

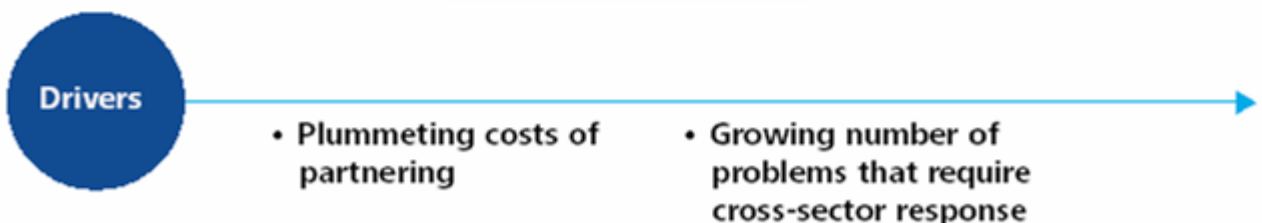
เมื่อต้นเดือนเมษายน 2009 ที่ผ่านมา บริษัท Deloitte ร่วมกับ Ash Institute for Democratic Governance and Innovation แห่ง Harvard Kennedy School ได้จัดพิมพ์หนังสือเรื่อง **The Public Innovator's Playbook: Nurturing Bold Ideas in Government** เขียนโดย Mr. William D. Eggers และ Mr. Shalabh Kumar Singh มีสาระสำคัญเกี่ยวกับ Blueprint ในการสร้างนวัตกรรมให้เป็น DNA ของหน่วยงานภาครัฐ ซึ่งมีรายละเอียดประกอบด้วย

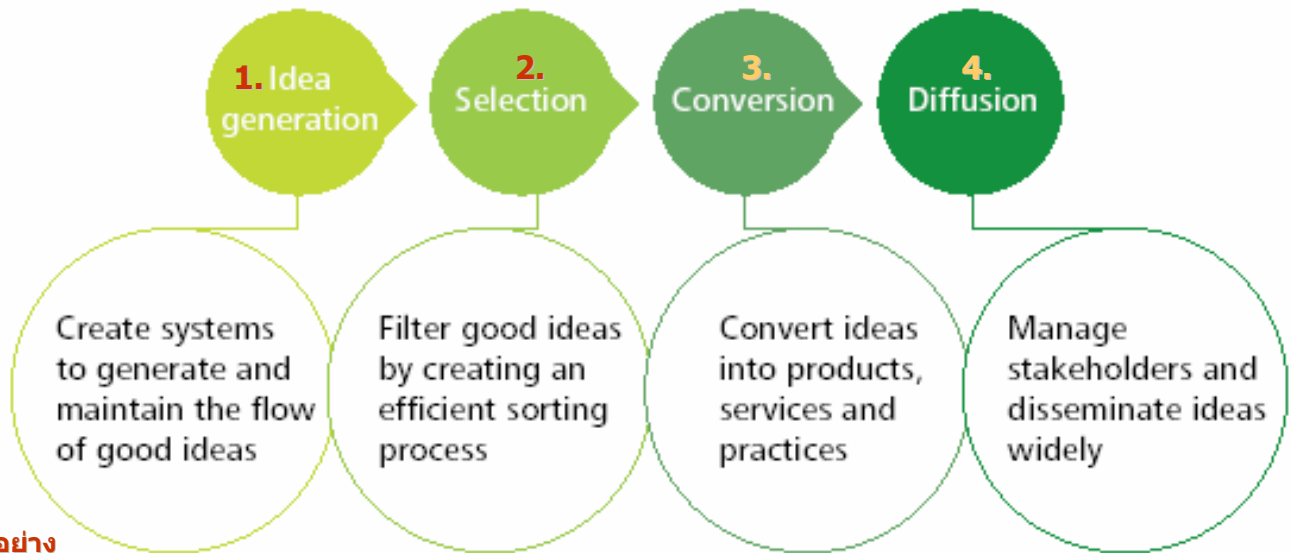
1. กระบวนการสร้างนวัตกรรม (the innovation process) – หน้า 2
2. ยุทธศาสตร์การสร้างนวัตกรรมของหน่วยงานภาครัฐ (the 5 innovation strategies) – หน้า 3-7
3. ตัวอย่างความสำเร็จในการปรับเปลี่ยนวัฒนธรรมหน่วยงานภาครัฐให้เป็นองค์กรแห่งนวัตกรรม (the innovation organization) – หน้า 8

เนื้อหาที่ปรากฏในหนังสือเล่มนี้เป็นรายละเอียดเพิ่มเติมจากที่ Mr. Eggers ได้เคยมาเป็นวิทยากรให้กับสำนักงาน ก.พ.ร. ในหัวข้อ **"Governing Forward: Government Trends Road Map"** (จัดเมื่อวันที่ 31 พฤษภาคม 2551 ดูรายละเอียดเพิ่มเติมที่ http://www.opdc.go.th/content.php?menu_id=5&content_id=1068) ที่ได้พูดถึงแนวโน้มการเปลี่ยนแปลงทางโครงสร้างของระบบราชการ ดังภาพ

โครงสร้างของระบบราชการที่เปลี่ยนแปลงไป

Traditional innovation model: hierarchical government	Intermediate model: limited partnering to reduce costs	New models of innovation: networked, open source government
<ul style="list-style-type: none"> • Closed boundaries — government's role is to own and directly provide services • Bricks-and-mortar infrastructure — throw more resources at a problem • Invent it yourself; centralized approach 	<ul style="list-style-type: none"> • Some elements of partnership but government remains the primary owner and provider of services • Improved collaboration across various departments 	<ul style="list-style-type: none"> • Redefine the role of government as an aggregator, manager, and buyer of services • Identify promising ideas from anywhere • Use internal knowledge and skills to adapt ideas to the needs of customers





ตัวอย่าง

“Innovation Exchange” Program ระหว่าง The city of London กับ New York City :

London offers its expertise in dealing with issues like congestion pricing & climate change และ New York shares its experience in improving access to services through 311 & other technology initiatives.

“The Marketplace”
The World Bank set up a “bazaar” in its atrium, with booths allotted to 121 teams, each with an idea to propose. Their proposals were evaluated by a panel of senior executives from the Bank, private org, and the nonprofit sector. In a single day, 11 ideas received funding from a total budget of \$3 million.

Florida School Year 2000 Initiative:

A school-reform program that provided teachers handheld devices to record student information, worked because officials modified the technology used by the program after they encountered unexpected problems.

“Create a buzz”
Florida Department of Children and Families slashed customer wait times by 45 minutes, reduced turnover, and saved \$11 million annually. After the department’s efforts earned several awards, word spread fast, and soon other state and federal agencies copied its efforts.

TSA’s idea factory

Case study

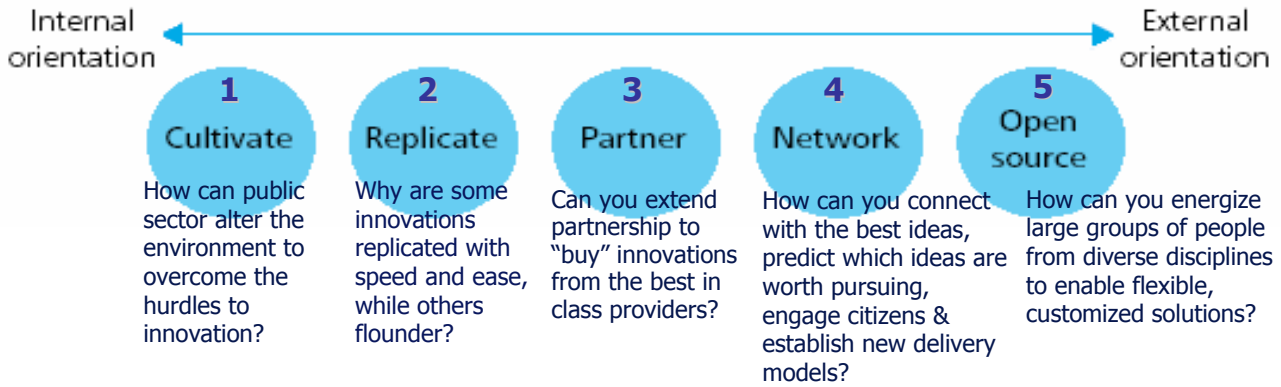
In April 2007, the U.S. Transportation Security Administration (TSA) launched a secure intranet Web site called the “Idea Factory” that allows employees to submit ideas for improving agency operations and processes. By the end of January 2009, employees had submitted 7,837 ideas and 69,712 comments. Of those ideas, about 39 have been implemented by the TSA.

The TSA created the Idea Factory site after an internal survey revealed that TSA employees believed their voices were not being heard by the agency’s leadership. TSA employees now review ideas posted on the site, and they vote for the suggestions they think are most worthy of management attention. The best ideas receive a certificate and a memento from the organization.

Response to the TSA’s Idea Factory has sparked widespread interest in the idea as a method for breaking through organizational barriers to innovation. The site is an extremely good example of how to create a positive environment for innovative ideas.

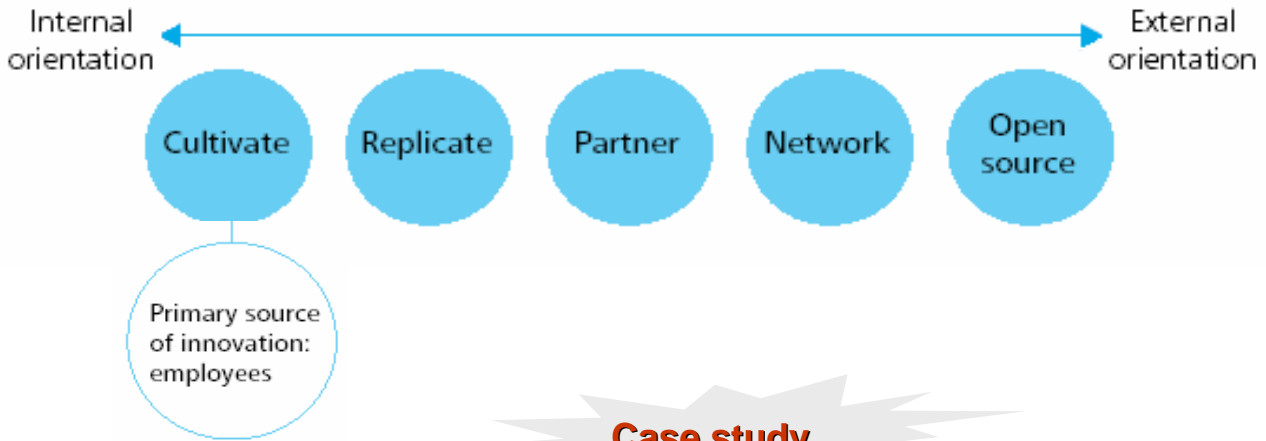
The guiding principle for any initiative to generate innovations is to understand that ultimately you will get only as many ideas as you have the ability to implement. A purely linear view of the Idea Factory process would suggest that because employees submitted so many good ideas, they translated into multiple initiatives. However, a systems view would suggest that so many good ideas were submitted because these ideas were acknowledged and implemented, creating a positive environment for submitting more ideas.

2. ยุทธศาสตร์การสร้างนวัตกรรม (The 5 Innovation Strategies)



2.1 Cultivate

การปลูกฝังนิสัยการคิดค้นนวัตกรรมใหม่ๆ (Cultivate) : เน้นการสร้างวัฒนธรรมในองค์กรที่ส่งเสริมและสนับสนุนการสร้างนวัตกรรม โดยมีเป้าหมายหลัก คือการปรับทัศนคติและค่านิยมในการดำเนินการของเจ้าหน้าที่ภาครัฐโดยมีกลไกสนับสนุนการสร้างนวัตกรรม อาทิ รางวัล และสิ่งจูงใจในรูปแบบต่างๆ



Case study

SHARP minds tackle tough problems

Each summer for the past three years, diverse groups of government and private sector experts have gathered in secluded and classified locations to tackle some of America's most difficult intelligence challenges. These experts spend a month together examining critical issues through the annual Summer Hard Problem (SHARP) program, sponsored by the federal U.S. Office of the Deputy Director of National Intelligence for Analysis.

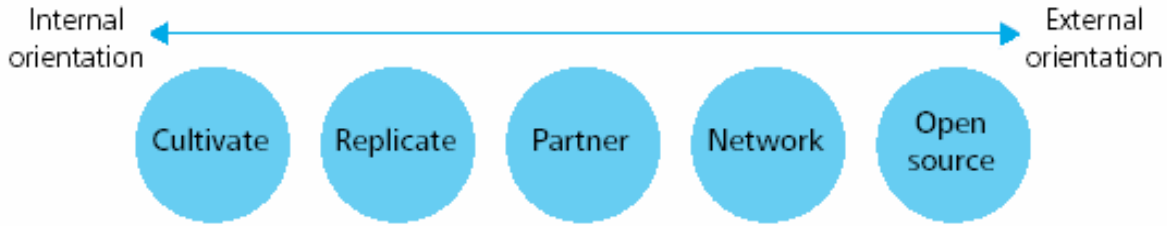
This year, the SHARP program focused on two issues: potential intelligence uses for computer-based virtual worlds such as Second Life, and how to slow the worldwide growth of ex-

tremism. These intensive four-week programs are designed to reduce "groupthink" within the notoriously insular intelligence community by fostering interaction between government officials and outside experts. The extremism session, for instance, brought together authorities on anthropology, social psychology, insurgency, and Islamic thought.

The SHARP program's goal is to identify novel approaches and forge relationships that lead to ongoing collaboration on vital issues of national security. The program is patterned after a long-running and highly successful project by the National Security Agency, which enlists top mathematicians to work on sophisticated encryption issues.

2.2 Replicate

การนำเอานวัตกรรมที่ผู้อื่นพัฒนามาประยุกต์ใช้: การศึกษาหาวิธีการหรือนวัตกรรมใหม่จากองค์กรต่างๆ ทั้งในและต่างประเทศ โดยจะต้องทำการวิเคราะห์ และปรับปรุงการประยุกต์ใช้นวัตกรรมนั้นๆ ให้สอดคล้องกับสภาพสังคมและปัญหาของท้องถิ่นที่จะนำเอานวัตกรรมไปทดสอบ

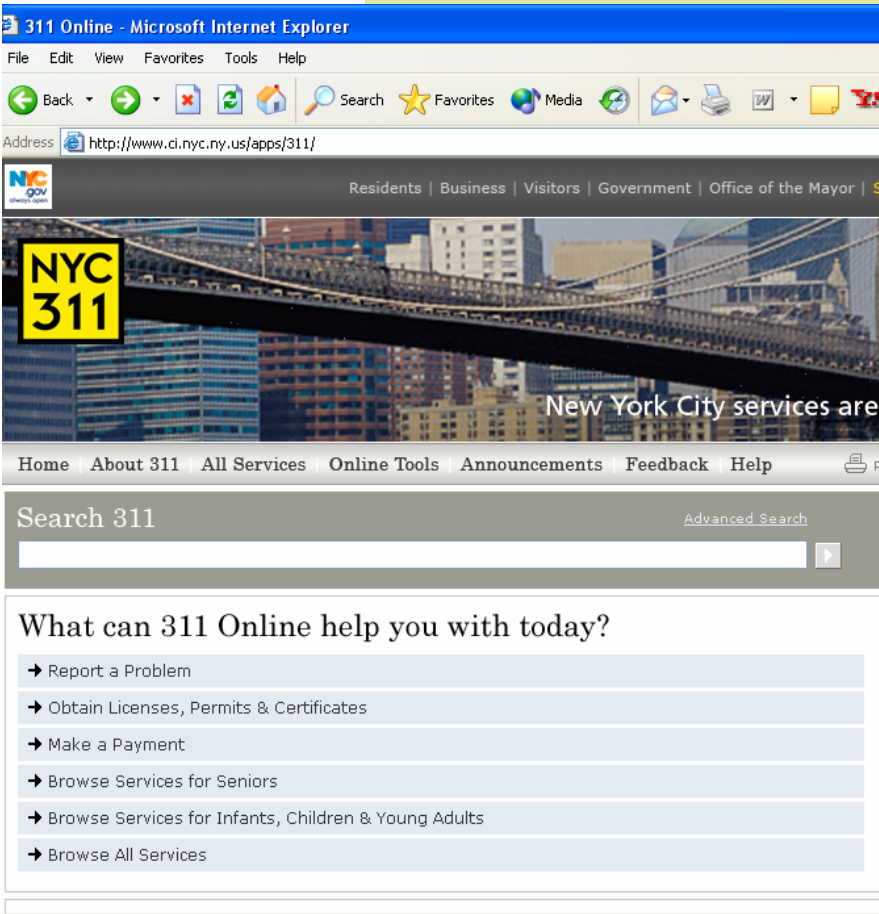


Primary source of innovation: employees, other public agencies, jurisdictions, governments, private companies

Case study

311: when government innovation succeeds

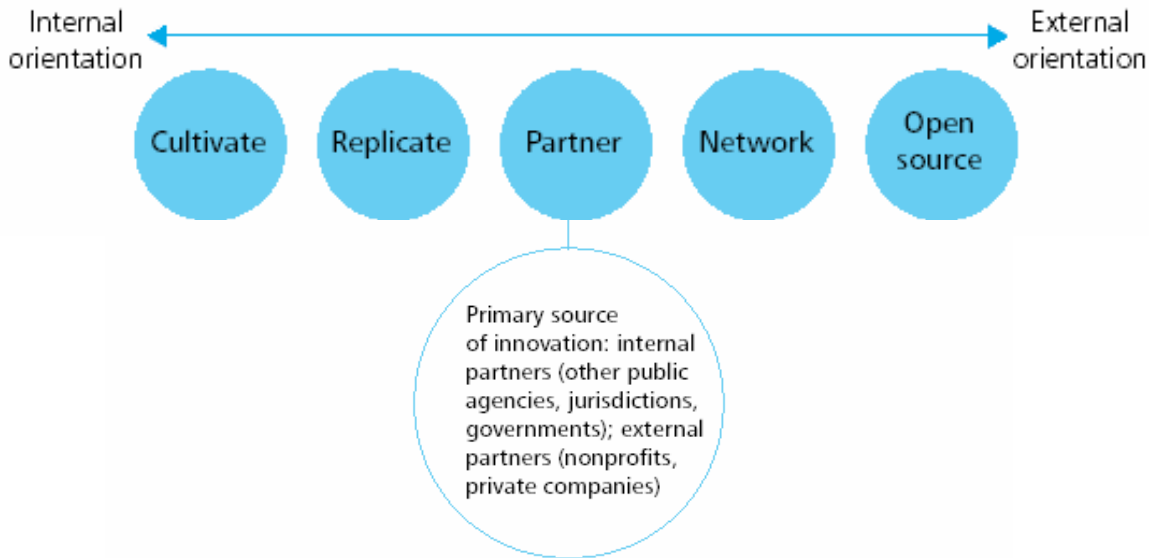
In New York City, 311 has made it easier for residents to report quality-of-life issues. Excessive noise inspections are up 94 percent and rodent exterminations have increased by more than a third. And since the Building Department now uses 311 to streamline its permit review process, the wait time for builders to get an appointment with an inspector has plummeted from more than a month to under a week.



2.3 Partner

การแสวงหาผู้ร่วมดำเนินการ: การร่วมดำเนินการกับภาคเอกชน (Public-Private partnership) หรือองค์กรเอกชนที่ไม่แสวงหาผลกำไร เพื่อส่งเสริมให้ใช้ทรัพยากรร่วมกันอย่างมีประสิทธิภาพ และมีขอบเขตการดำเนินการที่ครอบคลุมในวงกว้างมากขึ้น ในขณะเดียวกัน ก็จะสามารถเข้าถึงพื้นที่ได้ดีกว่าและดำเนินการได้อย่างรวดเร็วและมีประสิทธิภาพ

5



Partners produce “God’s Own Country”

Case study

Kerala, a relatively small state in southern India, identified tourism as a sector it could tap to overcome its economic slump in the early 1990s. But the Kerala Tourism Development Corporation (KTDC), the public sector agency charged with leading the initiative, had accumulated losses of Rs. 89 million, and a number of its hotel projects were running more than a decade late. Further, tourist traffic into the state at the time was insignificant.

In 1992, KTDC formed a joint venture with the Indian Hotel Company (popularly known as the Taj group). The partners structured the deal to bundle together some of the KTDC projects that were losing money and all of its unfinished hotel buildings.⁵⁹

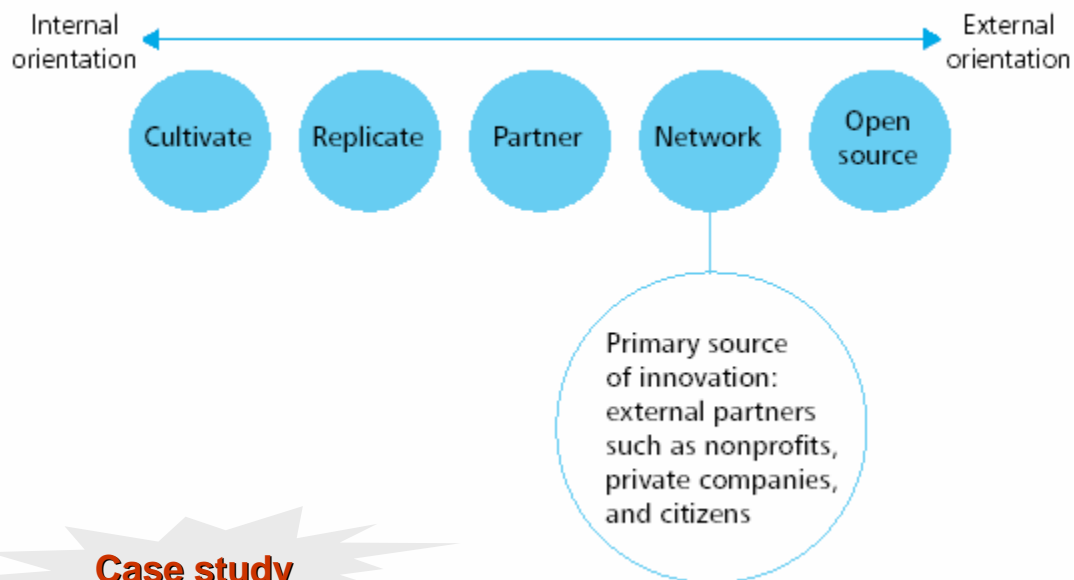
“The JV [joint venture] helped overcome three critical weaknesses of a government organization,” says Ashish Kumar Singh, the managing director of KTDC at the time.⁶⁰ Public sector agencies have trouble hiring good people. Not only are the salaries low, but the hiring process can take a year or more. The needed talent already existed at the Indian Hotel Company. Second, KTDC did not have the network to market the destination internationally. A private hotel chain had a much greater reach.

Finally, KTDC did not have a brand that would attract investors and customers. Since the law forbade investing outside the state, nobody beyond its borders knew about this organization. Attracting a major hotel chain brought in visibility and attracted a number of other big and small players.⁶¹ All of these developments helped build the brand “Kerala: God’s Own Country,” which became recognized as a superbrand.

Another significant move was that KTDC leased the properties to the joint venture rather than contributing them as equity. “Kerala pioneered the concept of public-private partnership in tourism in India,” says Singh. “All ventures can make losses, particularly in the initial years. This is more so with joint ventures because management practices differ significantly. Financial losses can result in the loss of ownership over properties. We avoided this by instead leasing the properties and contributing equity in cash.”

The state government used Rs. 55 million to leverage an investment of Rs. 500 million. Tourist traffic increased by more than 20 percent annually, allowing KTDC to make net profits of Rs. 18.5 million in 1995–96 and 30.1 million in 1996–97.

การสร้างเครือข่ายการดำเนินการ: การนำประชาชนรวมทั้งองค์กรภายนอกมาร่วมในการพัฒนาแนวคิดใหม่ ๆ กับภาครัฐเพื่อนำไปสู่การพัฒนานวัตกรรม ตลอดจนการมีส่วนร่วมในการทดสอบนวัตกรรมด้วย นับเป็นการสร้างเครือข่ายมีส่วนร่วมในทุกๆ จังหวะของวงจรพัฒนานวัตกรรมและการประยุกต์ใช้นวัตกรรม



Case study

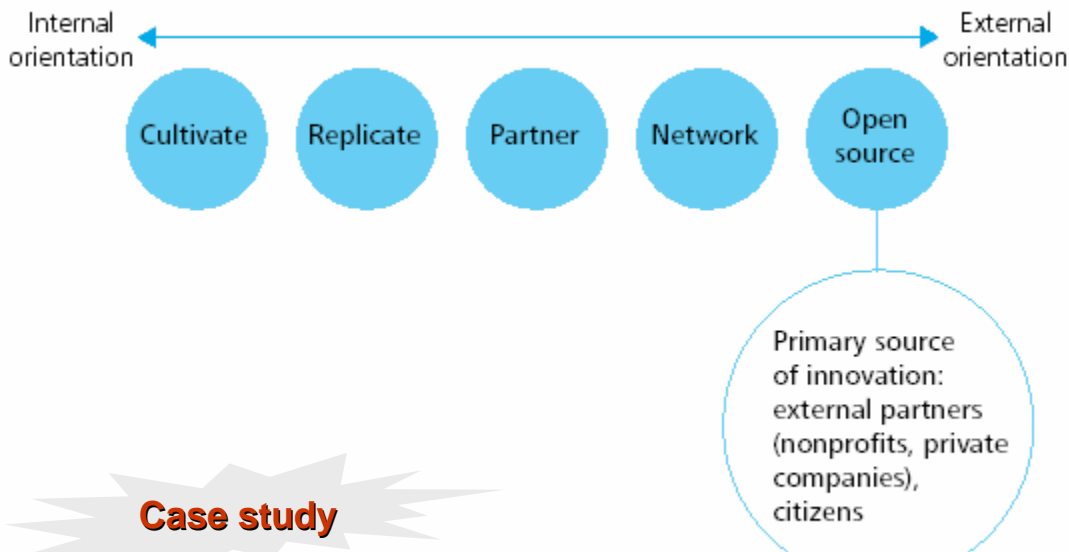
Networked lessons from down under: The Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia

The networked approach forms the strategic core of the Australian Commonwealth Scientific and Industrial Research Organisation's (CSIRO) efforts to meet major national challenges, create new markets for Australian industry, and fill specific community needs. The government organization brought leading scientific organizations and firms from across the globe into its network and established nine science education centers that attract more than 360,000 students, parents, and teachers annually.

While CSIRO has employed a number of collaborative mechanisms, including formal joint venture arrangements and Cooperative Research Centers, its National Research Flagships Program has been the most effective. In this program, CSIRO recruited 350 partners across industry and research, involving 21 universities.⁷³ For example, the Australian Imaging Biomarker and Lifestyle (AIBL) Flagship Study targets Alzheimer's disease. The incidence of this leading cause of dementia is rising exponentially in Australia and could affect more than 730,000 people by 2050. To tackle this issue, the Preventative Health National Research Flagship collaborated with the University of Melbourne, Edith Cowan University, Neurosciences Australia, and the Mental Health Research Institute of Victoria to establish the AIBL research cluster. The objective is to develop a holistic solution by involving researchers from a variety of disciplines and connecting cutting edge science with lifestyle and diet studies.

Underpinning the Flagships program is the strategic shift toward a theme-based approach to research that started in 2003. Organizing around themes means focusing on broad issues like climate change, which form the structural backbone of individual research projects. This fosters greater transparency and focus on outcomes. If an individual project runs into problems, resources can be redeployed to another project that accomplishes the theme's goals. The theme-based approach has also improved flexibility in responding to community and industry needs by developing a global network around these themes and adopting a multidisciplinary approach to problem solving. Finally, it has allowed CSIRO to improve risk management by building a portfolio of research streams, ranging from high-risk and long-term projects focused on knowledge building to low-risk and short-term projects that meet very specific industry requirements.⁷⁴

การเปิดกว้างให้ภาคส่วนต่างๆ เข้ามามีส่วนร่วมในการพัฒนานวัตกรรม (Open Source): เป็นการส่งมอบให้ภาคประชาสังคมช่วยออกแบบ และพัฒนานวัตกรรมเพื่อนำเสนอต่อภาครัฐเพื่อทำการคัดเลือกแนวทางที่เหมาะสมที่สุด จุดเด่นของรูปแบบนี้คือภาครัฐเป็นผู้คัดเลือกและนำเอานวัตกรรมที่คิดว่าเหมาะสมไปใช้ หรือนำไปผสมผสานกัน โดยไม่ได้เป็นผู้ออกแบบเอง



Case study

Open source diffusion lessons from Wikipedia

Wikipedia offers an interesting example of how diffusion is ingrained in the open source strategy. Wikipedia is an online encyclopedia where all content can be read, edited, copied, and even sold as long as the authorship rights are passed on to people receiving the content. In short, all users of the content on Wikipedia must confer freedom to use and reuse the content on everyone who comes across that content.

One of the guiding principles of the open source strategy is the democratic process. This again is visible in the way Wikipedia functions: decisions are not imposed from the top but come from the bottom up. When people contribute content to Wikipedia, there is no guarantee that it will appear unchanged. The content is verified to the extent possible by the wider community and edited to ensure that it meets its requirements of verifiability, language, and neutrality. Any content that is not based on verifiable sources is marked for editing or deletion. At times, disputes result in “edit wars” or feverish editing of content by separate groups in an attempt to ensure that their point of view is accepted as the final one. Edit wars go against the established policy of consensus building and are strongly discouraged.

There are three elements of diffusion that government agencies can abstract from the Wikipedia example. First, diffusion is about sharing ideas and building on them. The freedom to use and reuse Wikipedia content ensures that individuals benefiting from an innovation cannot prevent others from benefiting from their improvements to it. Second, diffusion is about gaining buy-in from all stakeholders. This requires elaborate arrangements to handle disputes without interfering with the creative process. Finally, there have to be both informal and formal mechanisms to deal with disputes. This means that managerial attention can be focused on disputes that require the most attention; the low-scale disputes will work themselves out.

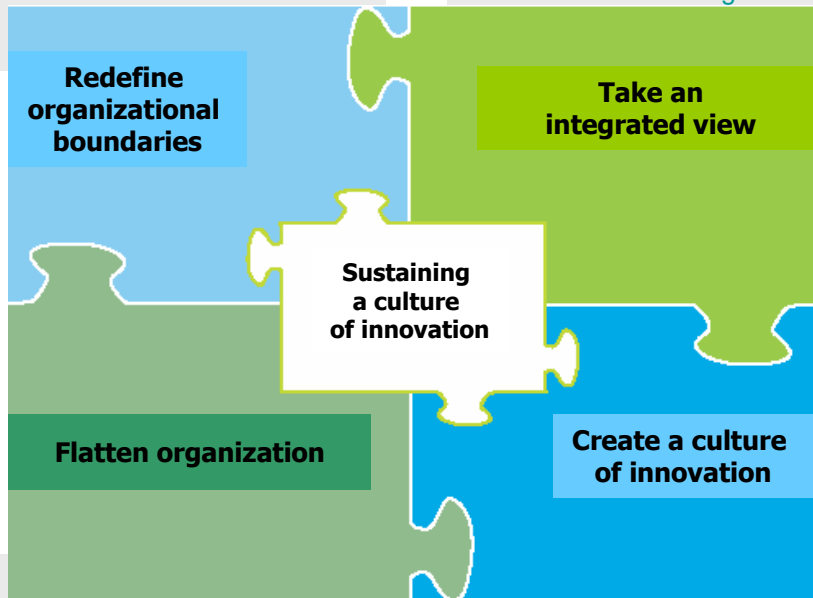
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P&G และ Commonwealth Scientific and Industrial Research Organization (CSIRO)

Both cases involved forging relationships with multiple organizations and individuals in order to gain a new window into the world. P&G used proprietary and external networks to identify good ideas. CSIRO created the Flagship program, a network of organizations tied to broad thematic issues and held together through a new management structure and technology.

The Technology Strategy Board, UK

This case involved using multiple strategies to translate knowledge residing in various organizations into innovations. The board consults with members of the private sector to set priorities and uses a dedicated Web site to solicit funding ideas. The board then selects projects to be funded, and research partners convert those ideas into practical solutions. To diffuse these solution, the board created 22 knowledge transfer networks involving more than 13,000 people.



UK Department for Environment, Food and Rural Affairs (DEFRA)

This case involved initiating an integrated approach to performance management. Employees are grouped into a series of competencies based on skill sets defined by training and experience. And project groups are created by selecting employees from these groups. Managers coordinate among the groups and coach employees.

The British Columbia Public Service

This case involved defining core organization values in consultation with employees and issued a brand statement "Where Ideas Work" to encourage the flow of ideas and attract innovators. Future activities to promote cultural change include organizing "Innovation Sessions" where employee focus groups study how they can become more innovative.

