Public Service DELIVERY & Human resources management

Trends & challenges towards innovative public services

Present by

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KEY POINTS OF THE PRESENTATION

1. Goal reminder
2. Conceptual Framework: alpha version
3. Work process and data collection
4. Definitions
5. HRM trends, results and corresponding Bundles
6. PSD trends, results and corresponding Bundles
7. Conceptual Framework: beta version
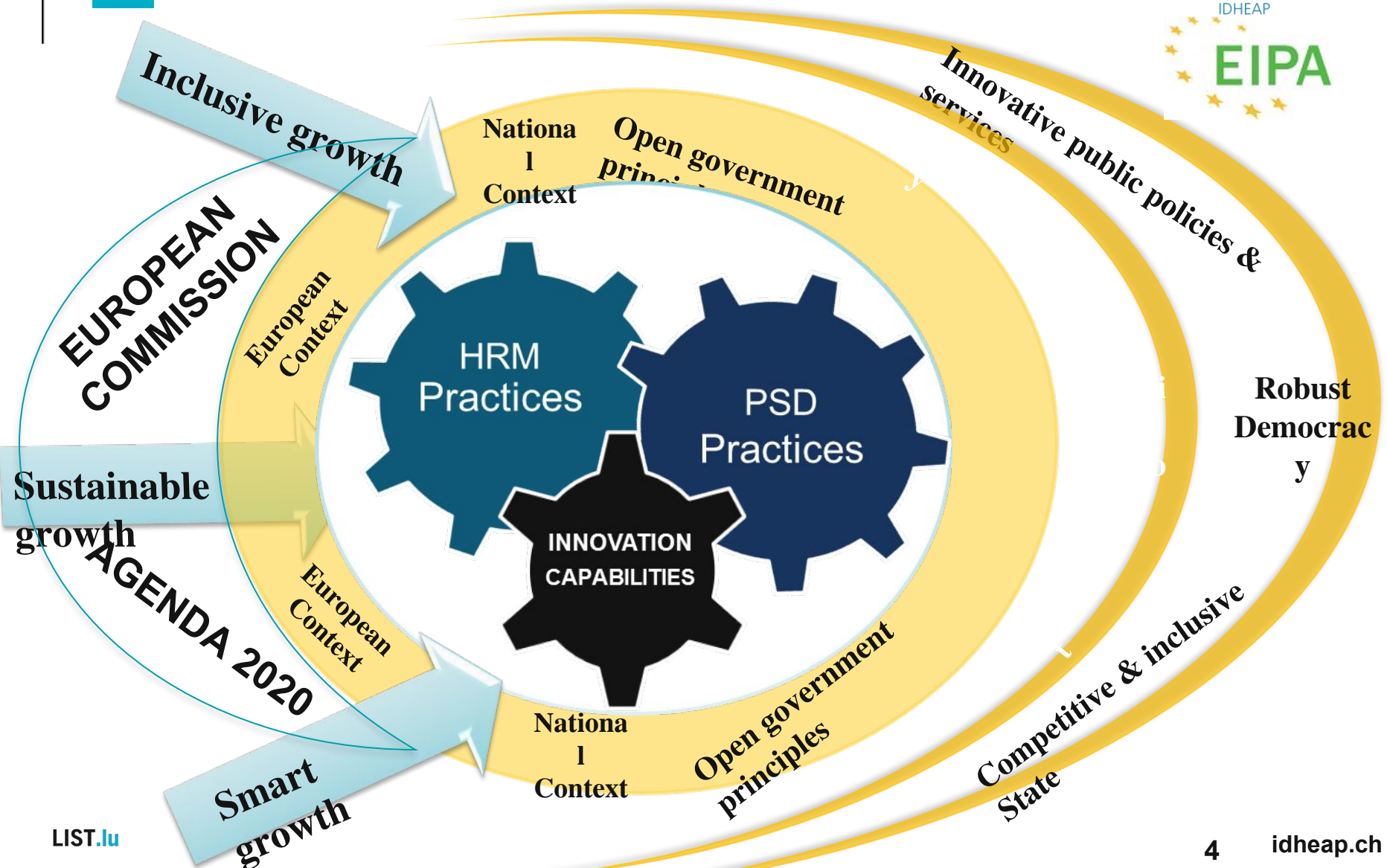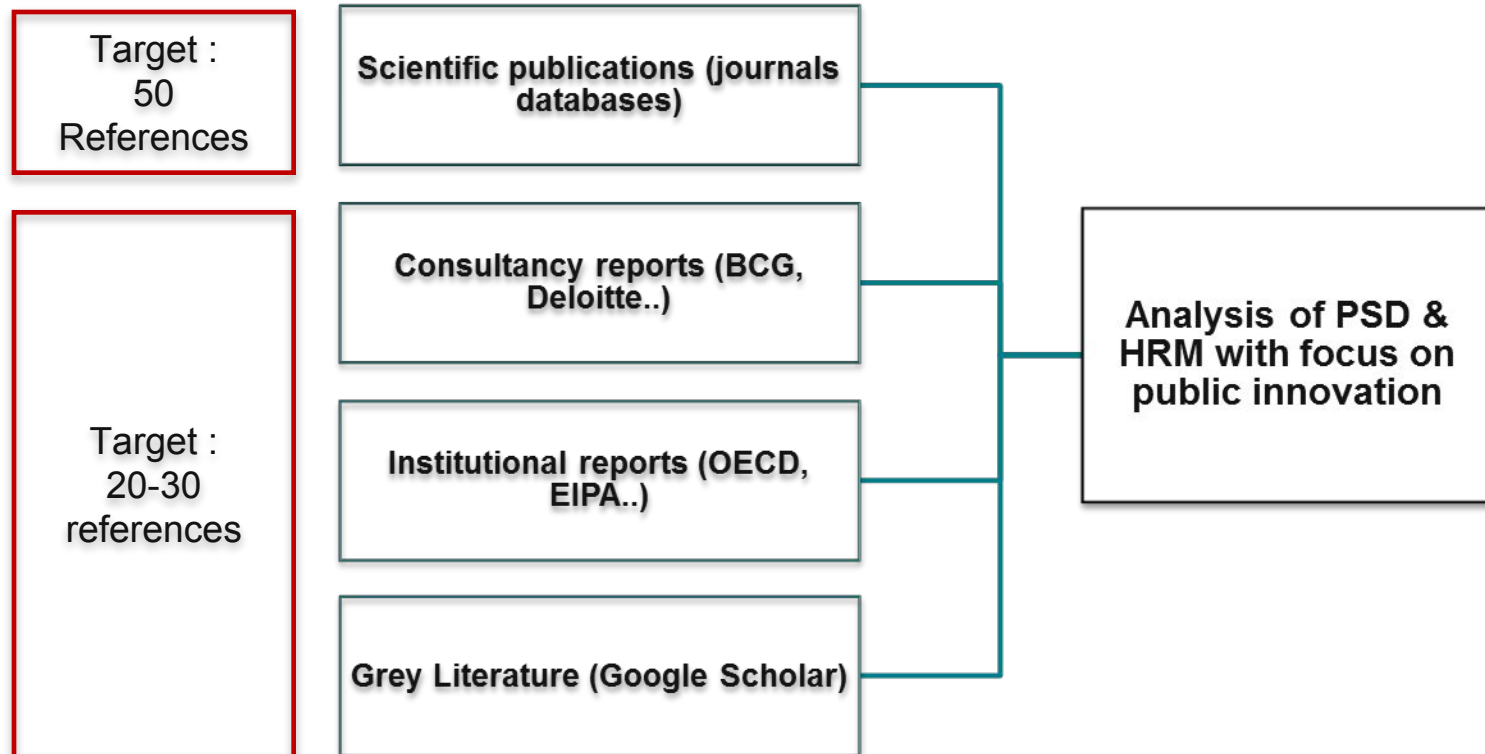8. Selection and template for the inspiring practices

1. GOAL REMINDER

- **General ambition** : identify the main trends and challenges regarding public sector's innovation capabilities, with a specific focus on HRM (made by IDHEAP) and PSD (made by LIST). Illustration through so-called "inspiring practices"

- **Additional Factors to be considered**: trust and transparency as key features of an open government framework

- **Key Deliverables:**

  1. **State of the art : Summary of the main trends and challenges in PSD & HRM, with a specific focus on innovation (first draft end of May)**

  2. **Input for Data collection of inspiring practices (selection criteria and template (end of June)**

  3. Identification and description of 10 inspiring practices (5 x PSD and 5 x HRM), with prerequisite and success factors (mid-September (EIPA))

  4. List of common & specific priorities in Europe for the next 5 years in terms of recommendations in the two key topics (Full report by end of November)

- **Alpha version – initial modelisation**

3. WORK PROCESS OF DATA COLLECTION

Target :
50
References

Scientific publications (journals databases)

Target :
20-30
references

Consultancy reports (BCG, Deloitte..)

Institutional reports (OECD, EIPA..)

Grey Literature (Google Scholar)
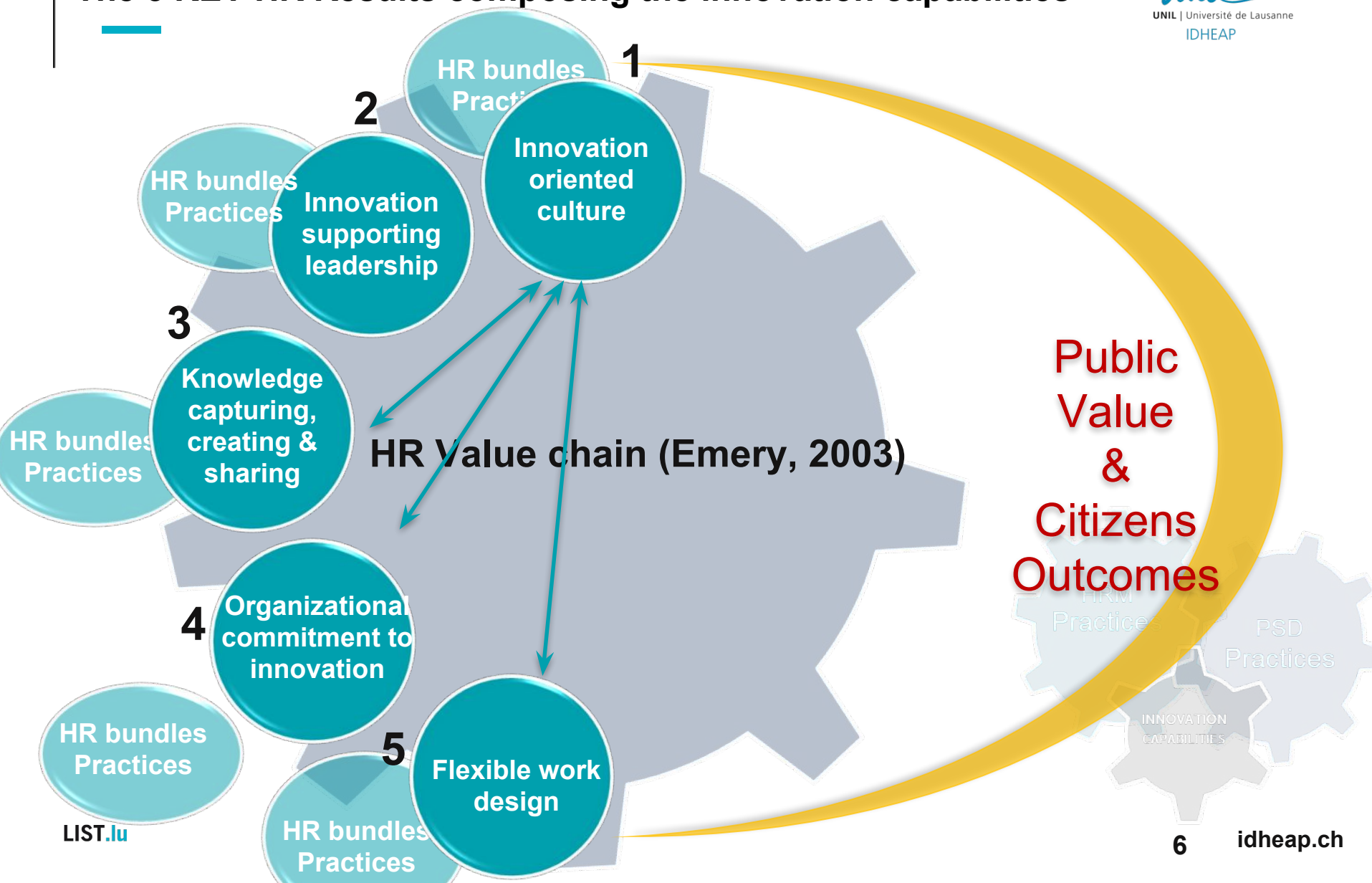
Analysis of PSD & HRM with focus on public innovation

 A total of 70-80 references for both topics:
-Performance and strategic management, Resource Based View
-Organizational and innovation capabilities
-Innovation in the public sector in general
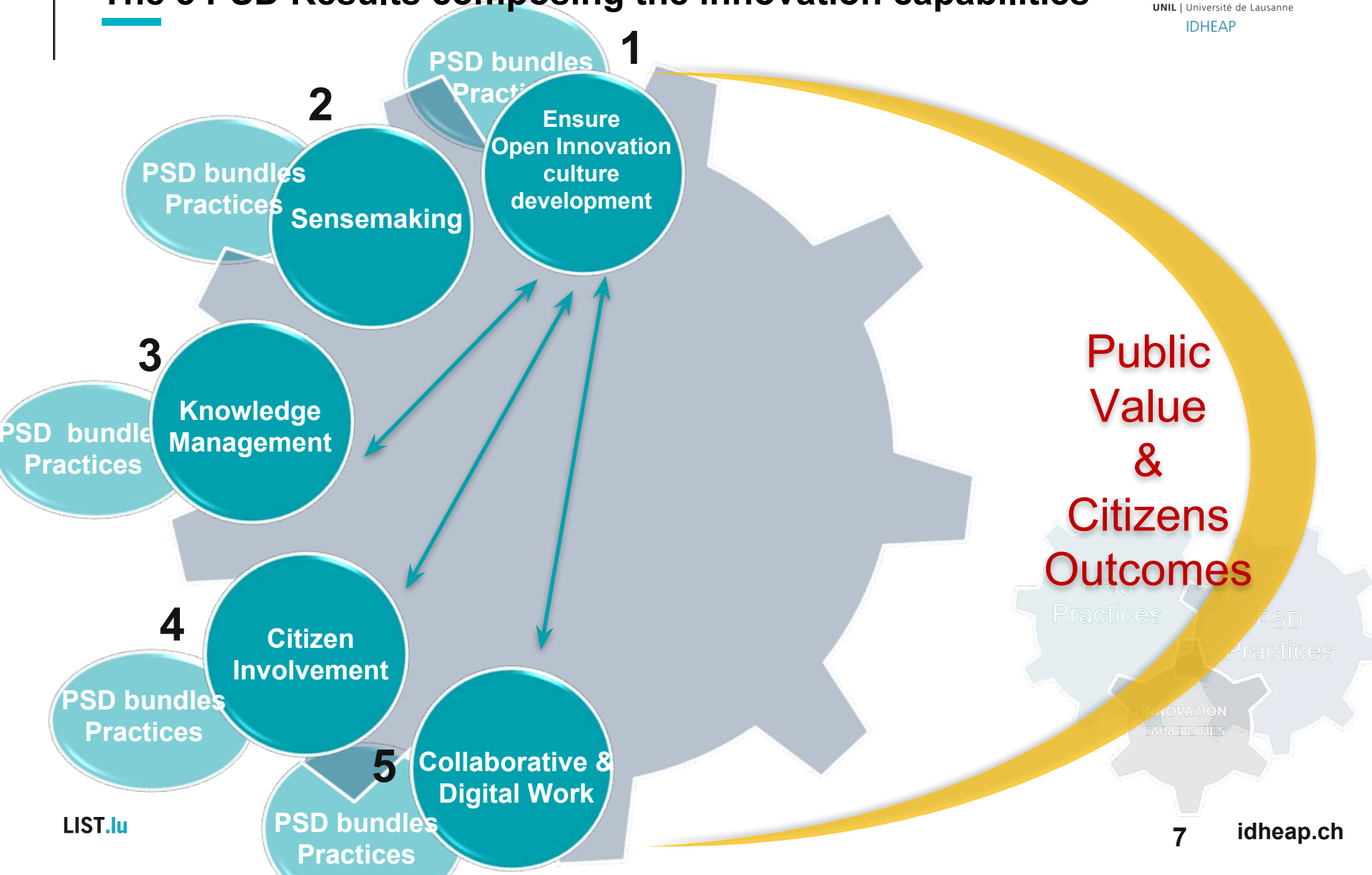-PSD & HRM
-Trust and transparency, open government

The 5 KEY HR Results composing the innovation capabilities

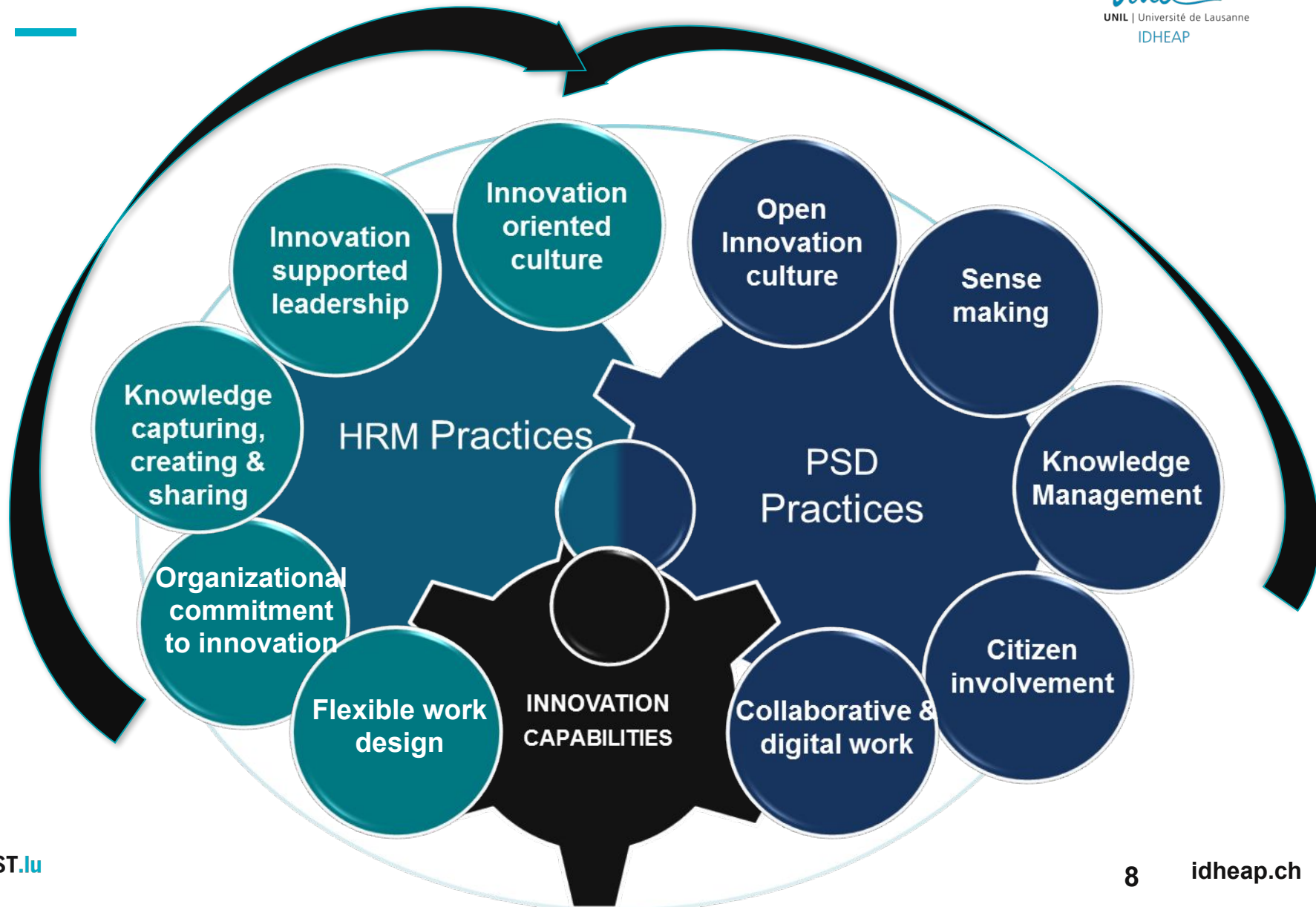1 HR bundles Practices — Innovation oriented culture

2 HR bundles Practices — Innovation supporting leadership

3 HR bundles Practices — Knowledge capturing, creating & sharing

4 HR bundles Practices — Organizational commitment to innovation

5 HR bundles Practices — Flexible work design

HR Value chain (Emery, 2003)

Public Value & Citizens Outcomes

LIST.lu

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The 5 PSD Results composing the innovation capabilities

1 **PSD bundles Practices**

Ensure Open Innovation culture development

2 **PSD bundles Practices**

Sensemaking

3 **PSD bundles Practices**

Knowledge Management

4 **PSD bundles Practices**

Citizen Involvement

5 **PSD bundles Practices**

Collaborative & Digital Work

Public Value & Citizens Outcomes

8. WORK PROCESS OF DATA COLLECTION FOR INSPIRING PRACTICES

Selection criteria & template for the inspiring practices

Notion of "**Bundles**" as a key lever of innovation (capabilities)
- HR or PSD practices have to be considered as bundles, not individually
- HR or PSD bundles are composed of mutually reinforcing HR or PSD practices which, as a whole, represent a unique set (configuration) **leading to increased** HR or PSD **results**

Each HRM **bundle** has to be related to a PSD **counterpart** so as to address the corresponding result:
- Both have to work in **close connection** in order to developp the organization's innovation capabilitites,
- One HRM bundle with the "corresponding" PSD bundle; According to the underlying idea that a specific set of HRM practices aligned to a set of PSD practices is intended to **boost innovation and ultimately deliver public value and citizen outcomes**

THE 10 INSPIRING PRACTICES should cover all 10 bundles:
- Each of them is first to be illustrative of one specific bundle,
- It should consider the corresponding counterpart,
- It should check for potential links to the eight remaining bundles
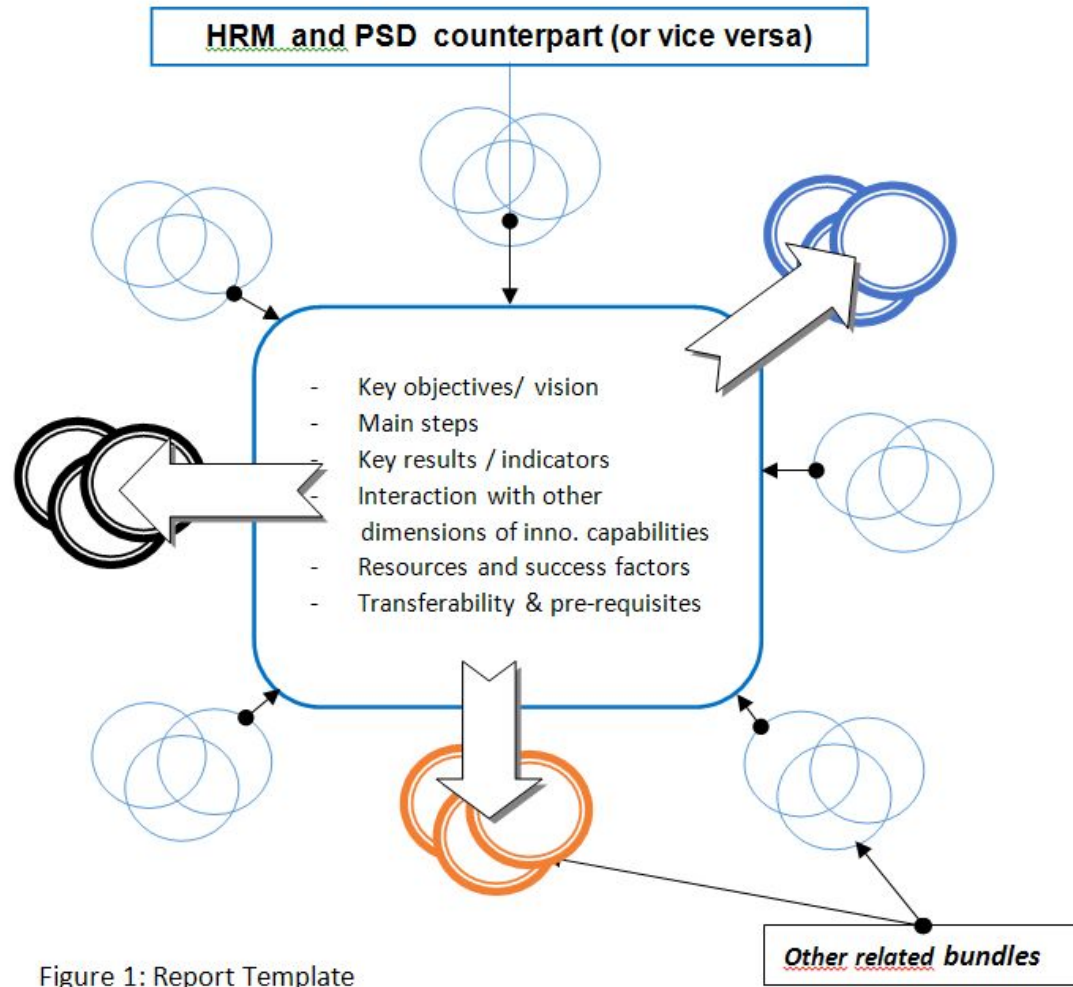
Figure 1: Report Template

8. WORK PROCESS OF DATA COLLECTION FOR INSPIRING PRACTICES

Additional criteria

- Inspiring, creative and displaying uncommon ideas

- Proven impact/results

- Sustainable; Specifically the propensity of the practice to be long lasting instead of being a short-term, one shot, change.

- Cost/ return on Investment (ROI).

- Implementation scope: the whole organization should be (ideally) targeted and not only one team or subunit.

- Adaptable/transferable. The possibility for the project to be considered as a good example for other organizations