Measuring public sector innovation

SUBTITLE

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Why are we doing this?

The purpose of this work is to:

1

Create a **stock take** of current activities related to public sector measurement, including:

- The purpose or reasons for undertaking the activity
- The level the activity is examining
- What works well, what is not working well, where are there gaps in tools or frameworks

2

Identify opportunities the OECD could support for **improving existing, or creating new frameworks**, or in **adapting tools** for supporting public sector measurement activities at a country level (this could cover different purposes or levels of examination)

3

Identify **3-5 elements or indicators** that would be most useful for cross-country comparability on public sector innovation (this could cover different purposes or levels of examination)

Why is this work important?

- *Support evidence-base policies and better decision-making*
- *Build the case for investment in innovation*
- *Compare alternative courses of action*
- *Demonstrate results and the value of doing things innovatively*
- *Offer high-level political signalling through better international benchmarking*

Where and how can public sector innovation be used?

Public sector measurement can be used in different ways, for example to understand, communicate or inform decisions around:

the drivers for innovation

policy making or services

strengthen the capacity for an individual/organisation/system to use innovation to achieve goals

the impact of innovations

the incidence and type of innovation efforts

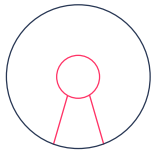
demonstrating the value of investments

process effectiveness or efficiency

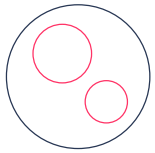
theoretical development

Measuring innovative capacity also allows international benchmarking and comparison, and gives a platform for learning through sharing of leading practices

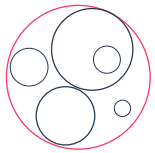
Public sector measurement can also be used to target different levels or systems:



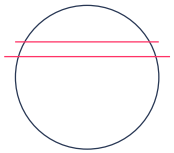
Individuals



organisations or groups of organisations



the public sector system



a specific policy domain, policymaking system

What are the current measurement frameworks and methodologies frameworks being used and why?

There are limited analytical frameworks available for measuring PSI ; While not specifically a framework, the Oslo Manual in its different iterations is a guidance manual to conduct private sector innovation surveys, but has been a topic of interest for its possible adaption in the public sector.

Further, the OECD has developed **the innovation facets model**, which could support measurement activities regarding the balance of types of innovation activities, and the innovative capacity framework, which support measurement activities on the capacity of individuals, organisations or public sector systems to use innovation meaningfully.

However, **both these frameworks would require specific development of measurement tools and methods.**

Measurement methodologies
The primary measurement tools/models used include:

- **structured surveys,**
- **semi-structured surveys,**
- **big data approaches and**
- **case studies / interviews**.

The table on the next slid provides an overview of these models, their disadvantages and advantages including how or where they could be used.

MODE L	Structured questionnaire survey	Semi-structured questionnaire survey	Big data approaches	Case study and interviews
WHAT	A questionnaire that uses a set of standardized questions with a 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
OBJECTIVES	Benchmarking innovation performance and activities Promote and increase engagement on public sector innovation Identifying barriers and drivers of public sector innovation Identifying what kind of innovation is being conducted in the public sector	More in-depth insights Benchmarking innovation performance and activities Promote and increase engagement on public sector innovation Identifying barriers and drivers of public sector innovation Identifying what kind of innovation is being conducted in the public sector	Measuring the number of public sector innovation within a sample	In-depth knowledge on innovation How do innovation drivers lead to a selection of innovation activities How do organisations learn to innovate How do they build innovation capacity
POSSIBLE USAGES	Discussions with national authorities Feeds into policy making Monitoring aspects of public sector innovation (Capacity of individuals, organisations or systems to innovate meaningfully, identifying the drivers for innovation, innovation process effectiveness or efficiency, types of innovations)	More in depth discussions with authorities Feeds into policy making Monitoring aspects of public sector innovation (Capacity of individuals, organisations or systems to innovate meaningfully, identifying the drivers for innovation, innovation process effectiveness or efficiency, types of innovations)	Timely information on the incidence of public sector innovation activities or outputs	In-depth knowledge on a particular topic Impact of certain innovations or innovation efforts Theory development Innovation process effectiveness or efficiency Demonstrating the value of investments Identifying the drivers for innovation
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 Open data Flexibility	In-depth insights Theory development
DISADVANTAGES	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

Possible next steps

1

Use the input from member countries to refine the current paper into a framework that identifies key topics for benchmarking, possible usages / use cases, level of analysis (system, organisational and individual level), methods and approaches.

2

Identify priority usage areas for conducting pilot measurement of public sector innovation and at which level (national or international). For example, this could include tracking system level features that contribute to strengthening the capacity of governments to innovate; or organisation-level measurement of innovation barriers

3

Develop guidance material to inform and operationalise the framework and measurement approaches in collaboration with the OECD NESTI (Network of Experts on Science and Technology Indicators)

4

Explore opportunities to add on and complement existing measurement agendas and indicators in the area of public governance, such as the Open Useful and Reusable Data Index included as part of Government at a Glance, where suited