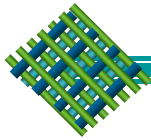


# **Government Innovation in Korea: Focusing on Common Innovation Subject**

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# 1. Introduction

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## 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 with 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 Government that Works Well with People**

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

**Competent Government**

**Participatory Government**

**Confident Government**



## Five Goals of Government Innovation

Efficiency

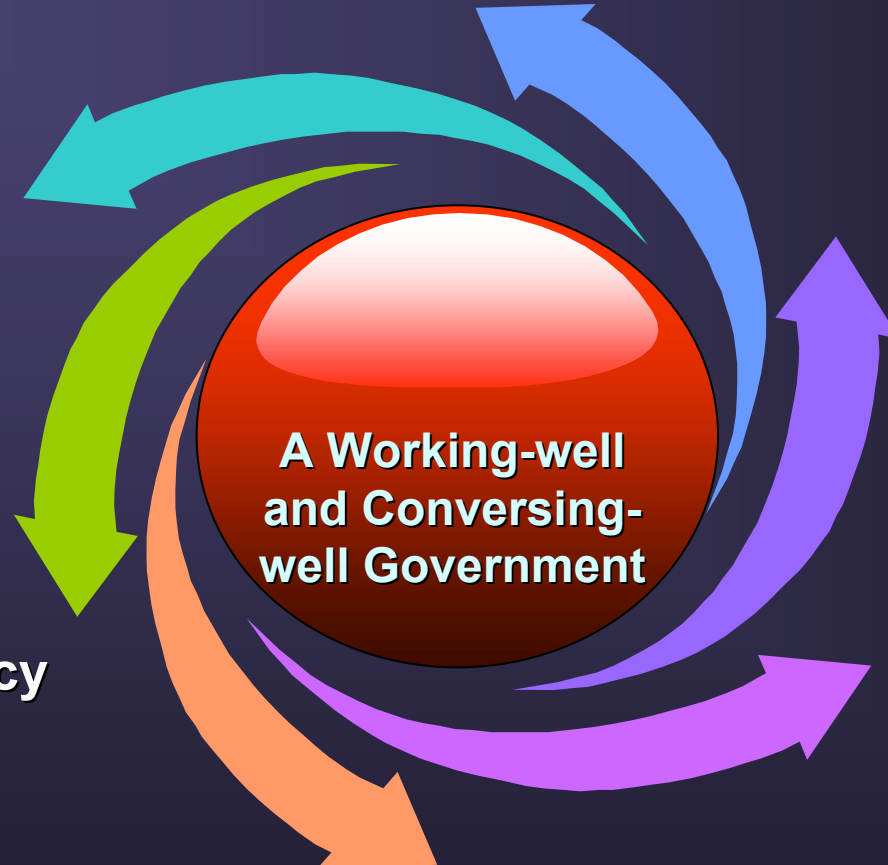
Serving

A Working-well  
and Conversing-  
well Government

Transparency

Corruption-Free

Participation





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

## 5. Summary of Korea's government Innovation

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## 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

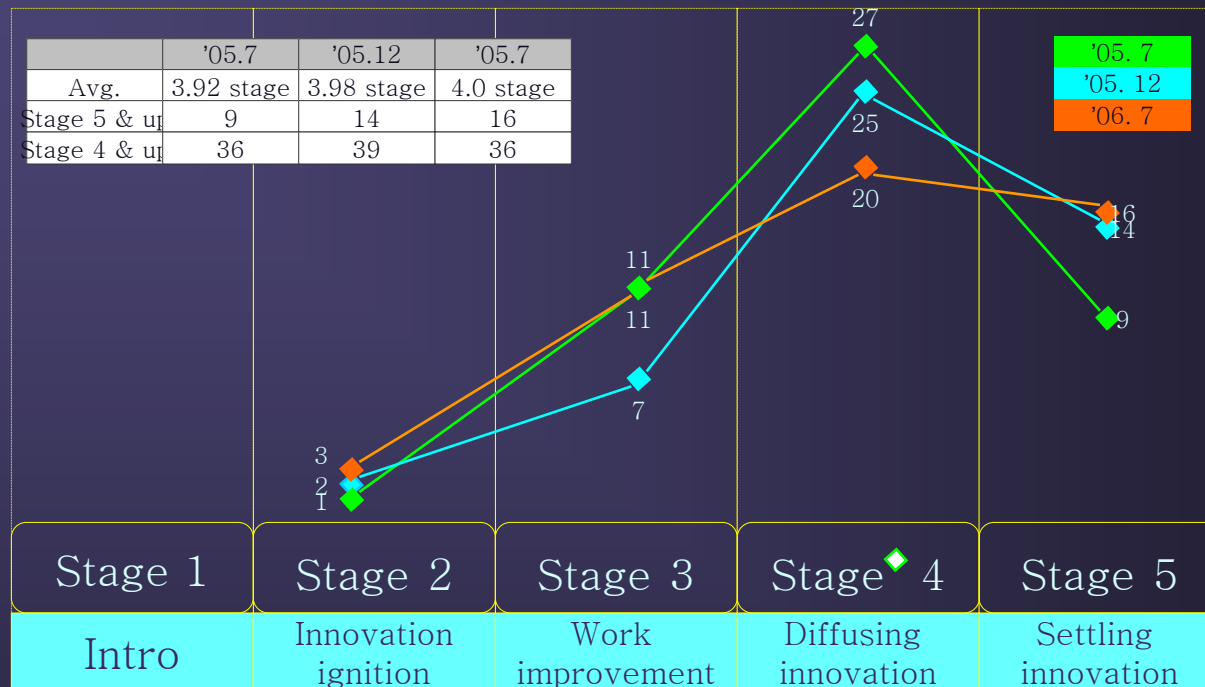


## Evaluation of Innovation Activities

- **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**