Global Perspective on how to adopt Innovation into the Public Sector

... perspectives from tiny Singapore

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Public Sector Transformation

The way we live our **lives** is changing because the **world** is changing.
How is Public Service keeping up with such change?

Public Sector Transformation

PST OUTCOMES

One Public Service, Trusted, with Citizens at the Centre

- Lean, agile, digital

- With skilled and adaptable leaders and officers

- Leading globally in service delivery and innovation

Achieving Our Future Singapore with
Ambition, Alignment, Action

Transforming to the Core at 3 Levels

Whole Of Government, Agency, Individual

Whole-of-Government Transformation
- Transform into a Digital Government
- Transform the way we work across agencies
- Transform cross-cutting functions (e.g. HR, Finance, Citizen Engagement)

Agency Transformation
- Drive transformation in agency's area of work
- Redefine operating models, build right capabilities and workforce
- Change management

Individual Transformation
- Every officer proactive in learning new skills, staying nimble, open to take on new jobs
- Every officer an innovator
- Put citizens at the centre, collaborating as needed

◆ **PSD InnoLab**

PSD Innovation Lab – Meet the Lab Rats

PSD Innovation Lab

We're a multidisciplinary team passionate about UNCOVERING HUMAN STORIES behind the challenges we face in the public sector.

Our mission is to help public agencies INJECT HUMAN-CENTRICITY into designing public policies and services.

We facilitate inter-agency as well as government-citizen COLLABORATION and CO-CREATION

We encourage and nurture experimentation to build an INNOVATIVE and RESPONSIVE Public Service

PSD Innovation Lab

We support Public Sector Transformation by promoting **3 Key Innovation Mindsets:**

1. **Empathise** with all stakeholders to better diagnose issues

2. **Collaborate** across agency/department silos and with all stakeholders for holistic and cohesive outcomes

3. **Experiment** to try ideas, test assumptions and gain evidence-based validation for our proposals

◆ Scaling up

PSD Innovation Lab Roles

1. Player-Coach

- Work with agency teams on Whole-of-Government (WOG) projects to frame, experiment and evaluate
- Projects are prioritized according to WOG or Public Sector Transformation (PST) imperatives

2. Convener

- Community of Innovation Directors
- Practitioner Network for deploying practitioners to support Innovation Lab in WOG projects
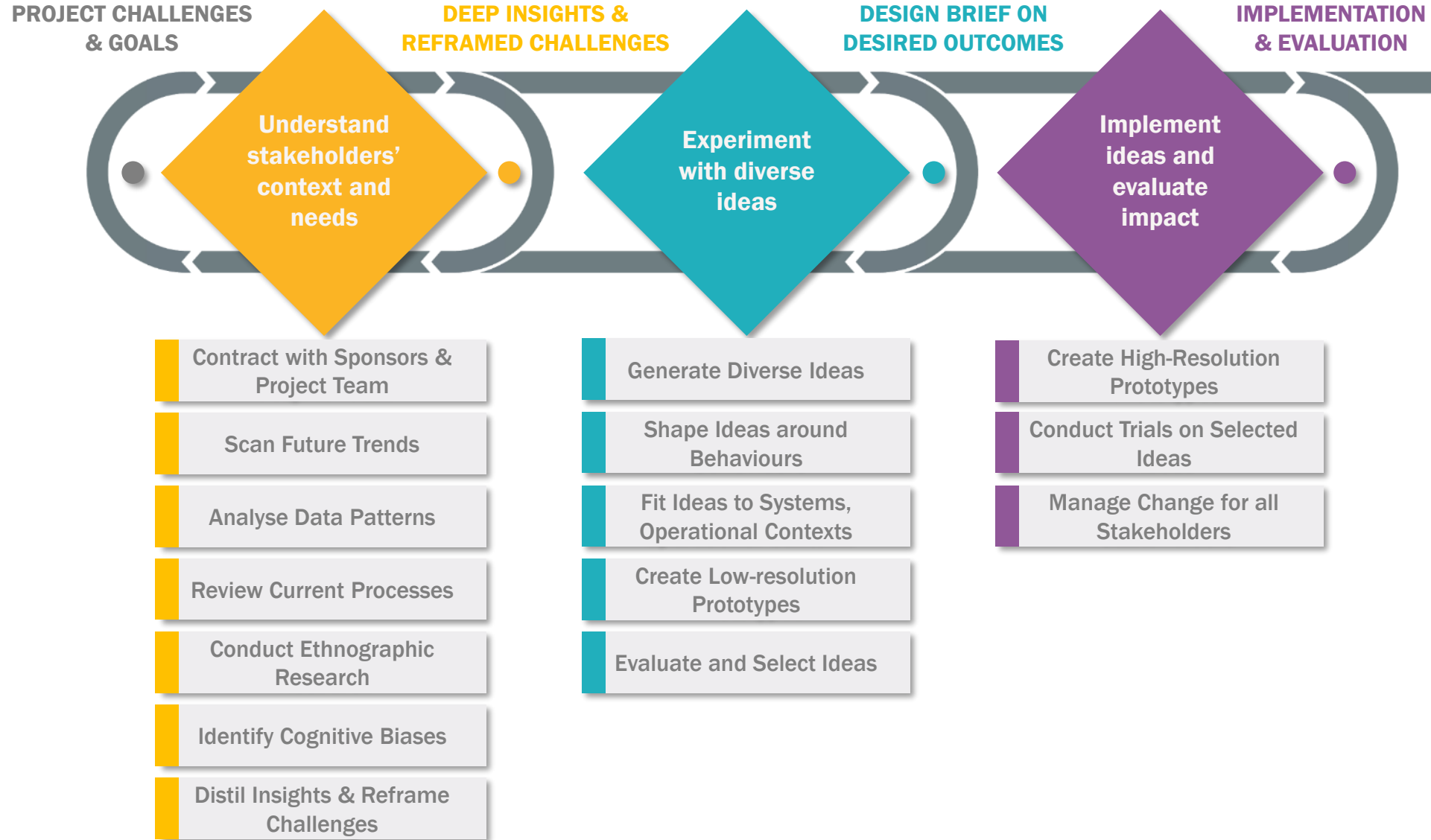- Connect agencies with problem statements to relevant resources/expertise

3. Developer

- Develop and implement strategy for tiered development of Innovation culture and capabilities
- Partner CSC to curate, commission, and/or conduct training to develop a base of basic and advanced practitioners

4. Thought-leader

- Develop resources to mainstream the use of innovation capabilities
- Identify, pilot and integrate emerging innovation capabilities for application in the Public Sector context

Public Service Innovation Process

PROJECT CHALLENGES & GOALS

DEEP INSIGHTS & REFRAMED CHALLENGES

DESIGN BRIEF ON DESIRED OUTCOMES

IMPLEMENTATION & EVALUATION

Understand stakeholders' context and needs

Experiment with diverse ideas

Implement ideas and evaluate impact

Contract with Sponsors & Project Team

Scan Future Trends

Analyse Data Patterns

Review Current Processes

Conduct Ethnographic Research

Identify Cognitive Biases

Distil Insights & Reframe Challenges

Generate Diverse Ideas

Shape Ideas around Behaviours

Fit Ideas to Systems, Operational Contexts

Create Low-resolution Prototypes

Evaluate and Select Ideas

Create High-Resolution Prototypes

Conduct Trials on Selected Ideas

Manage Change for all Stakeholders

Keep sponsors engaged, pay attention to team dynamics, as well as get buy-in and manage change for all stakeholders, throughout the entire process

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The Process behind the Innovation Process
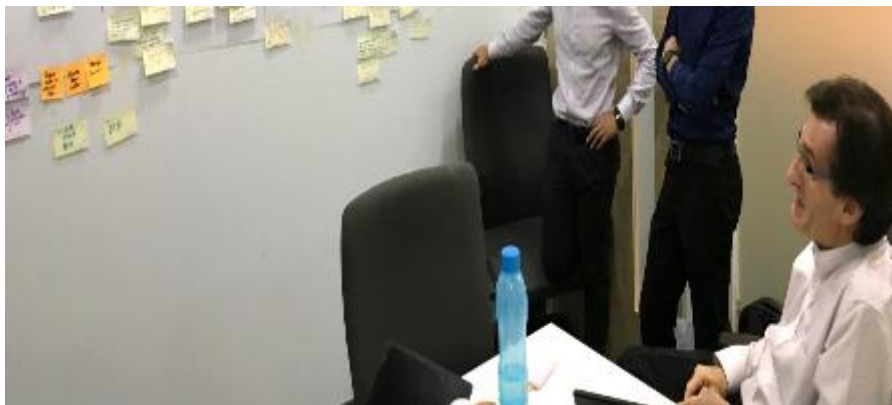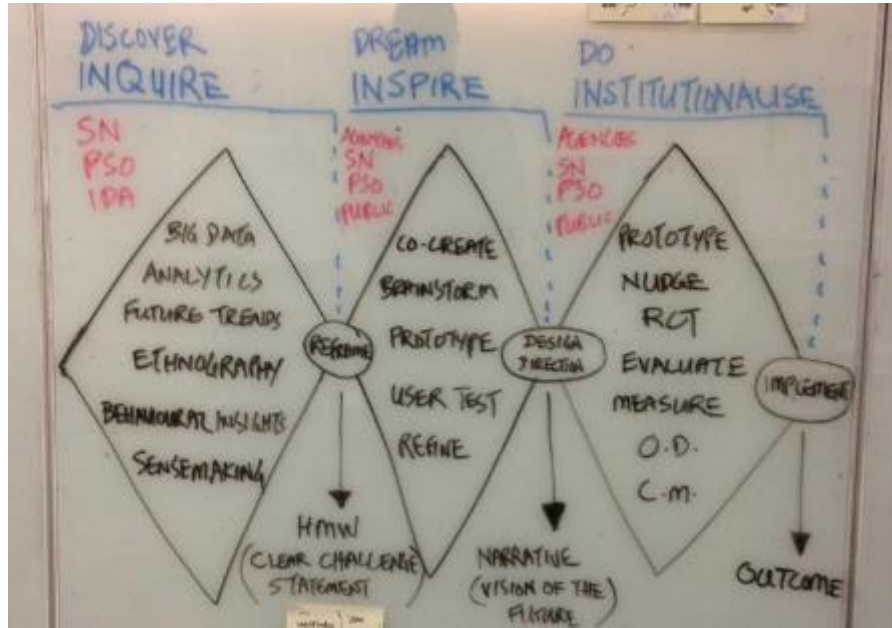
Applying the Innovation Process

oneNLB Service Vision

Future Trends – driving forces & aspirations

Current realities – journeys, processes and pain points

Dream Service Vision

Service Roles and Capabilities

Strategic Workforce Planning

Optimising Technology to support Transformation

Developing an Innovative Public Service

CREATING CAPACITY
Processes & structures that support innovation

BUILDING CAPABILITIES
Coaching/Training officers in suite of innovation tools

INSPIRING A COMMUNITY
Networks for peer sharing and exchange

RECOGNISING CHAMPIONS
Platforms for recognising innovative officers

Developing an Innovative Public Service

CREATING CAPACITY

- Rethinking our rules via an **Internal Rules Review**

- Scan of **Game-changing HR Policies and Practices**

- Appointing an **Innovation Director** in every agency

- **Convening officers to tackle inter-agency issues** via commissioned teams structure and organising innovation workshops

Developing an Innovative Public Service

INSPIRING A COMMUNITY

- The quarterly gathering for **Communities of Innovation Directors and Practitioners** allows peer sharing of innovation initiatives
- Continue efforts to build and sustain **specialist communities**, e.g. Innovation practitioners (Design Thinking, Behavioural Insights)
- **Workplace by Facebook** as a major enabler of digital communities of public officers

workplace
by **facebook**

Developing an Innovative Public Service

RECOGNISING CHAMPIONS

- **Agency-level awards and the annual Public Sector Transformation Awards** recognise officers' innovativeness

- Recognising innovators and celebrating innovation via **mass communications channels** (Service-wide emails and Workplace posts)
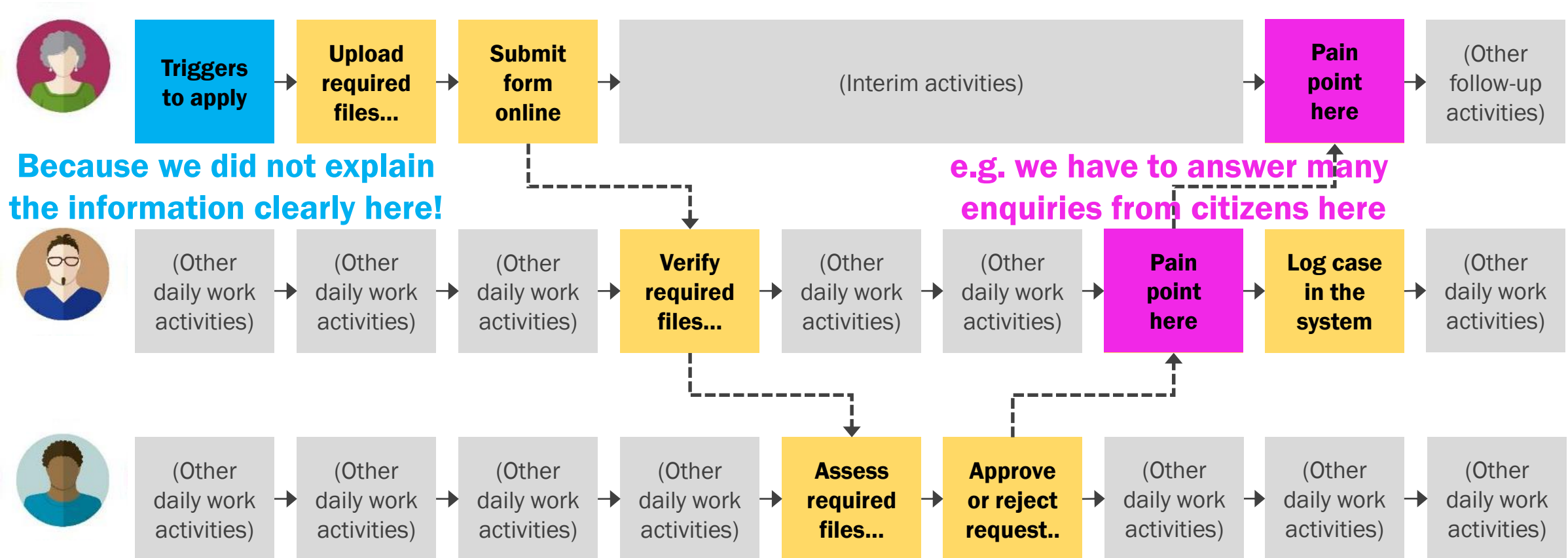
Developing an Innovative Public Service

- **Million Hours Challenge** mass movement focused on upgrading officers' innovation capabilities (e.g. how to perform a Service Journey)

- Providing **training courses to officers on innovation capabilities** such as data analytics, design thinking and behavioural insights

- **Innovation Lab** to build up innovation capabilities from the centre, with a common language for innovation across the Service
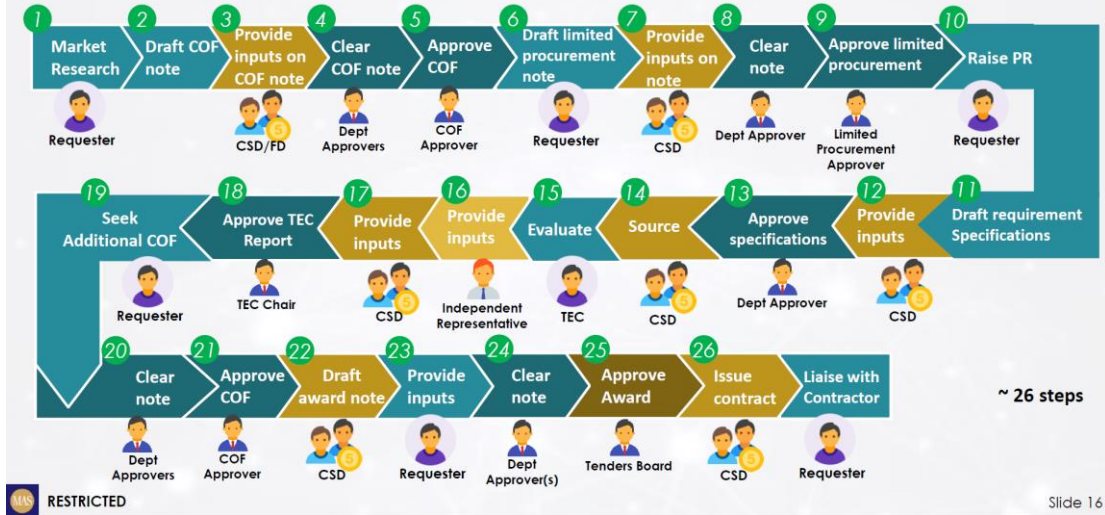

BUILDING CAPABILITIES
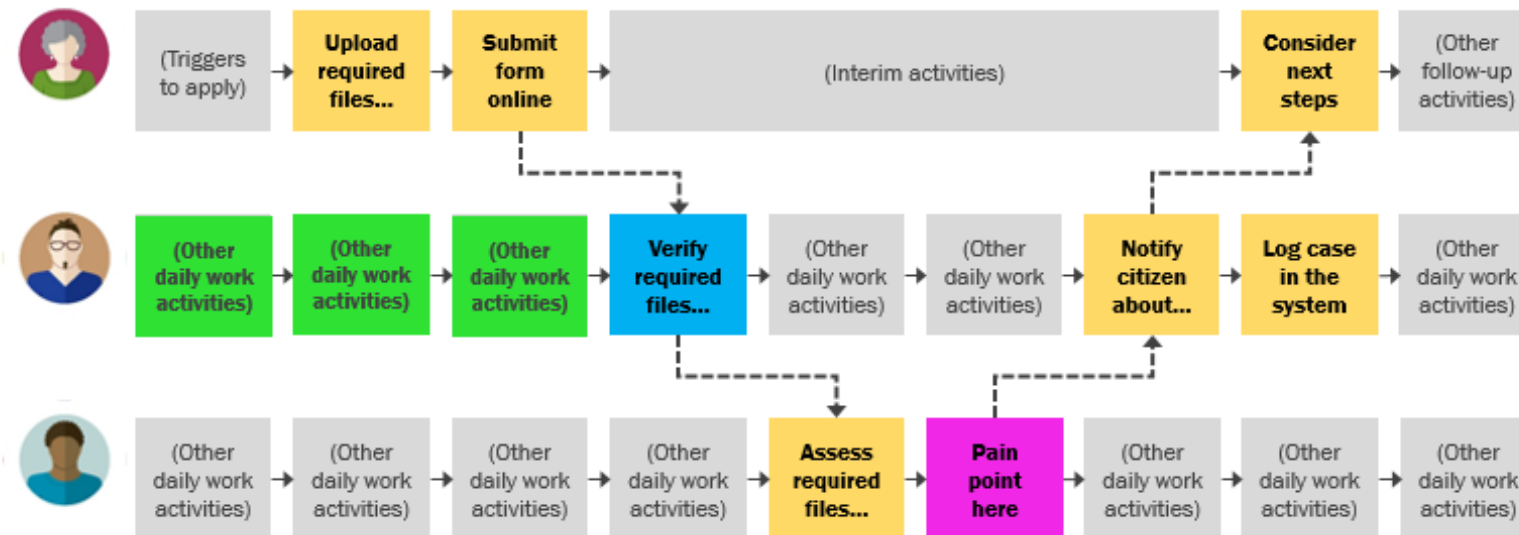
Service Journey / Regulatory Reviews

Finding connections across issues, identify root causes, uncover opportunities

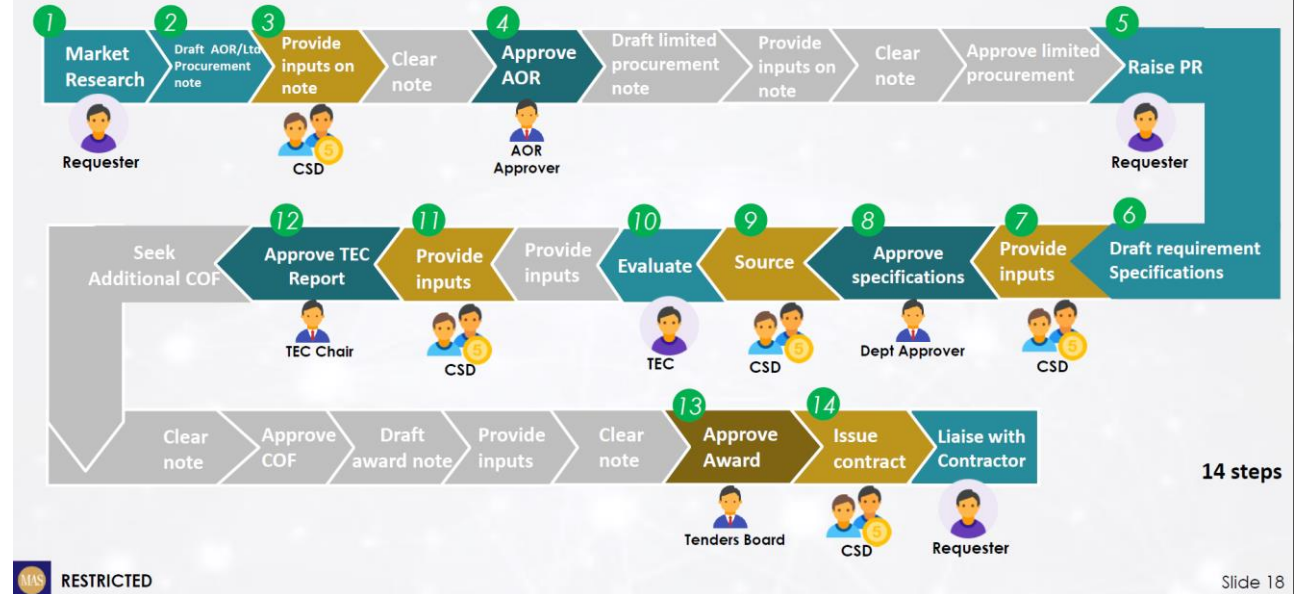**Because we did not explain the information clearly here!**

e.g. we have to answer many enquiries from citizens here

Row 1: Triggers to apply → Upload required files… → Submit form online → (Interim activities) → Pain point here → (Other follow-up activities)

Row 2: (Other daily work activities) → (Other daily work activities) → (Other daily work activities) → Verify required files… → (Other daily work activities) → (Other daily work activities) → Pain point here → Log case in the system → (Other daily work activities)

Row 3: (Other daily work activities) → (Other daily work activities) → (Other daily work activities) → (Other daily work activities) → Assess required files… → Approve or reject request.. → (Other daily work activities) → (Other daily work activities) → (Other daily work activities)

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Service Journey / Regulatory Reviews (example)

How do you create a culture of innovation?
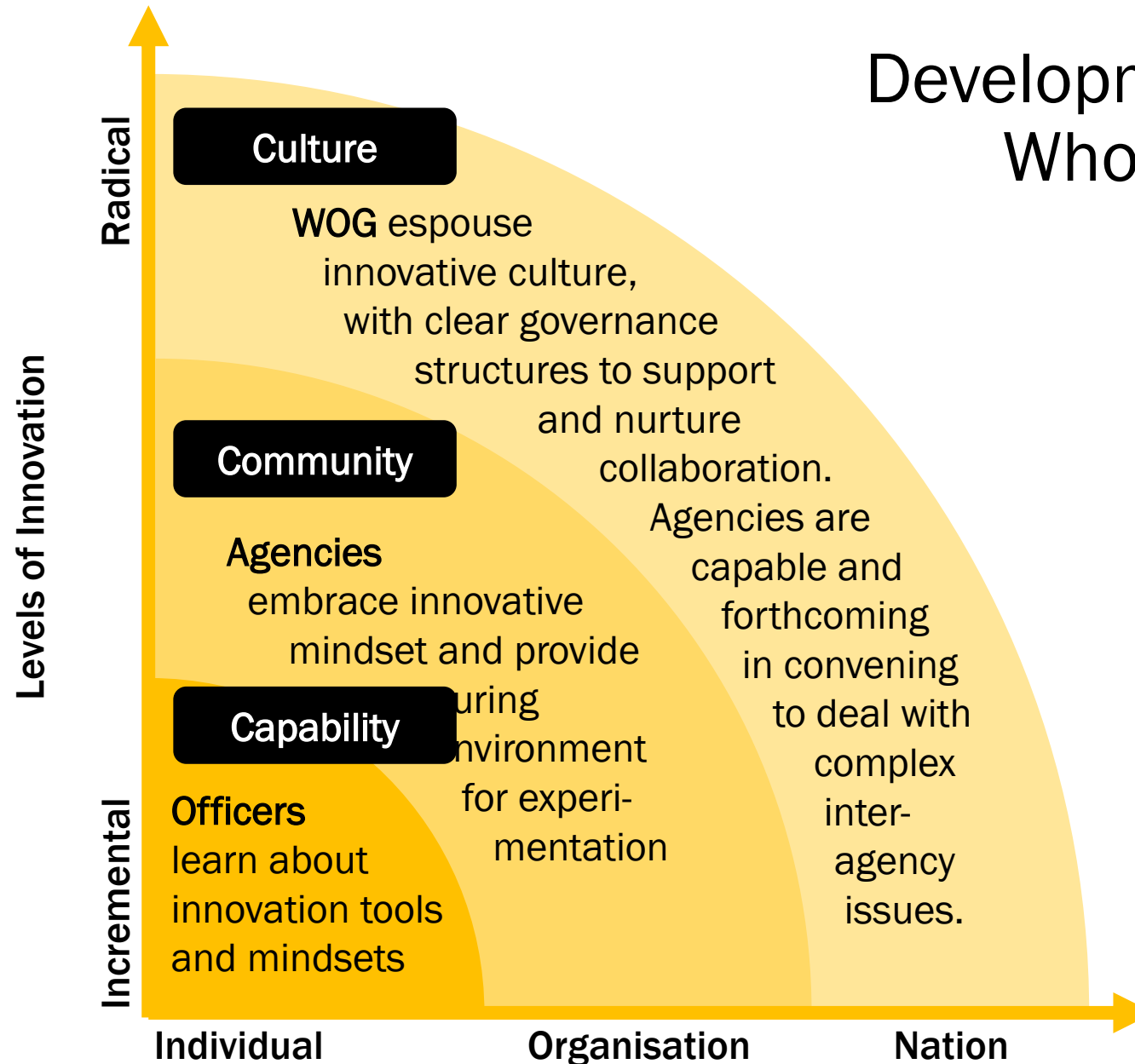
Developmental phases for Whole-of-Government Innovation

Levels of Innovation

Radical

Culture

WOG espouse innovative culture, with clear governance structures to support and nurture collaboration. Agencies are capable and forthcoming in convening to deal with complex inter-agency issues.

Community

Agencies embrace innovative mindset and provide nurturing environment for experi-mentation

Capability

Officers learn about innovation tools and mindsets

Incremental

Individual   Organisation   Nation

Important Considerations

- For innovation projects to have any chance of success, **CHANGE MANAGEMENT** and people-centric **ENGAGEMENT** are critical

- **EVERYONE** involved in the project idea, from a Frontline staff all the way to the top Leaders, must be engaged to ensure buy-in, support and sponsorship

- Develop a **GOVERNANCE** structure to map out stakeholder responsibilities, accountabilities, timelines and deliverables

- Design competencies are gained through hands-on experience by the **OFFICERS**, not via consultants or courses

◆ **Questions?**

Thank you!

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