



# TOWARDS PUBLIC SERVICE LEADERSHIP AND CAPABILITY FOR SUSTAINABLE GOVERNANCE

International HRM conference  
Ministry of Personnel Management  
Seoul, Korea

2 November 2018

Edwin Lau  
Public Governance Directorate, OECD

# What challenges are our public services facing?

*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. The following are some of the key drivers for change.*

01

## CHANGING FUNCTIONS

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

02

## RUNNING 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-makers, governments have to have experiential knowledge of innovation; they cannot wait for the answers to be given to them*

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 A CORE COMPETENCY

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

# The public sector has to do more than multi-task!

## Delivering on today

mission-oriented public sector innovation



## Delivering on tomorrow

anticipatory innovation

## Ensuring constant readiness

engaging with new ideas, new methods and new ways of working and delivering



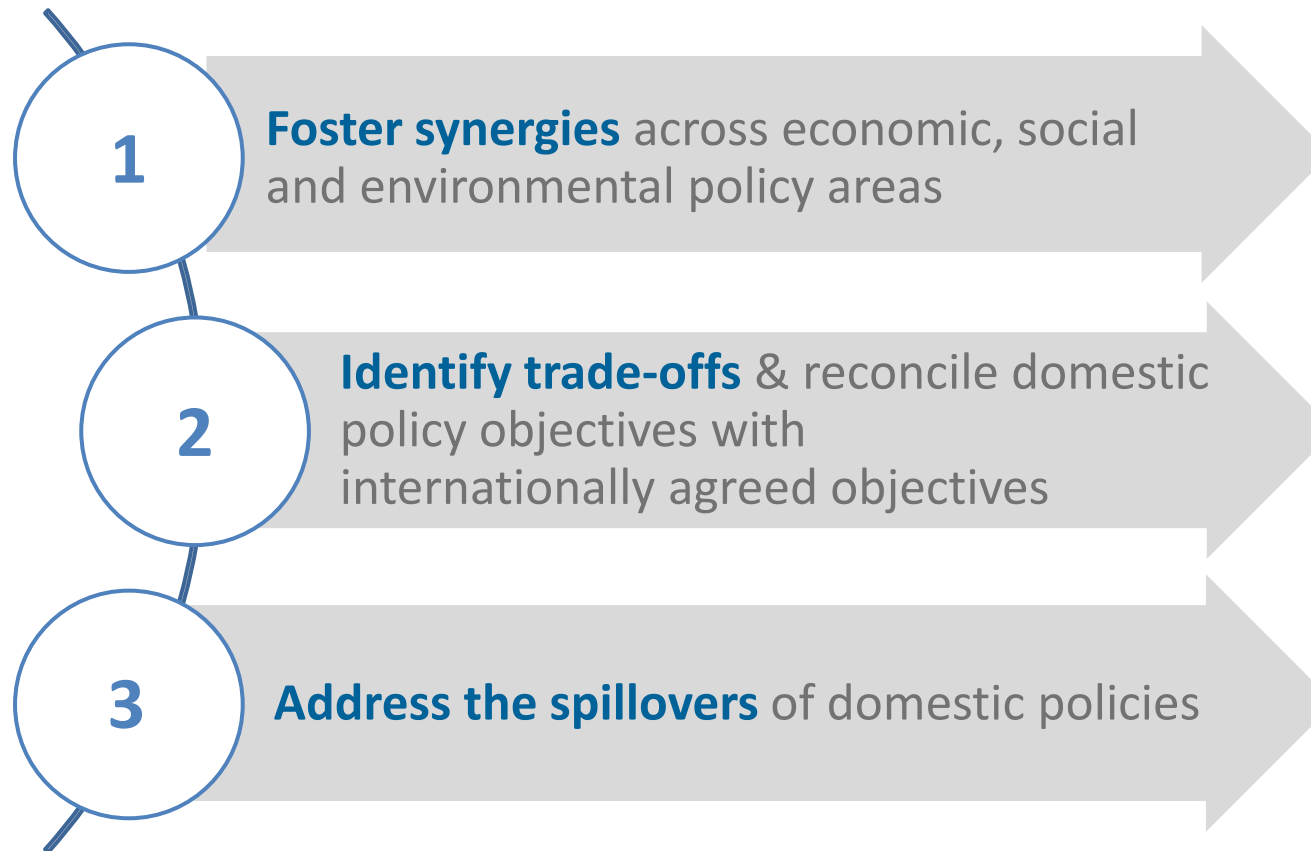
# DELIVERING ON TODAY'S COMPLEX CHALLENGES



# Envisaging outcomes: the 2030 Agenda for Sustainable Development

**Policy coherence for sustainable development (PCSD)** is an approach and policy tool to integrate the economic, social, environmental dimensions of sustainable development at all stages of domestic and international policy making.

Main Objectives





# Building civil servants' capabilities to implement SDGs





# Ensuring a public service that is professional, strategic and innovative

	Policy Development	Working with Citizens	Commissioning and Contracting	Managing through Networks
Professional	basic building blocks of civil service professions <i>e.g. economists, lawyers, statisticians, political scientists, policy experts, and communications specialists.</i>			
Strategic	skills that enable professionals to create impact and improve public value for their citizens and clients <i>e.g. future-oriented and evidence-based problem solving; risk management, foresight and resilience</i>			
Innovation	skills to redesign the tools of governance <i>to develop novel solutions to persistent and emergent policy challenges</i>			



# ANTICIPATING TOMORROW'S CHALLENGES



# How are governments innovating to address unprecedented challenges?

The OECD Observatory of Public Sector Innovation (OPSI) and the UAE Centre for Government Innovation have conducted a global review of government innovation trends. Drawing on extensive research, and a global Call for Innovations, the report highlights key trends and case studies.

**276**  
submissions  
from 58 countries

**10**

featured as case studies in this review

**Key trends in public innovation identified through this review**



**Building digital identities as a foundation for new services, supporting people and businesses to express their unique identities, and spurring new discussions on national identity.**



Systems  
approaches and  
enablers

**Embracing systems approaches to lead a paradigm shift in how services are provided, transforming and re-aligning the underlying processes and methods of the business of government.**



Inclusiveness  
and vulnerable  
populations

**Fostering better conditions for all people in order to address complex current and future problems, and to create a world where everyone has access to opportunities for a better life.**

# Building Innovation Capacity

The Observatory of Public Sector Innovation exists since 2013 at the OECD.  
2016 a team was assembled to build up different work-streams of the Observatory.  
OPSI works with close partnership with the European Commission.

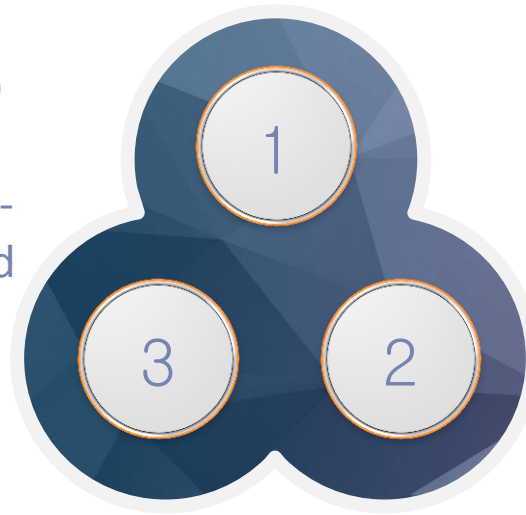
## UNCOVERING WHAT IS NEXT

Identifying innovative practices at the edge of government and providing insights into what they mean for government.  
E.g., OPSI platform of public sector updates, biannual updates from OECD member countries, Global Innovation Review



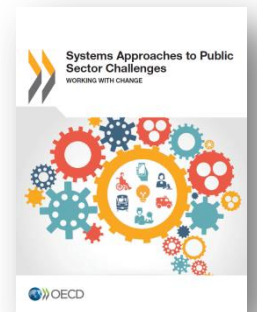
## PROVIDING TRUSTED ADVICE TO FOSTER INNOVATION

Identifying contextual and system-specific barriers to innovation, and supporting countries in finding ways to overcome them.  
E.g., public sector innovation review of Canada, advice on specific projects (UAE, Latvia, Slovenia etc.)



## TURNING THE NEW INTO NORMAL

Investigating the frameworks, skills, and methods to unlock creativity and innovation, and helping embed them in the day-to-day work of public servants.  
E.g., OPSI skills framework, innovation lifecycle studies, systems thinking workshops

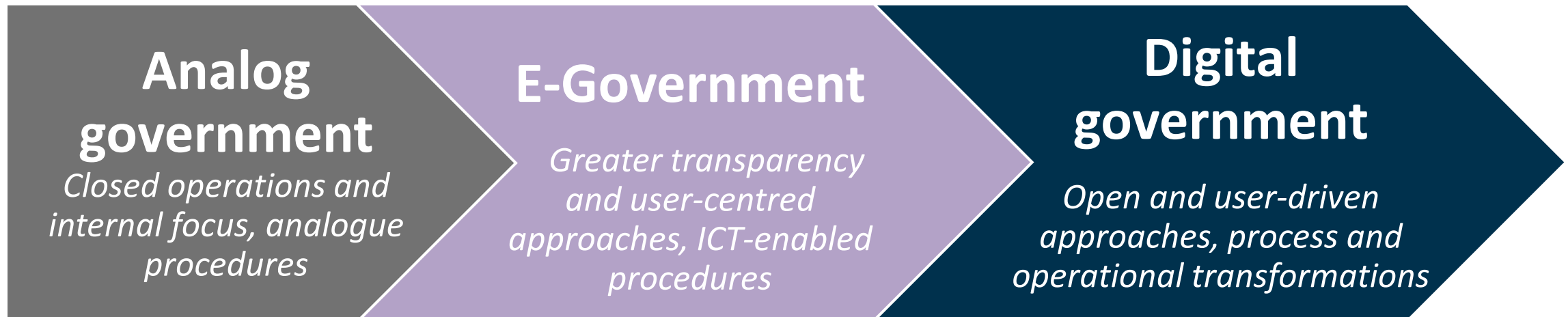




# Digital Skills for Government Transformation

## Digital transformation of the public sector

Strategic use of technologies and data to deliver public value





ENSURING THAT THE PUBLIC  
SERVICE IS ALWAYS READY

# Tactics for systems change

*TO CREATE THE POSSIBILITY TO INITIATE AND CARRY OUT PROJECTS FOR SYSTEMS CHANGE IN THE PUBLIC SECTOR*



## PEOPLE

*Combining a diverse set of people:  
“If you know everyone in the room: you will fail”*



## PLACE

*Creating the neutral space to deliberate and set back from the everyday system*



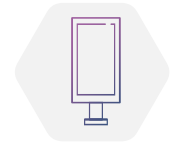
## DWELLING

*Creating the time and conditions to think and deliberate on the end purpose*



## CONNECTING

*Connecting to all stakeholders to both inform the process and form advocacy coalitions*



## FRAMING

*Framing the issue based on the outcome/purpose (public value) not existing system structures*



## DESIGNING

*Based on the analysis before, designing solutions that may have systemic effects*



## EXPERIMENTING

*Reducing uncertainty by experimenting on a smaller scale with different solutions and clear action plans*



## PROTOTYPING

*Creating a prototype for scale that can be tested by diverse populations*



## STEWARDING

*Guiding and supporting the process by both creating the resources and political backing for change*

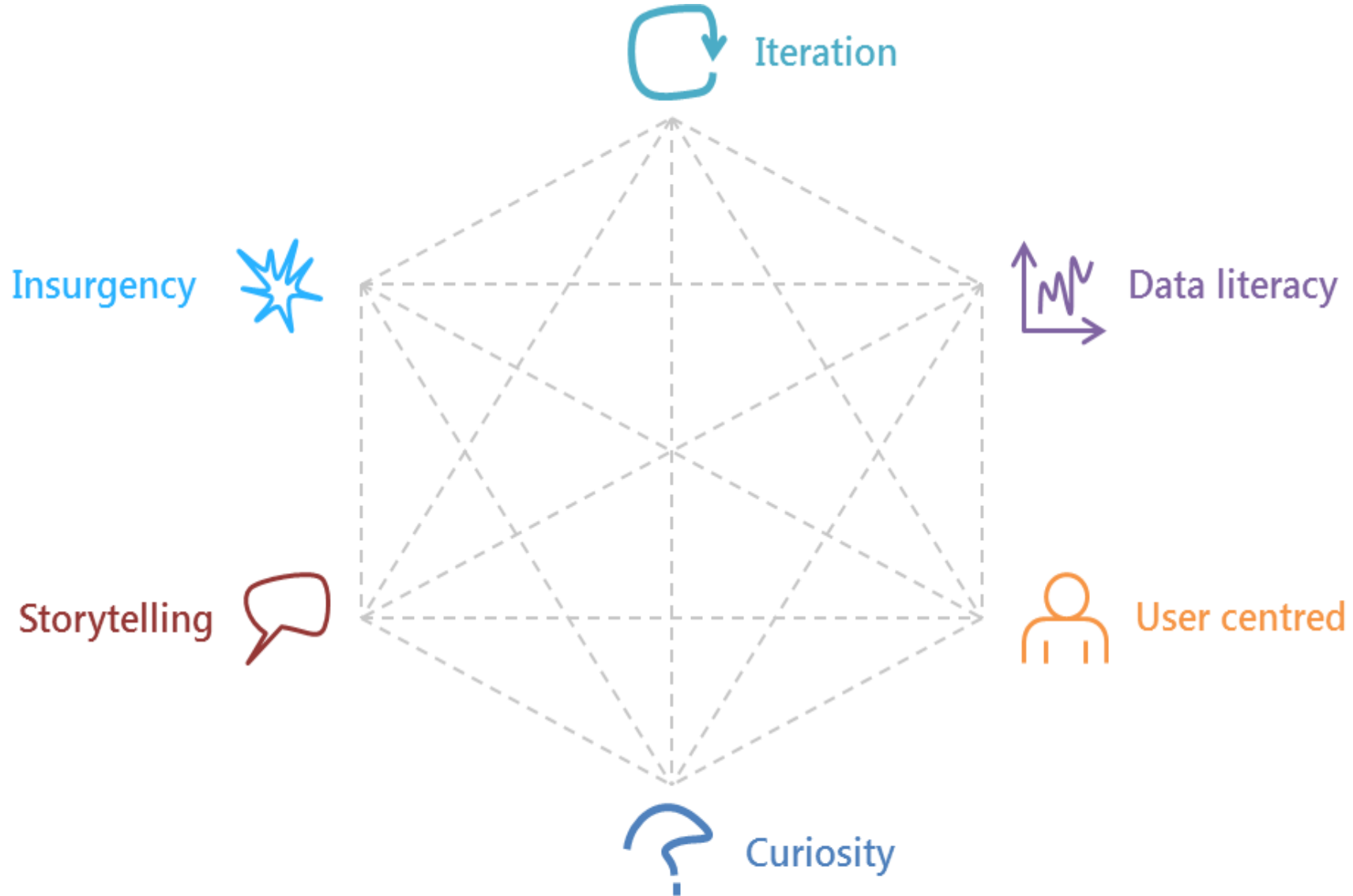


## MEANINGFUL MEASUREMENT

*Measuring the effects based on the outcomes wanted to achieve, not proxies*



# 6 Skills areas for public sector innovation



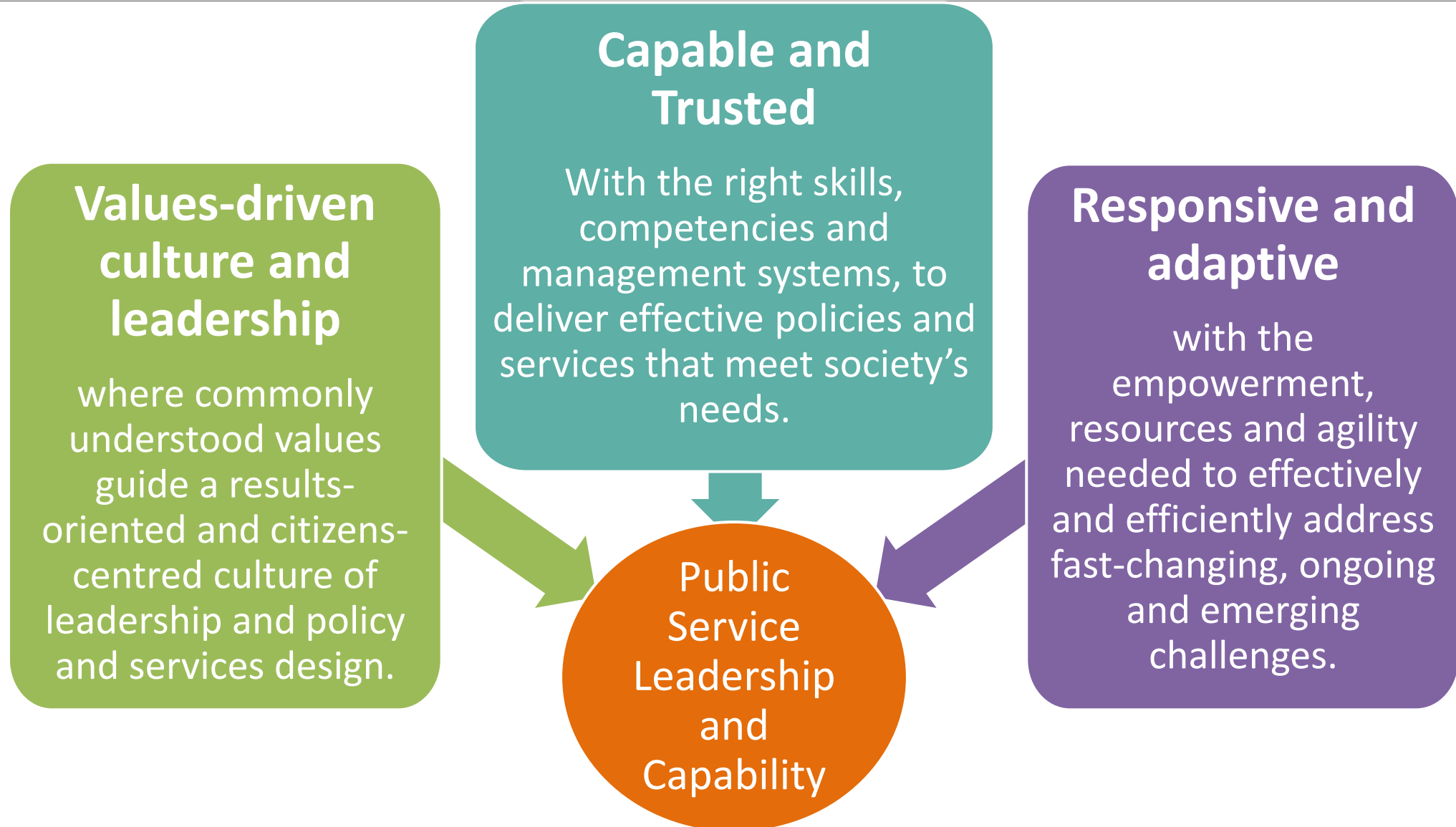


# But skills alone are not enough





# Towards an OECD Recommendation on Public Service Leadership and Capability







감사합니다  
**THANK YOU!**

@Elaugov  
[www.oecd.org/gov](http://www.oecd.org/gov)