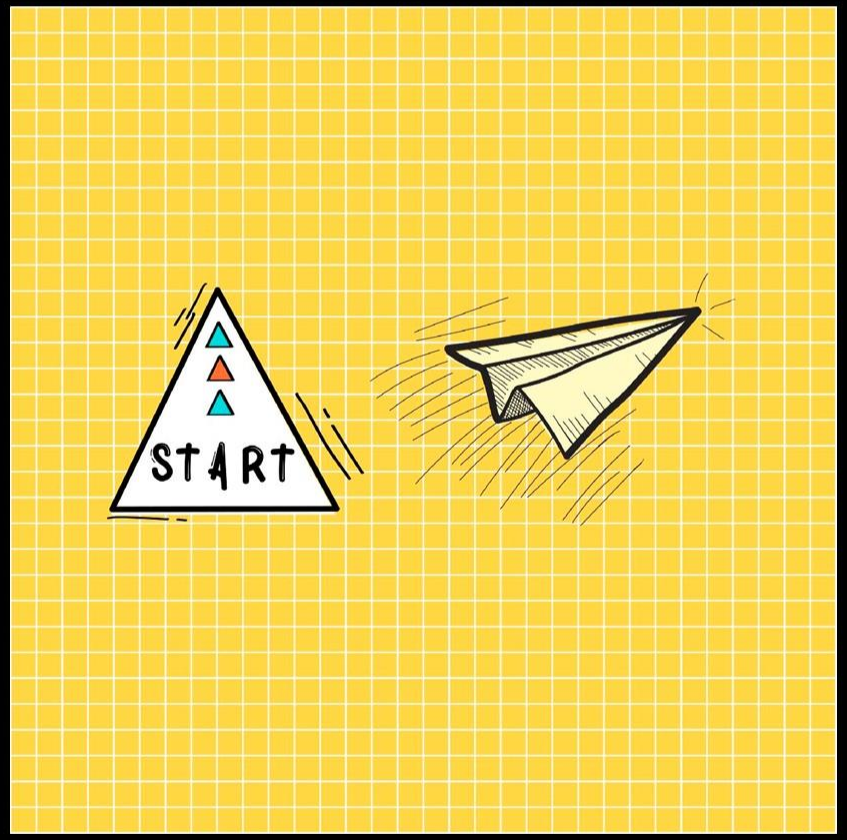


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STARTING POINT:

- to evaluate the impact of our innovative program Inovativen.si
- to analyse the state of innovation maturity of authorities/organisations, in terms of the organisation of the process and the attitudes of employees and management towards innovation and experimentation in work approaches.
- to assess the progress of the innovation maturity of the authorities/organisations, by comparison with previous periods
- to get an insight into which areas need to be strengthened and to provide a basis for the development of new and better solutions.

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Designing solutions together

The PURPOSE of the Innovation Barometer



Image by Freepik

AFTER COPENHAGEN MANUAL:

- overview of concrete and already implemented innovations/improvements, their impact and the response to them
- to lay the foundations for the development of new and better solutions through an analysis of the level of innovative capacity and the performance of already implemented innovations/improvements in public administration
- to identify barriers and enablers of innovation at the organization level
- a set of possible ideas for improvement
- to raise awareness and spread the results of good practices

»The core point of our activities is not solving challanges instead of others,
but in training civil servants,
to learn to create effective solutions to complex social problems by themselves
and to establish the legislation,
that will support innovative business development of other spheres.«

(Darja Velušček)

II. How was the informations that came out used

How was the informations that came out used?

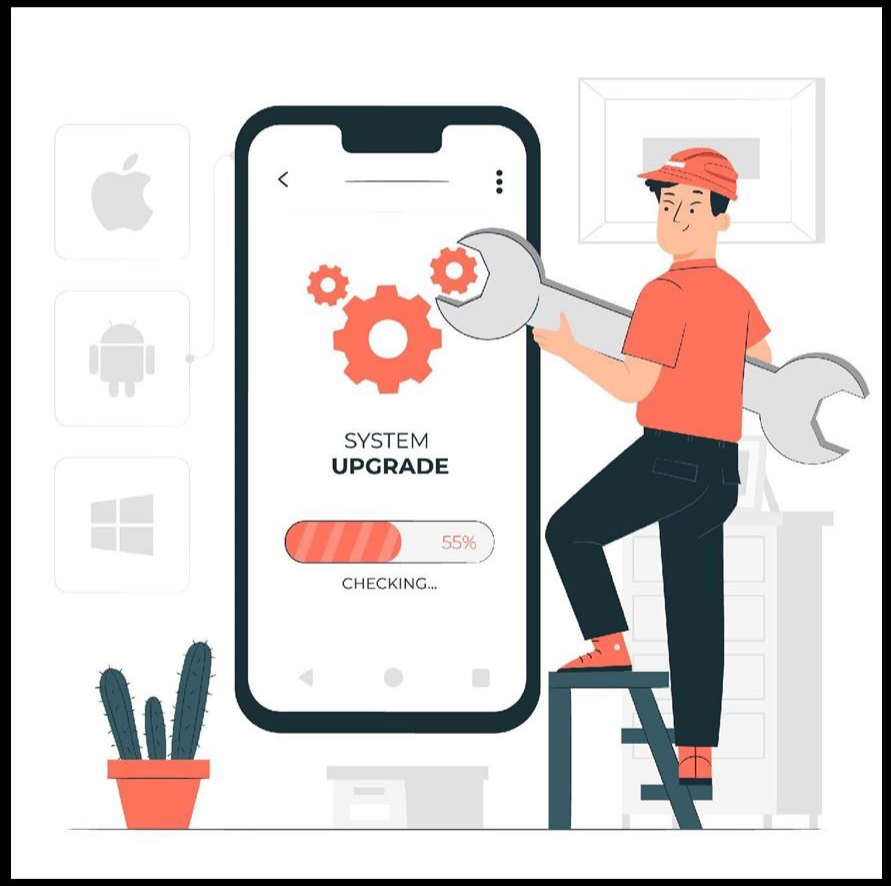


Image by storyset on Freepik

- to make adjustments/upgrades to activities of Inovativen.si

  A. upgrade of contents of our educational workshops (agility, communication, creativity)

  B. to develop new modules that are strengthening the right skills and right resources for public innovation

  C. identify the needs and obstacles of public organizations and public servants to create better outcomes – better services, more efficient policies

How was the informations that came out used?



Image by Freepik

- to improve the awareness of the importance of how adaptive and innovative services help to lift the quality of public services

  A. we disseminated the results to all participating organizations and presented the results at the meeting of our innovation community (opened discussions about the topic, encourage people to take a risk and pursue organizational change)

  B. other presentations – presenting good practices

III. What worked well

What are we proud of?



- Our approach to disseminating questionnaires through our established network of innovation ambassadors

- Responsiveness of respondents

- Raising arewarness

A. dissemination of the results and the presentation of them on the meeting of the innovation community opened discussions about the topic
B. new challenges were signed up
C. encourage people that it is worth proposing ideas, innovate, propose ideas to create improvements to existing solutions, develop skills to work more efficiently, and have in mind the final user and focus on the need of the target group

The Network of Innovation ambassadors



Source inovativen.si

- our network of enthusiastic public servants that want to:
  A. make the change
  B. help to upgrade the effectiveness of the Public Administration
  C. help with implementation of innovative work approaces in their work environment

- 87 members and rising

- are actively involved in the activities of the project (trainings for innovative aproaches to work, Challanges, Partnership for a change)

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How did we respond to the PSI measurement in 2021?

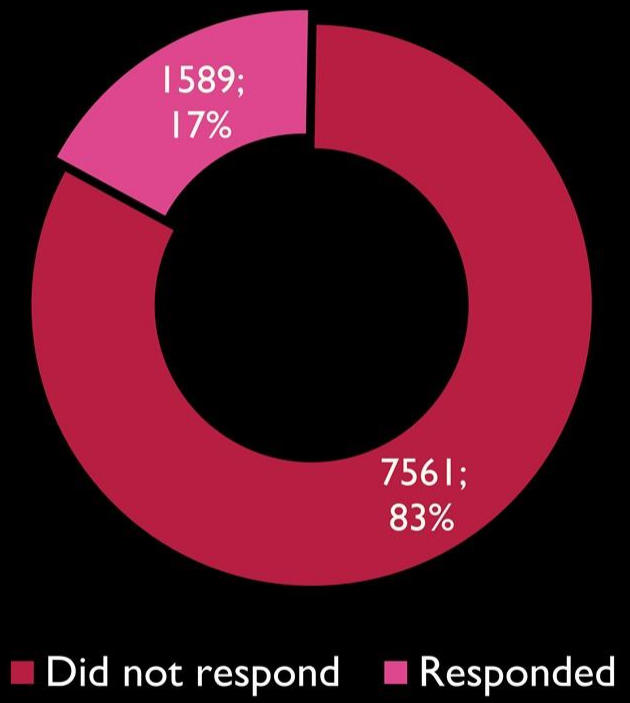
Source: Innovation barometer 2021



1589 (+586)

(Increase compared to 2020)

employees completed the entire online questionnaire with 10 questions about their attitude towards improvements of work processes in the organisation and areas of innovation, which represents a 17% response rate of all employees



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How did we perform in 2021?

Source: Innovation barometer 2021



27% (+7)

(Increase compared to 2020)

of employees feel that they have the opportunity to try out new ideas even if there is a chance of failure. In their organisations management encourages change and experimentation.



47,5% (+6,5)

(Increase compared to 2020)

of employees feel that their organisation invests enough in training and education and in developing new knowledge and skills, and that their organisation encourages employees to collaborate and share good practices.



55% (+6)

(Increase compared to 2020)

of employees believe that all employees in the authorities give suggestions for improvement and not only management. Of these, 55.1% believe that the suggestions are considered and taken into account, and 16.4% of them think that is not the case.

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How did we perform in 2021?

Source: Innovation barometer 2021



26% (+6)

(Increase compared to 2020)

of employees involved in research think that their authorities contribute to broader discussions about innovative approaches in the public sector



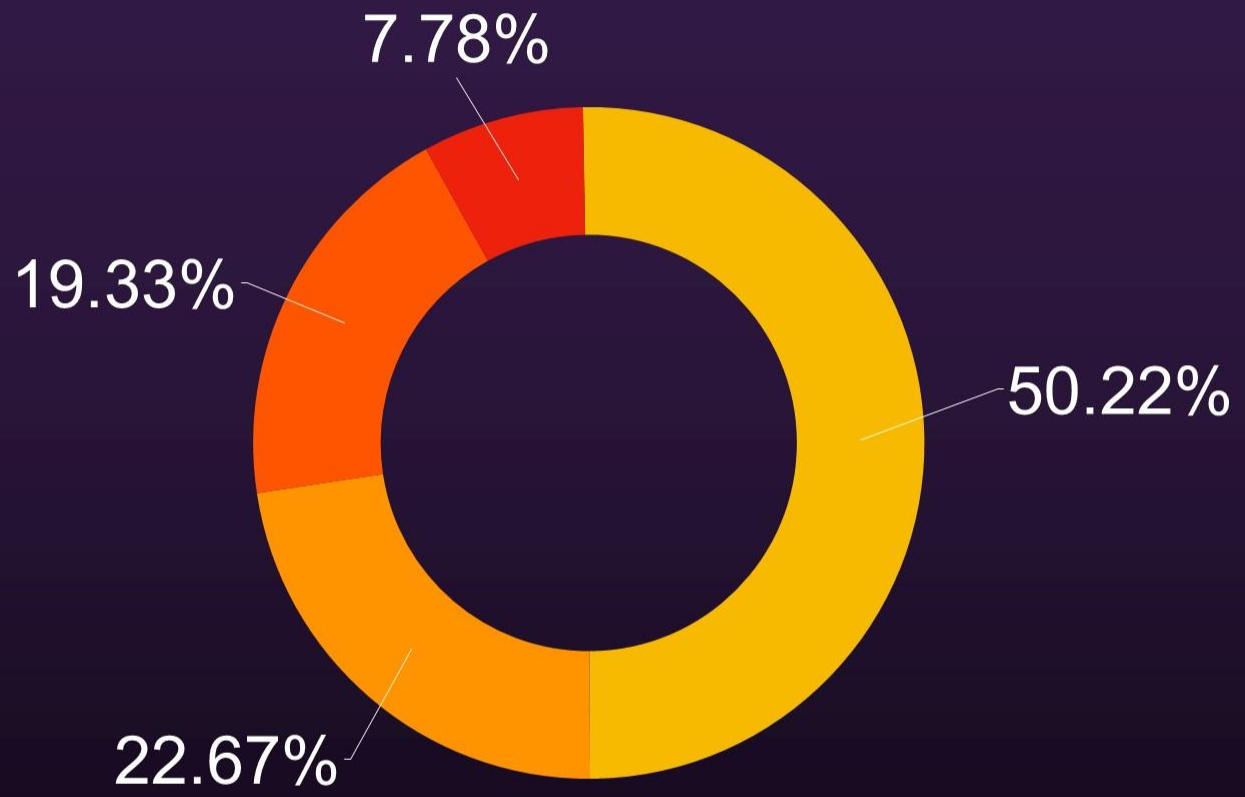
46% (+5)

(Increase compared to 2020)

of employees believe that the authorities support and encourage employees to convey ideas and design solutions and ways of working

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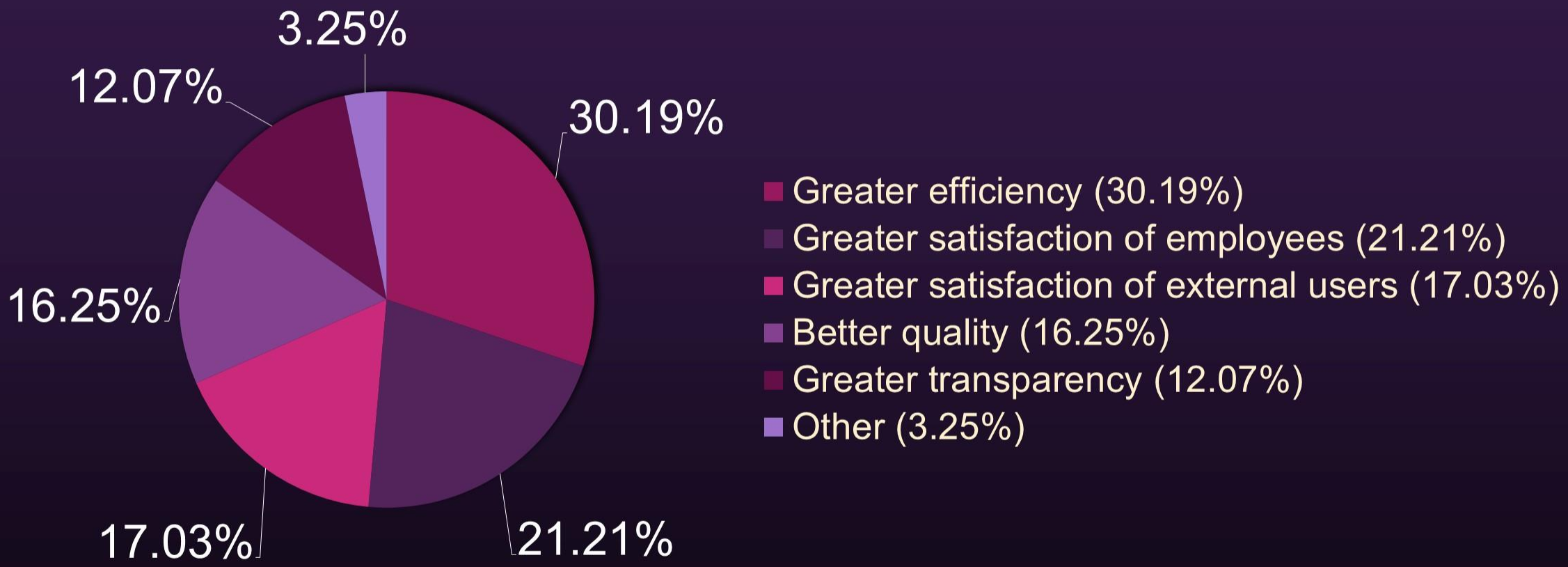
What did the innovation or improvement refer to (until 2020)?



- new ways of working and processes (50,22%)
- new or modified services (22,67%)
- a new way of communicating with the public (19,33%)
- new or modified products (7,78%)

Source: Innovation barometer 2020

Results of the introduced innovation or improvement (until 2020)



Source: Innovation barometer 2020

Drivers and inhibitors

Source: Innovation barometer 2020



Image by starline on Freepik

3 main drivers of innovation and improvement:

A. new technology
B. cooperation between employees
C. the way employees contribute (e.g. engagement)

3 main inhibitors of innovations or improvements:

A. limited funds
B. new or amended legislation and other legal acts
C. dealing with tolerable errors
D. improvement of the situation.

IV. Challenges we had & gaps in innovation capacity

Challenges with getting the responses



Image by storyset on Freepik

- up-to-date network
  A. challenge with the responsiveness of the participating organizations, in which we did not have appointed ambassadors of innovation

- picking the right time slot
  B. closeness to holidays, duration of time the survey had been open (sick leave of ambassadors, holidays – maybe we should prolong the time the survey is open, closeness to deadlines of submissions, etc.

Challenges with getting the responses

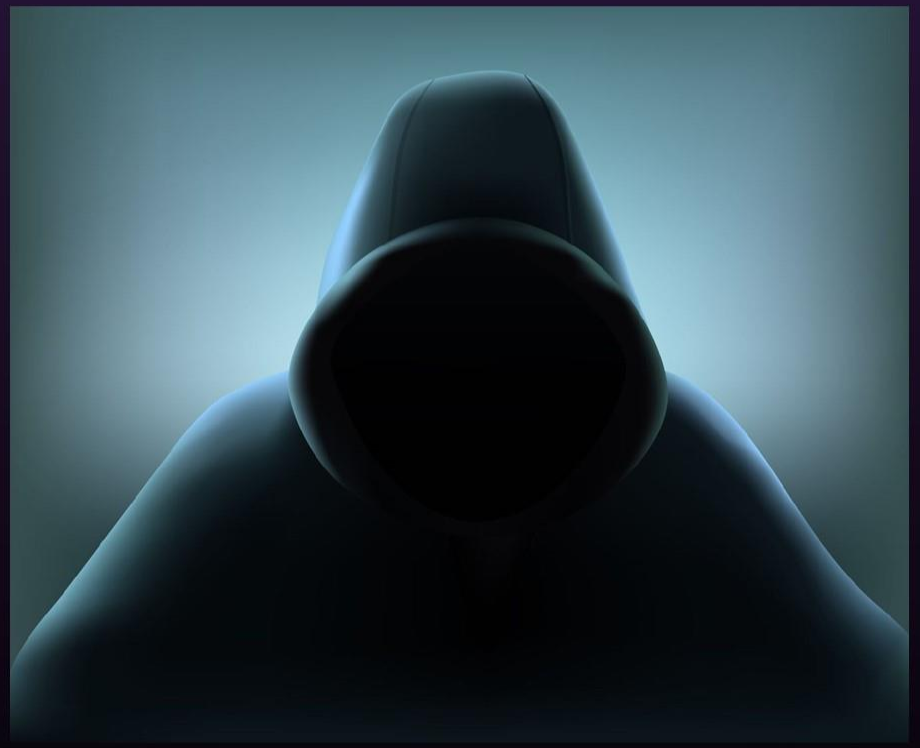


Image by macrovector on Freepik

- guaranteeing of anonymity in small organizations
  A. Since the introduction of the EGDPR, we are dealing with some issues regarding gathering responses from small organizations - fear of getting recognized

- How to persuade new organizations to participate?
  B. one research institution did not want to participate because they did not feel they are comparable to other respondents (organizations)

Challenges that were observed after the analysis of the results

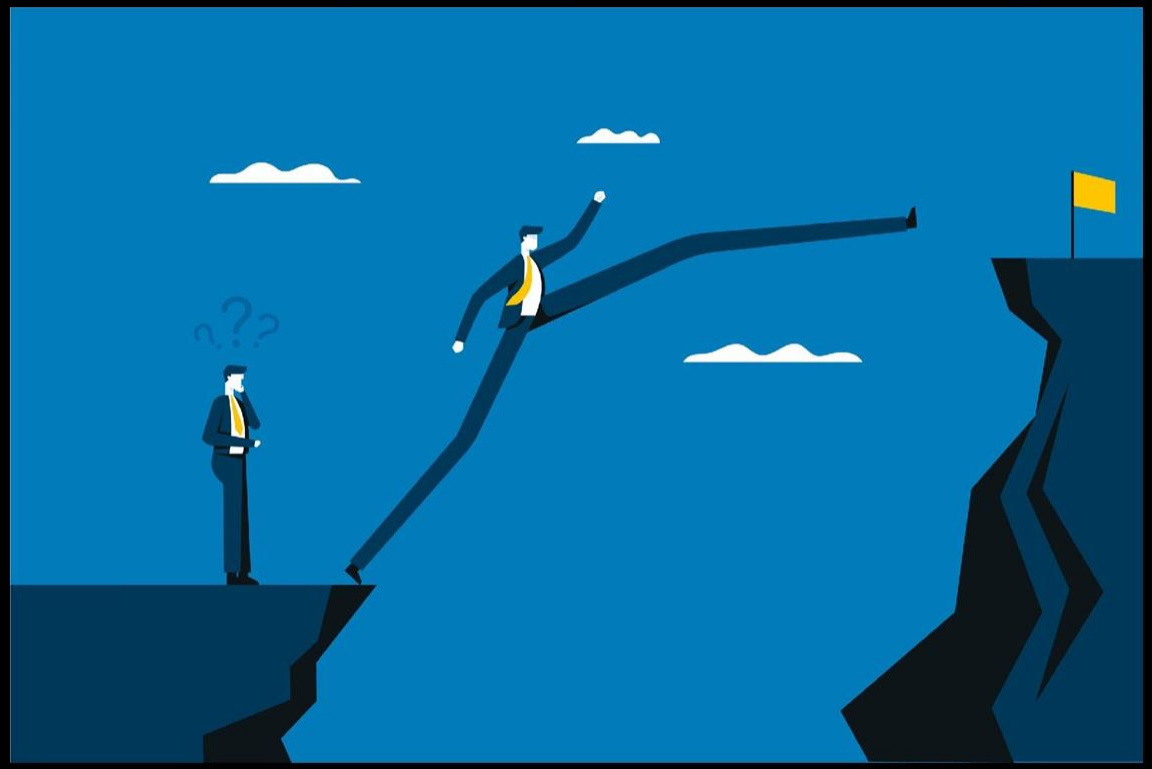


Image by jcomp on Freepik

- funding
  A. the actual implementation of innovations is not sufficiently funded
- major gap on implementing innovations on a systemic level (management support, political cycles, etc.)
- implementing improvements did not allways bring good results (40%):
  A. a lack of internal cooperation
  B. a lack of knowledge and competence of managers and employees
  C. an inadequately planned development process
  D. a lack of cooperation with other stakeholders

Gaps in innovation capacity



Image by storyset on Freepik

- the "flexibility" of regulations, legislations and rules
- actual implementation of agile processes & innovative approaches to work on systemic level ("feeding the dinosaurus")
- data sharing, digitalisation
- knowledge
- complicated and long processes
- management's support of using innovations to achieve goals

Reality check



Image by D3Images on Freepik



Image by macrovector on Freepik

- currently PSI capacity in Slovenia is the strongest on the level of an individual (workshops on innovative approaches to work at Inovativen.si)
- on the level of an organization we are raising PSI through one of main activities of the project Inovativen.si – solving challenges of public organisations
- on the level of the system, changes are slow - activities are aimed at establishing system innovation

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Future plans



- Activities of the Inovativen.si were acknowledged by the current government and will be upgraded to establish a Transition policy lab, which will address the systemic level of innovation (change in policy making).

- create a safe place for innovations and experimenting, mindset shift – adaptive mindset, time, continuous learning and iteration, the flexibility of regulations and rules, agile processes, project management approaches, data sharing, big data, etc.

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Quo vadis? Where are we going?



Slovenia chose FUTURE.

Thank you for your time!

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Sources

Butina, O., Kodra, M., Veluscek, D. (2021). *Innovation barometer 2020*. Ljubljana: MJU, https://www.gov.si/zbirke/projekti-in-programi/inovativnost-v-javni-upravi-inovativen-si/inovacijski-barometer/

Veluscek, D., Kodra, M. (2022). *Innovation barometer 2021.* Ljubljana: MJU, https://www.gov.si/zbirke/projekti-in-programi/inovativnost-v-javni-upravi-inovativen-si/inovacijski-barometer/

Miroslav Jurásek,
Ministry of the Interior,
Czech Republic

MINISTRY OF THE INTERIOR
OF THE CZECH REPUBLIC

Measuring innovations in the Czech Republic public administration

Special Meeting of the Network of OPSI National Contact Points on Measurment of Public Sector Innovation

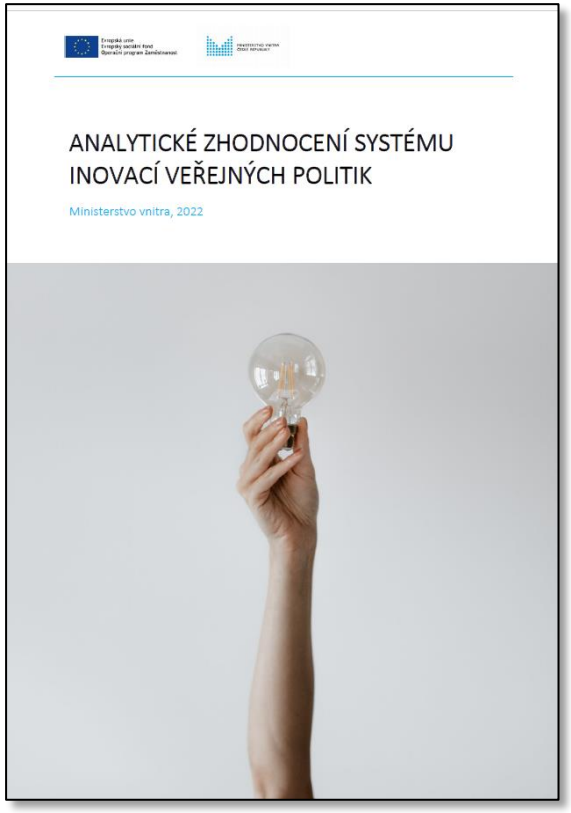
Paris, 21 September 2022

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SURVEY ON INNOVATIONS

- The Ministry of the Interior of the Czech Republic conducted the first survey to measure innovations in public administration
- The measurement is based on the Copenhagen manual, which was adapted to the specifics of the Czech environment.
- The measurement of innovations covered the three-year period 2019–2021.
- **Results are available HERE**
- Full version (only in Czech HERE)





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Quantitative approach

Methodology - Quantitative approach

- Procedure in line with the recommendations of the Copenhagen manual + a definition of public sector innovations adapted

Aims

- Mapping public sector innovations and their significance, creating an ecosystem to support innovations, an exploration of the Czech Republic's public administration innovation potential, identification, and quantification of factors having an impact on the innovative environment

Sample

- Public administration (ministries, other central governmental bodies)
- Local governments (regions, municipalities)



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Qualitative approach

Methodology - Qualitative approach

Definitions of concepts

1) Enhancement-oriented innovations
2) Anticipatory innovations
3) Adaptive innovations
4) Mission-oriented innovations



Questions

- On the whole, what is the structure of public administration innovations in the Czech Republic?
- What is the prevailing public administration innovation facet?
- What measurements for the support of innovations should be taken by the Czech public administration bodies with regard to the structure of the innovation portfolio?

Note: Ministry of Interior of the Czech Republic collaborates with the OPSI OECD

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Respondents

State administration



Regions



Municipalities



Public administration segment	Number of answers
Ministries	45
Other central state administration bodies	23
Civil service authorities (territory)	5
Civil service authorities (central)	46
Regions	24
Municipalities	68

304

Randomly addressed workplaces

211

Received answers

69 %

Response rate

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Who were the respondents?



WHO WERE THE RESPONDENTS?

Senior workers were contacted and invited (in line with the recommendations of the Copenhagen Manual) to forward the questionnaire to other employees who may be better acquainted with innovation management than they are, or to other workplaces within the organization.

Job position of respondents

- Department Director (85)
- Head of Unit (42)
- Ordinary employee (32)
- Municipal Secretary (37)
- Head of Department (11)
- Mayor (4)

Scope of work of the addressed workplaces

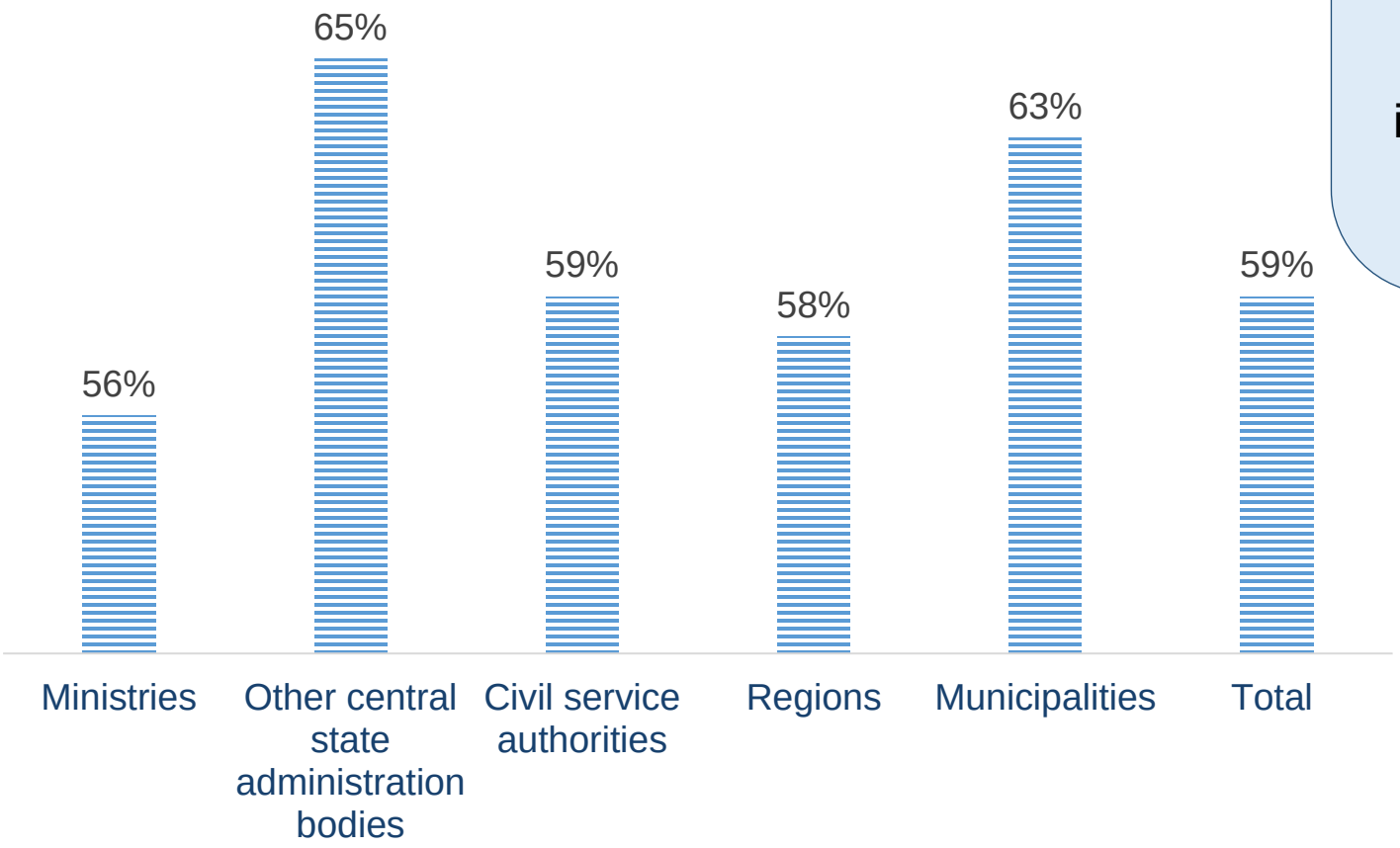
- Internal operation of the organization (21 %)
- Specific agenda (49 %)
- Internal operation of the organization and specific agenda (30 %)

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Are we innovative?

59 %

of the addressed workplaces implemented in the period 2019 - 2021 at least one innovation



IS IT A GOOD RESULT?

International benchmarking can be misleading in this case. The Scandinavian countries, which are leaders in innovation in the public sector, carry out measurements regularly throughout the public sector, including healthcare, education, etc. The implementation of at least one innovation in a two-year period is usually confirmed by up to 80 % of respondents.

Innovation activity in individual segments of public administration

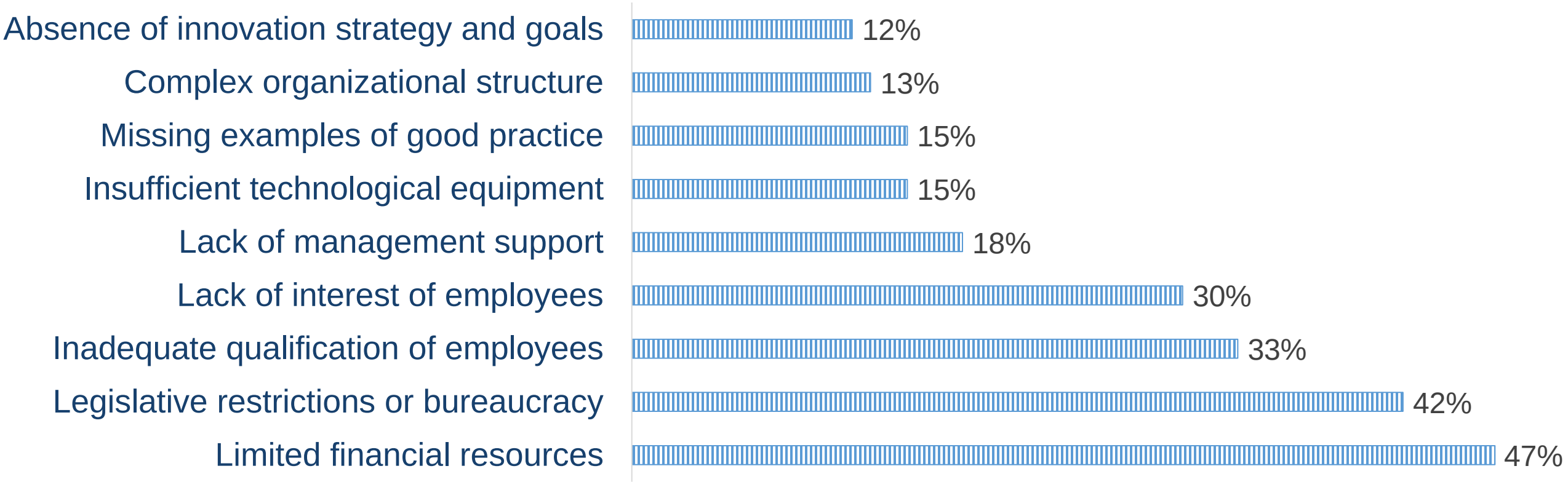
Municipalities (63 %) and other central state administration bodies (65 %) have particularly good results.

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Barriers



The most significant barrier is a lack of financial funds and too much bureaucracy!



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Semi-structured interviews



How many? (total 21)

When? (June – July 2022)

With whom?

- Representatives of local governments (local, regional)

+ employees of ministries

- Recruitment of interviewees

The goal of the interviews

- To get an additional information provided in the survey
- To recollect examples of good practice
- To find out the procedures of how succesful innovations are implemented

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Next steps

Definition of innovation + barriers within the context of the Czech public administration

- A research project in close cooperation with the academic sphere
- Using the ‘qualitative Delphi technique’
- A sample: practitioners and academics (experts in the working group for innovations)



A survey on the innovative behavior Inventory and Innovation Support Inventory

- A sample: ordinary employees working in the ministries

MINISTRY OF THE INTERIOR
OF THE CZECH REPUBLIC

Thank you for your attention

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OPSI OECD
BETTER POLICIES FOR BETTER LIVES

Group Photo

11:45–12:00

Lunch Break

12:00–14:00

Break-out groups

14:00–16:00

OPSI OECD
BETTER POLICIES FOR BETTER LIVES

Item 7.

Next steps and way forward

16:00 – 16:15

OPSI

Way forward for the OECD

- Review the paper in light of today's discussion with a view of articulating a measurement framework that identifies:
  - ❑ Desired use cases
  - ❑ Key topics/areas for benchmarking
  - ❑ Level(s) of analysis
  - ❑ Methods and approaches

- Set up a standing working group as part of the Network of the OPSI National Contact Point to steer the measurement work (participation on voluntary basis), possibly in collaboration with the Working Party of National Experts on Science and Technology Indicators, to:
  - ❑ Develop the framework (as per above)
  - ❑ Develop guidance on how to operationalize the framework
  - ❑ Identify possible pilot projects in MC

- Create a knowledge repository of existing public sector measurement initiatives in MC (including guidelines, tools etc)

- Provide ad hoc support to countries at different stages of their measurement activities

Thank You &
Save the Date!

Next NCP meetings:

26 October 2022 meeting on anticipatory innovation governance

23 November 2022 meeting on mission-oriented innovation