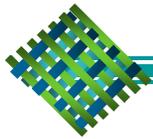


Government Innovation in Korea: Focusing on Common Innovation Subject



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1. Introduction





Featured Background

● Three fundamental background for government innovation

- . Historical tradition of Confucianism and humanistic society
- . Authoritative and bureaucratic culture within government
- . People's distrust and dissatisfaction to government

● Increasing voice of government innovation along with democratization and economic growth

- . A major fundamental issue in every administration since 1980's

2. Vision and Goals





Vision of Government Innovation

A Working -Well Government together with People

(The Customer & Performance-Oriented World-Best Administration)

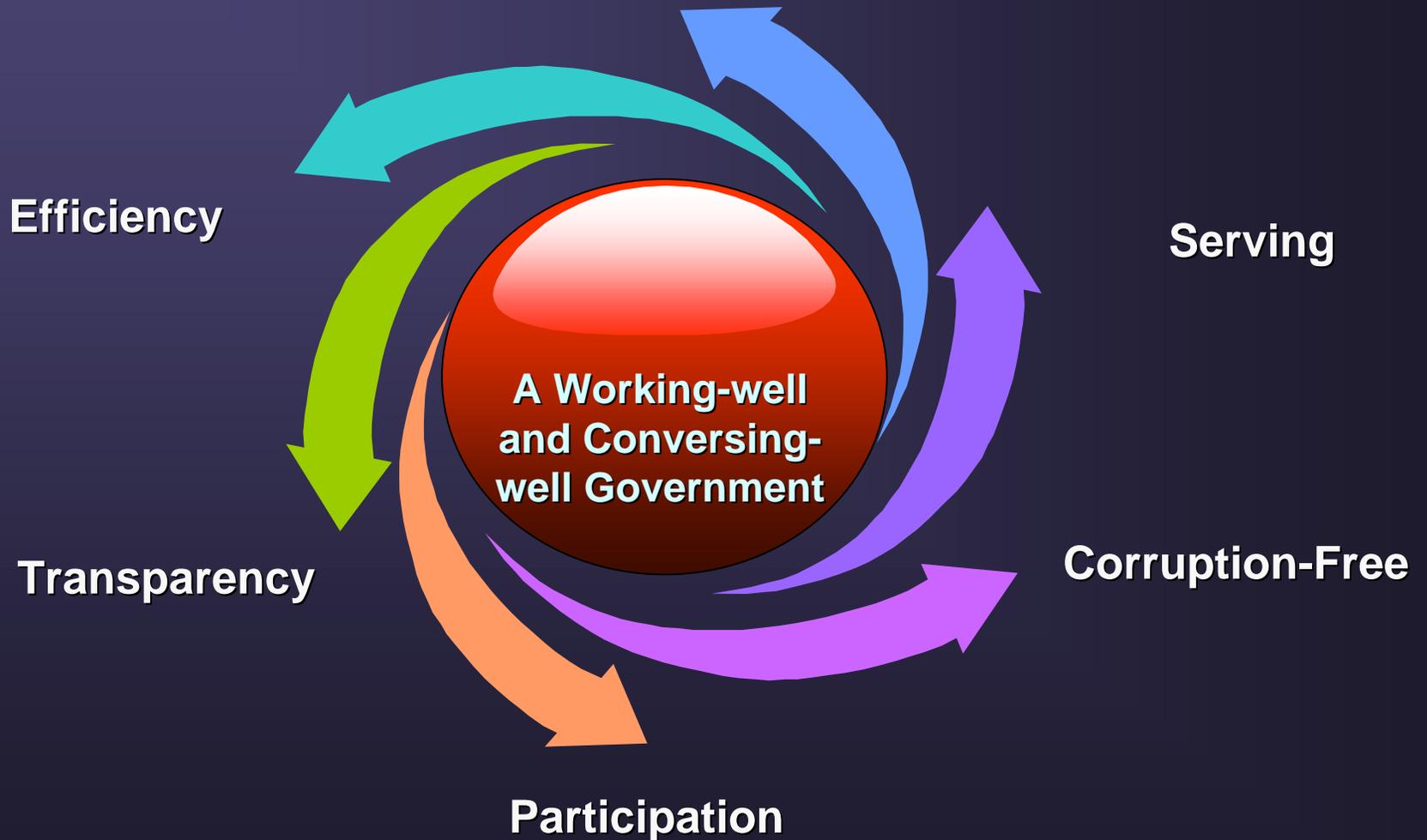
Competent Government

Participatory Government

Confident Government



Five Goals of Government Innovation





Strategies of Government Innovation

- Public Servants as Targets to be innovated
⇒ **Public Servants as leaders to innovate**
- Top-down, centralized
⇒ **Bottom-up, decentralized**
- One-time, demonstrated
⇒ **Ordinary times, substantial**
- One-sided, injected Education
⇒ **Communicated, self motivated learning**
- Supplier-oriented
⇒ **Demander-oriented**

3. Progress in Government Innovation





Building Infrastructure for Fostering Innovation

Presidential Committee on Government Innovation & Decentralization

- Establishing direction and strategy for innovation
- Managing major tasks in reinvention



Innovation Officer in each Ministry

- Implement specific plans
- Check progress in completing tasks in each ministry
- Encourage voluntary reform in each ministry



Committee on Government Innovation Management, MoGAHA

- **Play a key role for government innovation**
- **Establish direction and strategies for each task**
- **Check progress in completing tasks in each administrative office**



Activities & Learning for innovation

- Monthly innovation workshop that all cabinet members, ministers and vice ministers participate in
 - ex) policy quality management (Jan.), civil appeal system (Feb.), performance management (March), etc.
- Weekly meeting of Committee on Government Innovation Management to **Establish direction and strategies for each task and Check progress in completing tasks in each administrative office as Playing a key role for government innovation**
- Regular meeting of innovation officers allocated in each ministry to share the processes and issues of innovation
- National and global innovation conference
 - April 7, 2005, conference on innovation education
 - May 24-27, 2005, the 6th Global Forum in Seoul

4. Contents : Common Innovation Subjects





Common Innovation Subjects

- **Subjects that every ministry should promote to improve quality of public policy and service**
- **Establishing inter-ministerial “innovation forum” to solve 17 common subjects**
 - ▶ Hold meeting 2~3 times a month to discuss the issue
 - ▶ 1 Host ministry and 3~7 leading ministries
- **Sharing successful cases with participating or non-participating ministries in the forum**
 - ▶ The best practices are selected to diffuse (among ministries)



Background: Common Innovation Subjects

● Strategic choice for sustainable innovation

- ▶ Need to improve fundamental strength by changing process & system of government
- ▶ Building the basis for sustainable innovation by connecting jobs & innovation

● Creating successful cases in common fields of government

- ▶ Creating successful cases for learning & implementing subjects by host & guiding ministries
- ▶ Need to share & diffusing innovation results of each fields by making manuals



Selected 17 Common subjects



Administrative Infra (7 subjects)

HRM Reform

Legal Obligation

Fiscal Management

Organization management

Reform of Working Patterns

Decentralization

e-Government

Policy Quality (10 subjects)

Management of Policy Quality

Performance management

Knowledge Management

Conflicts Management

Public Relations

Deregulation

Public Records

Agenda Setting

Disclosure of Public Information

Civil Appeal System



Major Projects by 17 Common Subjects (examples)

■ Personnel management

- Implementing work performance contract between Minister & Directors

■ Organizational management

- Employing 「Team」 Organization in Government

■ Reform of Working Patterns

- Designing 「New office」 Model

■ Information Disclosure

- Developing the criteria of disclosure by the type of policy

■ Deregulation Reform

- Establishing Manual on Regulation Impact Analysis



Fostering progress: Common Innovation Subject

'06
Diffusing manual

- Establishing plans for common subjects
- Organizing Innovation Forum
- Checking fostering progress of subjects

'05
Making manuals

- Working on manuals by host ministries
- Forum on common innovation subjects (Dec.)
- Establishing 23 innovation manuals for 17 fields

'05
Forum operation

- Operation of 2 working-level workshop and 350 forums
- Gov't. Innovation Forums by fields(6 times)
- Policy quality, performance/knowledge/customer management,

'05
Fostering basis

- '05 Establishing plans for common subjects
- Organizing Innovation Forum by subjects
- Assigning research institutions



Difficulties in fostering stage: Common innovation subject

Unadaptation of forum style

- Host ministry's perception of necessary process for job
- No meet to settling stage of practical job implementation

Wanting positive participation of members

- Host ministry : limited to negative role in forum operation
- Guiding ministry : declining voluntary participation due to less incentives

Less utilization of manuals

- Limited utilization of manuals as mere references
- Lack of modifying manuals with ministerial needs

Missing linkage to education

- Lack of education programs for sharing common subject results
- Lack of role for education institutions



Management of Policy Quality

Background

- ▶ Starts from the proposition “Quality exists in Policy”
- ▶ Increasing demand on policy quality from various interest groups
- ▶ Civil society has rapidly developed, resulting in complex policy environments
- ▶ Find ways to reduce the Social Cost caused by the Policy Failure

Develop a Manual for Management of Policy Quality

Application Time & Expected Effect

Total Quality Management of Public Policy :

- ▶ Comprehensive efforts and activities that systematically manage and improve the quality of public policy in order to prevent policy failures and poor policies

Policy Quality checklists by policy steps

Policy steps		Check Item(19)
I. Policy Making	Requirement of Policy Making	<ul style="list-style-type: none"> • What are the problems and their conditions? • What are the causes for such problems and how urgent are they? • How has the government responded to them? • Are there any similar cases in domestic or foreign countries or any available references?
	Policy Making	<ul style="list-style-type: none"> • What are the problems and their conditions? • What are the causes for such problems and how urgent are they? • How has the government responded to them? • Are there any similar cases in domestic or foreign countries or any available references? • What are the measures for conflict of interests and responses to results from policy effects evaluation?
II. Policy PR		<ul style="list-style-type: none"> • Who will be responsible for PR activities and whom will the PR activities be targeted at? • What are core PR messages? • What media will be used? How? When? • What are the expected critics and measures to them? • What are the measures to respond to public opinions?
III. Policy Implementation		<ul style="list-style-type: none"> • Is monitoring conducted to determine whether the policy is executed as planned? • What are the problems likely to occur in the course of execution and what are the measures to respond to them?
IV. Evaluation & Feedback		<ul style="list-style-type: none"> • Who will conduct evaluation? What? When? • What are the evaluation results? What do they indicate? • How can such evaluation result be utilized?

5. Summary of Korea's government Innovation





Global Trends in Government Innovation

New Public Management

- Efficiency-oriented Reform
- Privatization of Public Sector
- Deregulation



Good Governance

- Expanding participation from various sectors
- Maintaining continuity and consistency in policies for government innovation
- Change Management



Features of Government Innovation in Korea

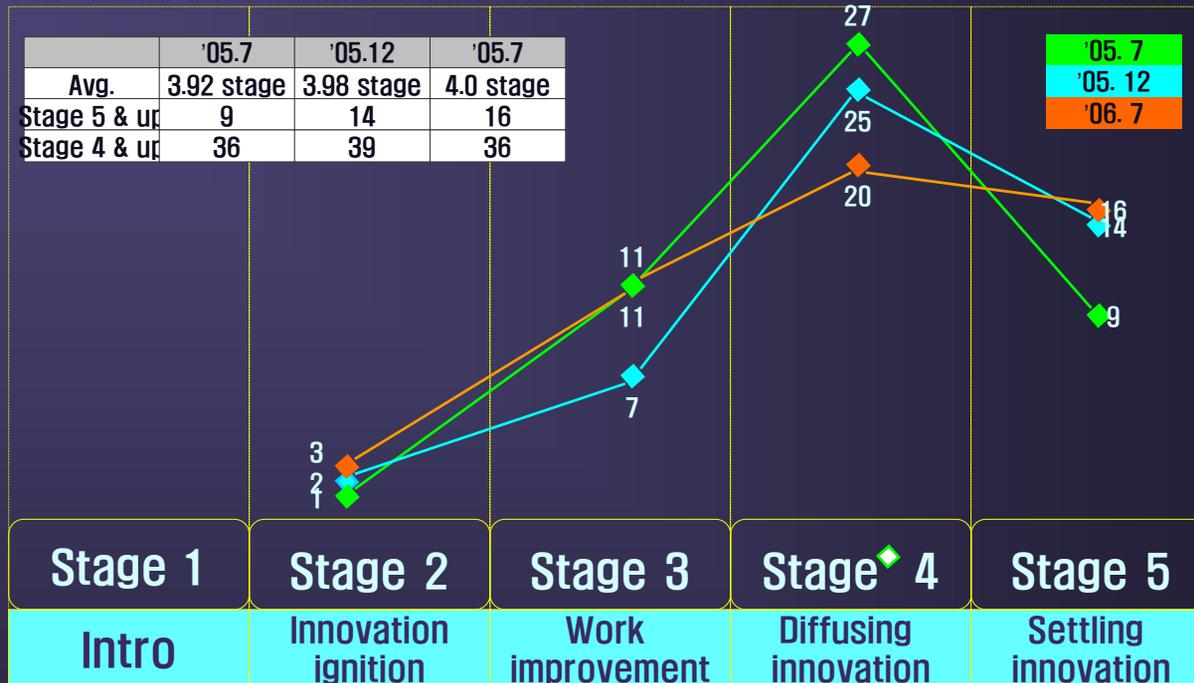
- **People First (customer-oriented)**
 - Traditional targets to be managed => customer or partner
- **Civil Servant Important (self-motivated/participatory)**
 - Major Target to be innovated => change agent
- **Good Government (better service)**
 - Small government => the more and better service government
- **Substantial Change (true innovation)**
 - Change organizational framework (hardware)
=> change in mind, process, behavior, and culture
- **Continuous Innovation (change management)**
 - Managing every steps of government innovation



Evaluation of Innovation Activities

- **Targets** : 50 Central Ministries and Administration
- **Measures** : Innovation subjects, Innovation activities, and Minister's leadership (3 fields)
- **Evaluator** : Innovation Evaluation Group
 - 51 members composed of professors, consultants, government managers, and researchers
- **Results**
 - . Stage 1-2 : 19 ministries (38.8%)
 - . Stage 3-4 : 30 ministries (61.2%)

<Changing Innovation Stage of Ministries>



General increasing innovation level while slowdown of rising rate

- Number of ministries above stage 5 (2006):

expected 30 out of 50 ministries(60%) / achieved 16 ministries(32%)

Average innovation stage : 3.92stage('05.7) → 3.98stage('05.12) → 4.0stage('06.7)



Thank you