



# Workshop on Public Sector Innovation and Knowledge Management

**D. Brian Marson**  
APO International Technical Advisor

**OPDC**

Office of the Public Sector  
Development Commission

# WORKSHOP SUMMARY

- **The APO Models of Knowledge Management and Innovation**
- **KM Tools for Knowledge Creation**
- **The Five Steps in Implementing KM**
- **KM and Innovation: Canada Case Study**
- **Promoting Innovation in the Thai Public Sector**

# What is Knowledge?

## WHAT IS KNOWLEDGE?

- Examples of definitions by key leading management experts:
  - *by becoming grounds for action, or by making an individual (or an institution) capable of different or more effective action” – Peter F. Drucker*
  - *“Knowledge is information in action” – Carla O’Dell, C. Jackson Grayson and Nilly O’Dell Essaides*
- KM experts share one common belief - **knowledge increases personal and organizational capacity for effective action.**

# Comparing Tacit and Explicit Knowledge

e.g. How do I get from this hotel to the Airport

Download a map and driving directions from Google

Documents

Procedures

Manuals

Policies/Rules

Practices

Systems

Skills

Experience

Mind of Individual

Explicit Knowledge



Tacit Knowledge

Ask someone who has made the trip before, for directions

# What is Knowledge Management?

**The APO has defined KM as follows:**



***“KM is an integrated approach of creating, sharing, and applying knowledge to enhance organizational productivity, profitability and growth.”***



***“Knowledge Management is the discipline of enabling individuals, teams, and entire organizations to collectively and systematically create, share, and apply knowledge to better achieve their objectives.”***

- **An Integrated approach**

KM is a holistic approach that involves multi-disciplinary systems to make it work. For example; commitment and direction setting from leaders, involvement of employees (owners of knowledge) at all levels from key functional units, and support from the IT system to enhance knowledge transfer and accessibility, etc.

# Knowledge Management Tools (APO)

## Non-IT Methods and Tools

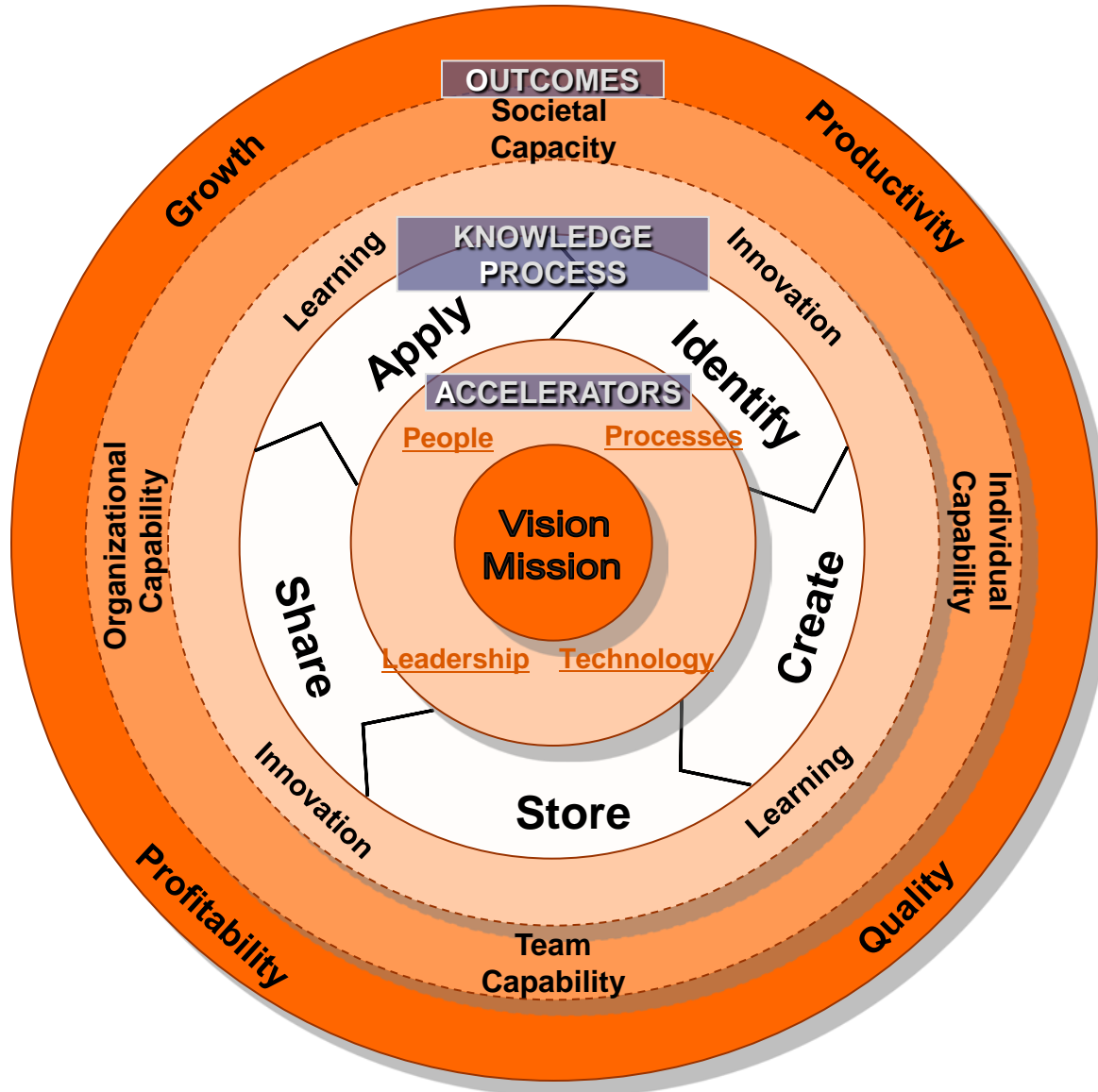
1. Brainstorming
2. Learning and Idea Capture
3. Peer Assist
4. **Learning Reviews/Study Tours/Action Research**
5. After Action Review
6. Storytelling
7. Collaborative Physical Workspace
8. APO Knowledge Management Assessment Tool
9. Knowledge Café
10. **Communities of Practice**
11. **Taxonomy**

## IT Methods and Tools

12. **Document Libraries leading to a Document Management System**
13. **Knowledge Bases (Wikis, etc.)**
14. Blogs
15. Social Network Services
16. Voice and Voice-over-Internet Protocol (VOIP)
17. **Advanced Search Tools**
18. **Building Knowledge Clusters**
19. **Expert Locator**
20. Collaborative Virtual Workspaces

# APO KM Framework

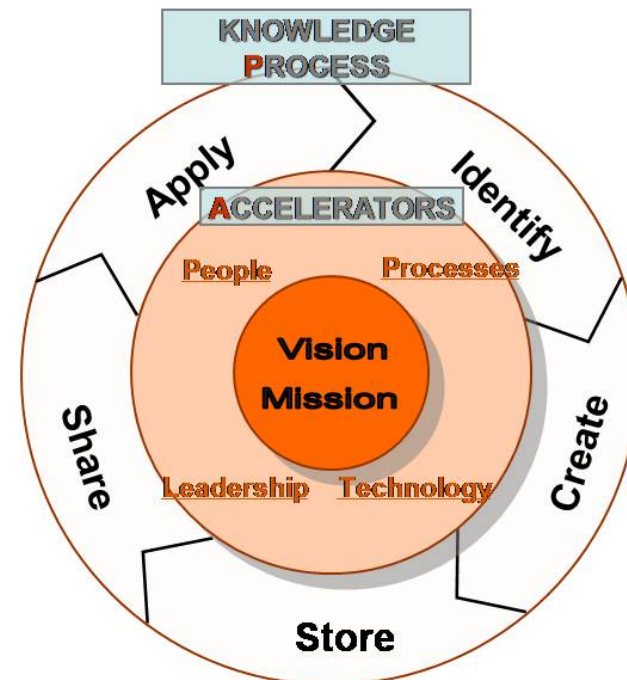
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# Knowledge Process

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- Refers to knowledge development and conversion processes
- Five steps in the knowledge process:
  - Identify
  - Create
  - Store
  - Share
  - Apply





# The Story of How Knowledge Management Tools Helped Canada to Become an Innovator in Citizen Centred Service



**From Research to Results:  
A Decade of Results-Based  
Service Improvement in Canada**

**Brian Marson  
Ralph Heintzman**

**New Directions Series**



## **THE MISSION GIVEN TO THE CANADA SCHOOL OF PUBLIC SERVICE**

*“Within five years, using your action research approach, **achieve a significant and measurable improvement in citizen and business satisfaction with government service** delivery, across all levels of government, and across the whole country.”*

*-Jocelyne Bourgon, Head of the Canadian Public Service*

## KM Case Study:

### Innovation and Service Improvement in the Canadian Public Sector Using KM Concepts (“From Research to Results”)

- **IDENTIFY:** A Community of Practice was created, and Knowledge gaps were identified by the CoP
- **CREATE:** Research was undertaken to fill the knowledge gaps, both citizen surveys and best practice case studies
- **STORE:** The Institute for Citizen Centred Service was created to store the knowledge ([www.iccs-isac.org](http://www.iccs-isac.org)). A Formal BODY OF KNOWLEDGE was created and stored.
- **SHARE:** The ICCS website, Publications, Learning Events, and the Certified Service Managers Program were used to share the knowledge across the public sector.
- **APPLY:** Canadian Public Sector organizations have applied the knowledge base to improve citizen and business satisfaction with government services, and to provide innovative solutions to service delivery issues.

# STEP ONE: IDENTIFY

- The first step, reflecting the action research approach, was to convene a meeting in Ottawa, involving thirty-five senior service “champions” from across the Canadian public sector, together with knowledgeable academics, for two days. The participants from all three levels of government, and most regions of the country, were asked to consider the following issues:
  - From the citizen’s perspective, how well is Canada’s public sector performing on service delivery?
  - What research would we need to do in order to provide an empirical foundation for a forward service improvement strategy for the public sector?
  - How would we need to work together in order to implement a research-based service improvement strategy in Canada?

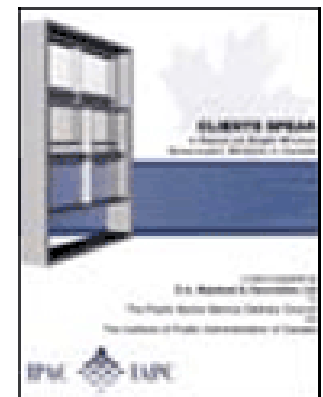
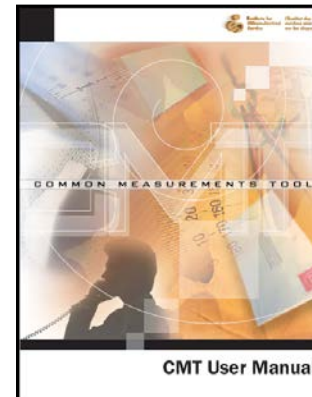
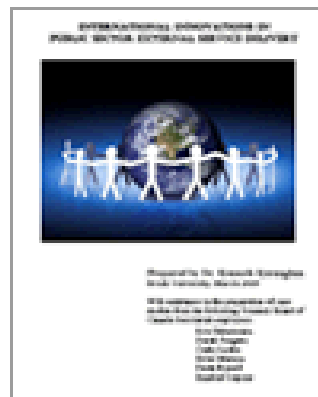
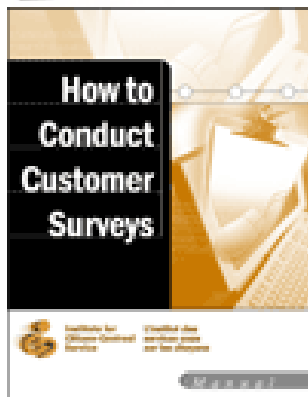
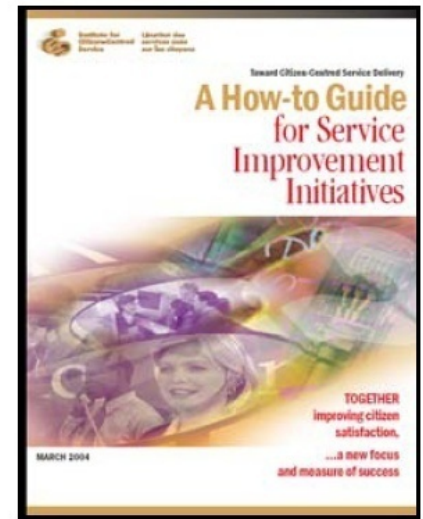
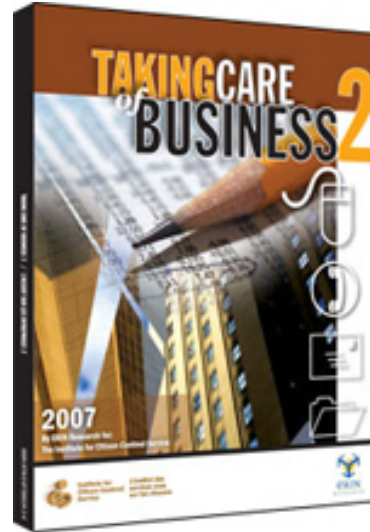
# STEP TWO- CREATE

- **A Community of Practice was created, called The Citizen Centred Service Network to guide the knowledge creation. The main pillars of the CCSN research program were:**
  - A review and overview of previous public sector service research in several countries, including an analysis of the research gaps that needed to be filled;
  - The Citizens First national survey of over 3000 Canadians, to determine their views on public sector service delivery, their service needs, their satisfaction levels, their service expectations, and their priorities for service improvement;
  - A study on Good Practices in Citizen-Centred Service;
  - A study of Innovations and Good Practices in Single-Window Service;
  - The creation of a Common Measurements Tool, to enable public organizations to measure client satisfaction in a common way, and to pave the way for benchmarking between organizations.

# STEP TWO- CREATE

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## This began an ongoing program of creating and collecting “actionable” knowledge





## Creating New Knowledge Through Action Research: the *Citizens First* Survey

- **The survey was designed to fill the key knowledge gaps identified by the CCSN members, and the results of the Citizens First study had an enormous impact on the Network and on the broader service community in terms of improving citizen and business satisfaction.**
- The survey sought to determine what drives citizens' satisfaction with public sector services. The survey discovered that the “drivers” of satisfaction vary somewhat by service channel (e.g. telephone, in-person, Internet, mail) and by the nature of the service, but it was nevertheless able to identify five main drivers of satisfaction with government service, discussed below. This discovery was a major breakthrough for the public sector, since it focused attention on the key elements that determine how citizens assess their satisfaction with service delivery by public organizations.
- Not only did Citizens First identify the key drivers but, for the first time, it also provided insights into citizens' expectations for service standards. Before the introduction of an “outside-in”, citizen-centred approach to service improvement, many agencies set service standards, but few, if any, had undertaken research to find out what citizens thought was reasonable to expect. The Citizens First research identified for the first time what citizens' expectations actually were.

# STEP THREE: STORE

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The Community of Practice needed an institution to manage the CREATION, STORAGE and SHARING of the growing knowledge base (**Body of Knowledge**), so created the **Institute for Citizen Centred Service** to undertake and institutionalize those three KM functions.

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INSTITUTE FOR CITIZEN-CENTRED SERVICE  
About Research Certification & Learning CMT Councils

Welcome to the  
Institute for Citizen-Centred Service  
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Featured Articles  
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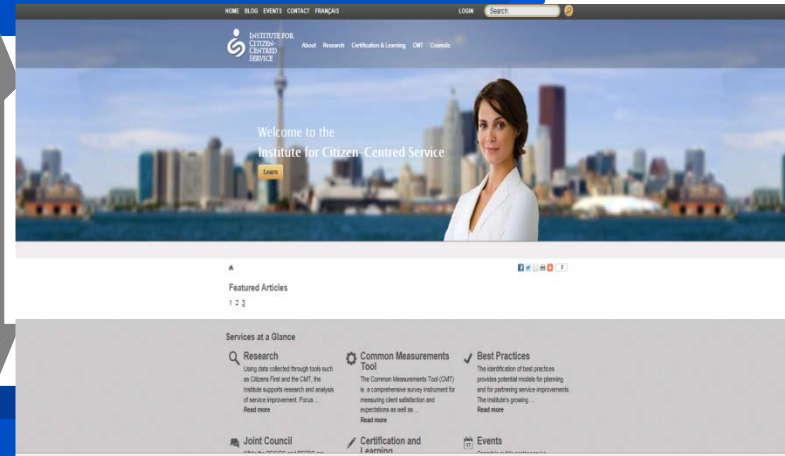
Services at a Glance

- Research**  
Using data collected through tools such as Citizens First and the CMT, the Institute supports research and analysis of service improvement. Focus ...  
[Read more](#)
- Common Measurements Tool**  
The Common Measurements Tool (CMT) is a comprehensive survey instrument for measuring client satisfaction and expectations as well as ...  
[Read more](#)
- Best Practices**  
The identification of best practices provides potential models for planning and for partnering service improvements. The Institute's growing ...  
[Read more](#)
- Joint Council**
- Certification and Learning**
- Events**

# Canada: Creating "communities of practice"

**The Public Sector CIO Council**

**INSTITUTE FOR CITIZEN  
CENTRED SERVICE**



**Public Sector Service Delivery Council  
(Federal-Provincial-Territorial members)**

**The Citizen Centred  
Service Network  
(CCMD)**

**YEAR ONE**



**YEAR THREE**



# Defining Communities of Practice

- A self-organized network of peers with diverse skills and experience in an area of practice or profession.
- Such groups are held together by the members' desire to help others (by sharing information and knowledge) and the need to advance their own knowledge by learning from and with others.

# STEP FOUR-SHARE: Creating a Place Where the Knowledge is Stored for All to Access: the ICCS and its Website

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for PS Implementation



## Featured Articles

1 2 3



## Services at a Glance



### Research

Using data collected through tools such as Citizens First and the CMT, the Institute supports research and analysis of service improvement. Focus ...

[Read more](#)



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### Joint Council

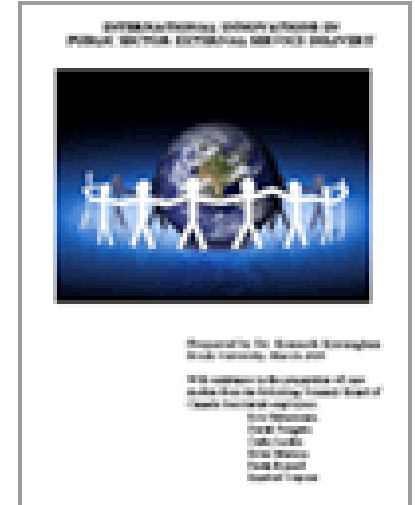
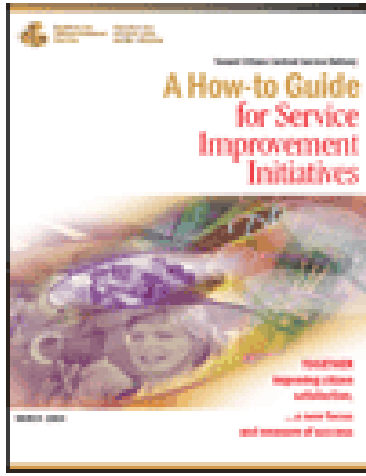
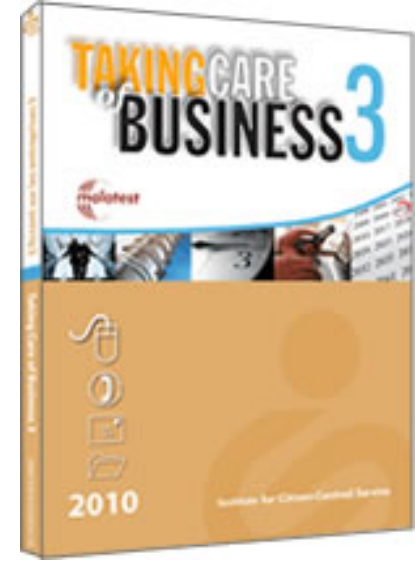
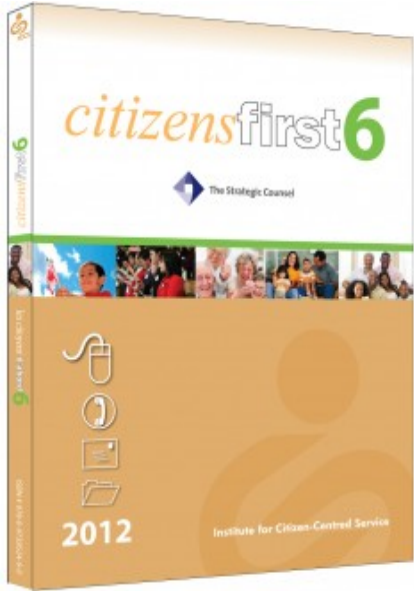


### Certification and Learning



### Events

# SHARE: Publications



# SHARE: The Body of Knowledge and the Certified Service Manager Program (CSM)

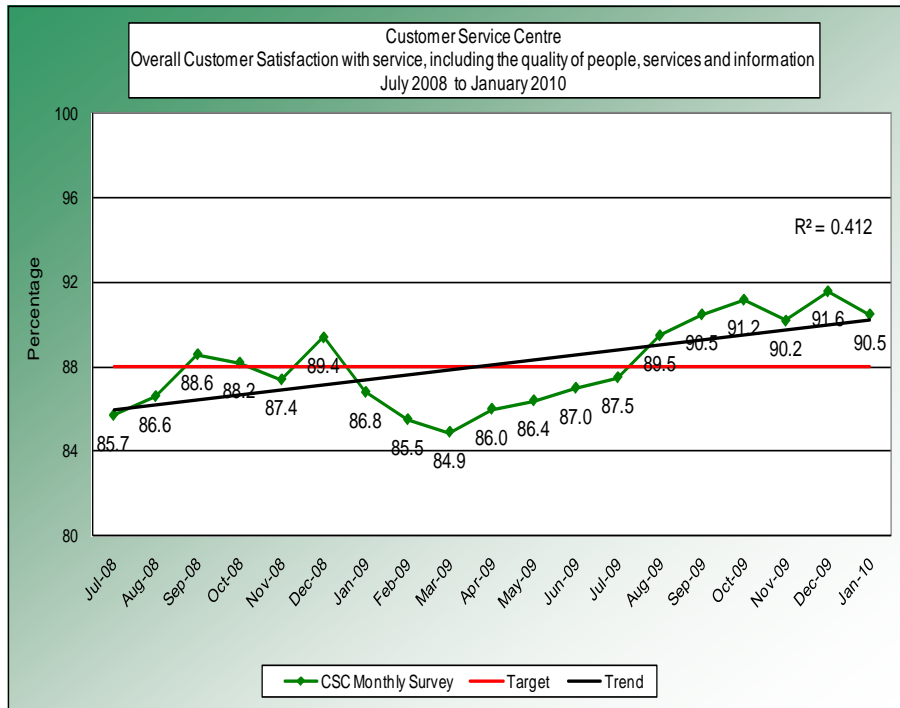
## THE BODY OF KNOWLEDGE



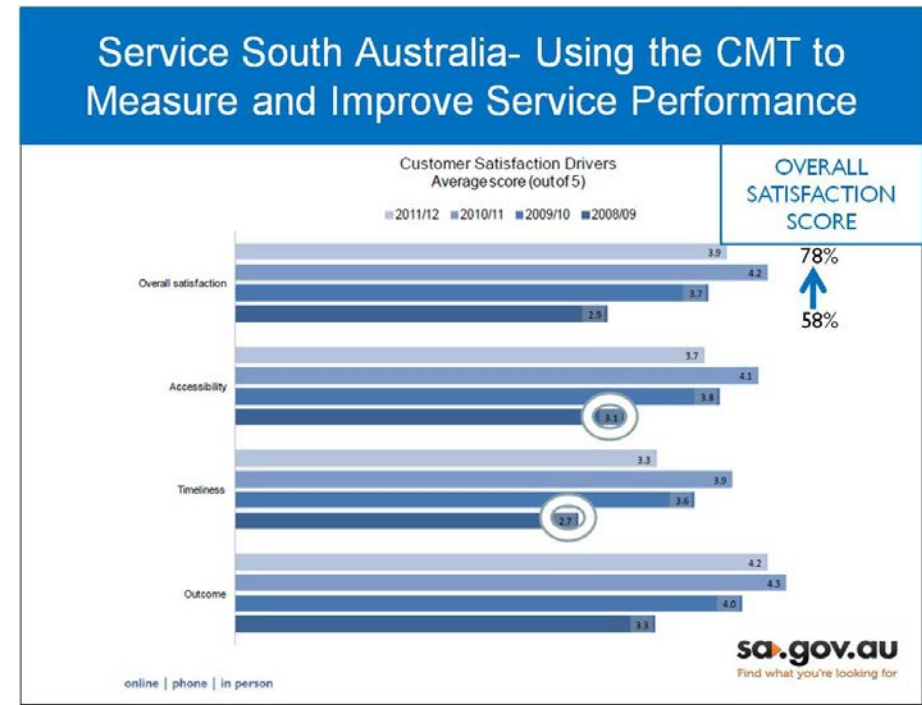
## THE CSM PROGRAM

- The accumulated Body of Knowledge on public sector service delivery is being shared with public managers world-wide through a seven module Certified Service Manager training program.
- Graduates will receive the professional CSM designation, awarded by the Institute for Citizen Centred Service in Toronto.

# STEP FIVE- APPLY: Many countries and organizations are applying the ICCS Body of Knowledge to achieve higher levels of performance: examples



AUSTRALIA CENTRELINK



SERVICE SOUTH AUSTRALIA

# APPLY: Mission Accomplished through KM!

Kiwis Count   
NEW ZEALANDERS' SATISFACTION WITH PUBLIC SERVICES

## Comparing Canadian and New Zealand Service Satisfaction Improvement:

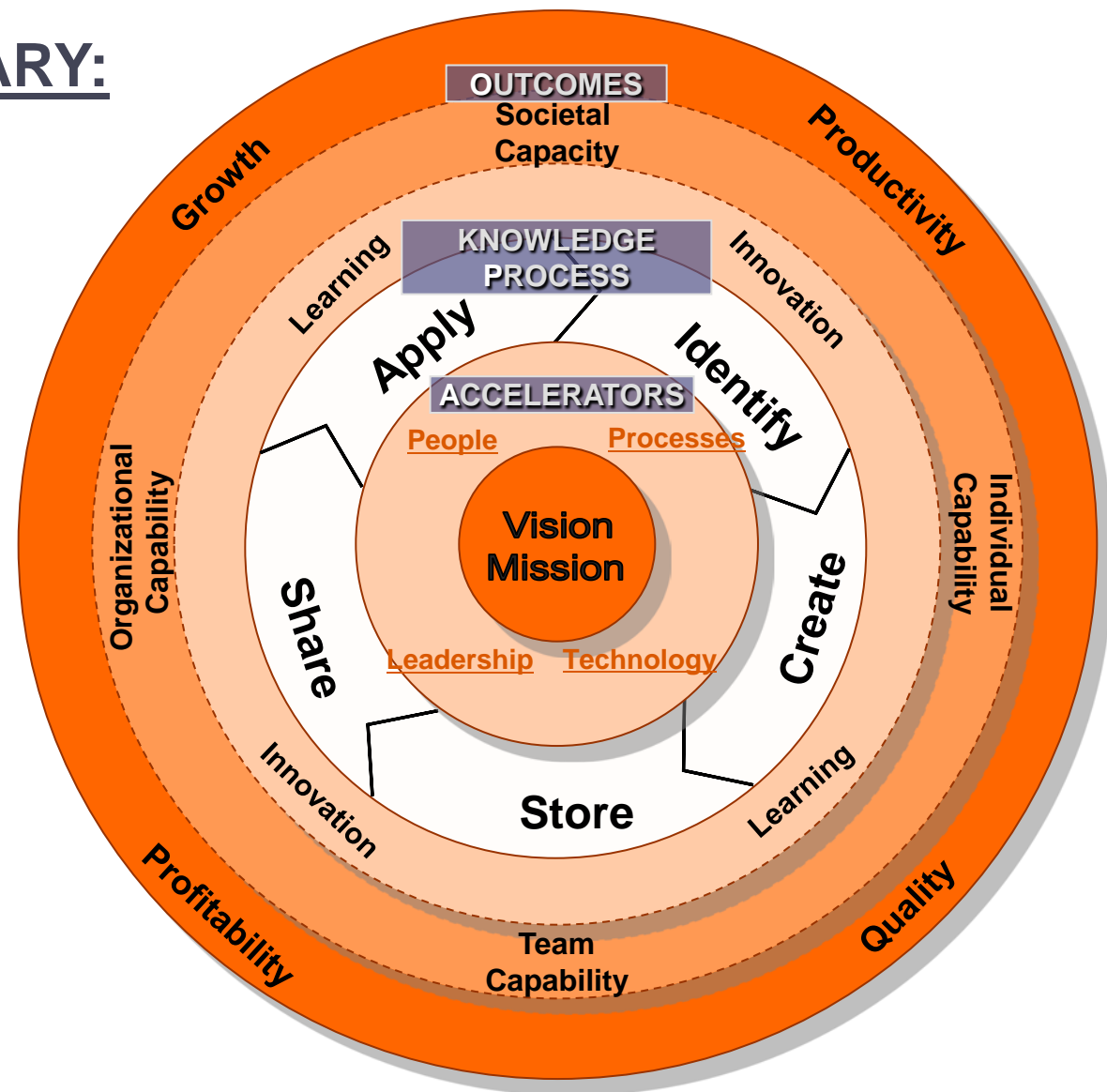
Service Quality Scores: Comparison between New Zealand and Canada

	Service Quality Scores						
	1998	2000	2002	2005	2007	2009	2012
Canada	60	61	64	68	69	.	Increase <sup>6</sup>
New Zealand	.	.	.	.	68	69	72

# THE CANADA INNOVATION CASE- SUMMARY:

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## THE APO KM MODEL IN ACTION



# KM AND INNOVATION

- KM and Innovation are closely linked in the APO KM Model. Innovations are usually seen as providing breakthrough performance (e.g. the Apple Iphone touchscreen; one-stop service in government) more than incremental improvement (e.g. the Samsung Galaxy; or government service standards).
- *'Innovation is the creative generation and application of new ideas that achieve a significant improvement in a product, program, process, service, structure or policy. Simply put, innovation is about transformative ideas that work'*. -Canada School of Public Service Definition



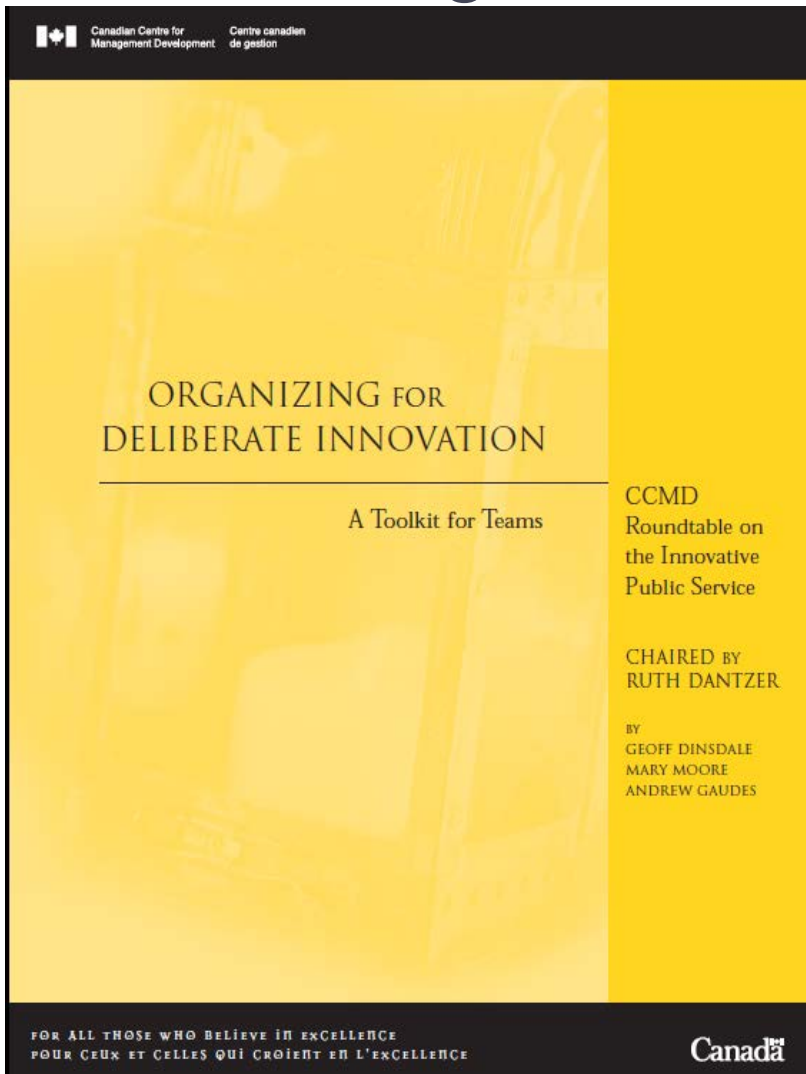
# INNOVATION: INVENTION AND CREATION VERSUS INNOVATION COLLECTION

- Innovations can be created within an organization, or learned and borrowed from others.
- 3M, Disney and Apple are examples of creative companies. Think of examples of companies that largely copy the innovations of others.
- In the public sector, we can create new innovations, and-or borrow best practice innovations from other public organizations.
- In the Canadian case study we saw both approaches at work, especially the collection of best practice case studies, but also the application of the Canadian innovations by other countries.

## INNOVATION: CREATION

- Innovative organizations like 3M and Apple and Disney deliberately create the culture and systems where employees can create new ideas for transforming performance.
- At 3M, even ordinary production employees are encouraged to create new 3M products, and if they have a promising idea, they are given time and resources to develop the new product.

# Promoting Innovation in the Public Sector



## THE C-CAR (“SEEKER”) MODEL

C

**COMMON PURPOSE:** ensures that the team members are clear about the issue they are tackling, and are confident that they are indeed tackling the right issue in the right manner. This involves conducting analyses to determine the exact nature of the issue and of the team's objectives. The team needs to determine what elements of the present approach don't work, what is driving the need for innovation (e.g. a change in policy, client demand, changing demographics) and what exactly are the criteria for a solution. As work progresses, it is also essential to revisit the definition of the problem to ensure the nature of the challenge is still the same as originally framed. The team needs commitment in order to ensure that energies are effectively and efficiently applied. By ensuring common focus, efforts to innovate will more likely be strategic, relevant and successful.

C

**CREATIVE IDEAS:** “Look-In and Look-Out”: addresses three core areas. First, identifying characteristics of the team and its members (e.g. Do the competencies of team members match the issue being addressed? Do members of the team have different skills, learning styles and backgrounds?). Second, scanning and capturing ideas from inside and outside the organization (e.g. Does the team systematically track developments in its particular line of business?). Third, generating and sharing ideas (e.g. Are new ideas encouraged, supported, built upon, and welcomed regardless of seniority?).

A

**APPLICABILITY:** involves assessing creative ideas for their relevance and practicality, and answering the question: “Will this new idea work?” This can include proof of concept tests, business cases, consultations to ensure client needs are being met, or cost benefit analyses. In some cases the task may be achieved by including someone on the team who is intimately familiar with the practical and operational realities of the issue.

R

**RESULTS:** means that team members have a shared and clear idea of what success means and have the passion and commitment to get there. By having a clear understanding of what the team is trying to achieve, it is possible to develop useful indicators of success and measure actual progress against these indicators. Lessons learned are shared throughout the organization, and successful innovations are disseminated across the organization and the public service.

# The Objective Should Come First



"I thought I was on to something  
but I can't figure out how to  
move it."



*"I call my invention 'The Wheel,' but so far I've  
been unable to attract any venture capital."*

# Deliberative Innovation:

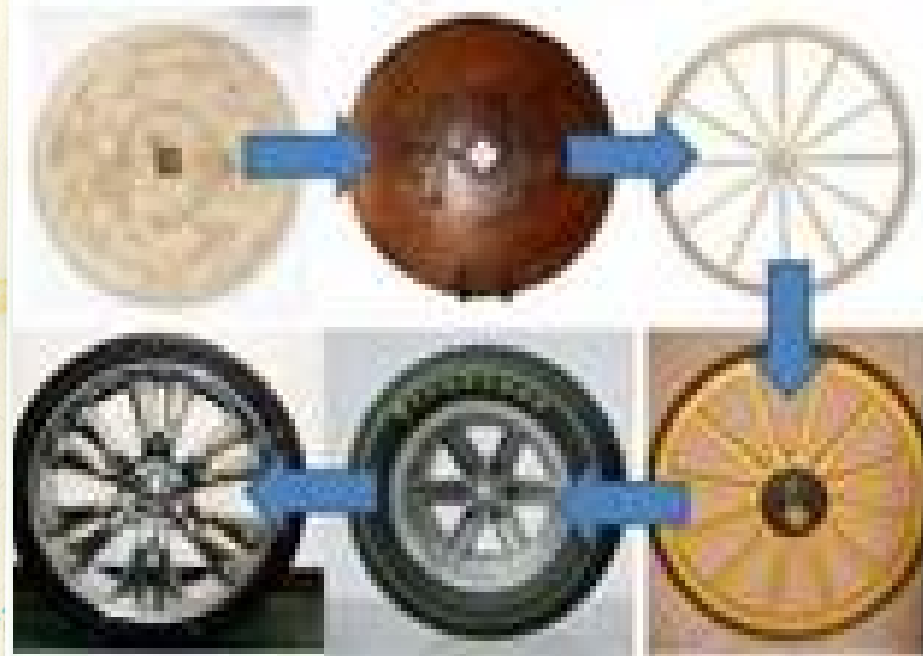


# Don't Invent the Wheel- if it already exists "out there"

INVENT



FIND EXISTING BEST PRACTICES



# INNOVATION: COLLECTION TOOLS

- Study Tours
- Conferences showcasing innovative practices
- Innovative practices research
- Visiting experts
- Recruitment from innovative organizations
- Organizational partnerships
- Create Communities of Practice

# Some Knowledge Hubs and Websites for Public Sector Innovation

- UNDP <http://www.undp.org/content/undp/en/home/librarypage.html>
- OECD PUMA:  
<http://www.oecd.org/governance/>
- Institute for Citizen Centred Service: [www.iccs-isac.org](http://www.iccs-isac.org)
- IBM Center for the Business of Government  
[www.businessofgovernment.org/](http://www.businessofgovernment.org/)
- Harvard Government Innovators Network  
[www.innovations.harvard.edu/award\\_landing.htm](http://www.innovations.harvard.edu/award_landing.htm)
- CAPAM Awards  
[www.capam.org/awards](http://www.capam.org/awards)



# CLASS EXERCISE: PROMOTING AN INNOVATION AND HIGH- PERFORMANCE CULTURE IN THE THAI PUBLIC SECTOR

Suggest three initiatives that would increase innovation and high performance in the Thai public sector:

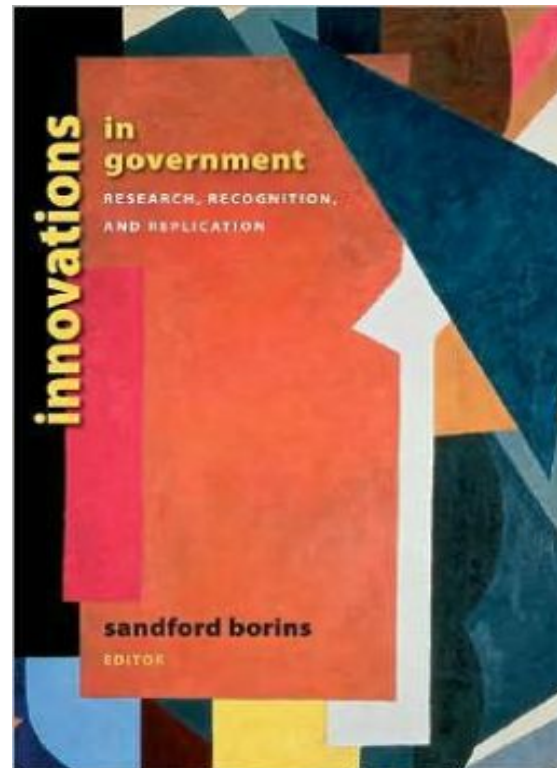
1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## OUR GOAL IN INNOVATION AND KM

- By using KM tools and techniques, to create innovative, high performing government organizations, we can develop innovative, world class policies, programs and services, a better quality of life, for the people of the Thailand!

**To Read More on Public Sector Innovation:  
Professor Sandford Borins` 2008 book-  
Innovations in Government,  
Research, Recognition and Replication**

[www.sandfordborins.com/books/innovations-in-government-2008](http://www.sandfordborins.com/books/innovations-in-government-2008)



**For More on Public Sector Innovation:  
The New Public Organization,  
by Ken Kernaghan, S. Borins, and Brian Marson  
[www.ipac.ca/TheNewPublicOrganiation](http://www.ipac.ca/TheNewPublicOrganiation)**

