



Public Sector Productivity
**Innovation
Laboratory**

BACKGROUND



The Development Academy of the Philippines (DAP) has long been serving the public sector as change catalyst, capacity builder and partnership builder. Over the years, the DAP has capacitated government officials, conducted strategic research, produced innovative solutions, and developed efficient management systems for the public sector. Thus, the Philippines, with the DAP as the focal point, has been designated as the Center of Excellence (COE) on Public Sector Productivity (PSP) by the Asian Productivity Organization. The COE designation is recognition of the high level of competency as well as the track record of exemplary performance that the DAP has shown in promoting public sector productivity. One of the objectives of the COE on PSP is for the Philippines to serve as hub of “web collaborators” on innovation and productivity in the public sector, where an innovation laboratory would be one of its four pillars.

Innovation laboratories have proven to be effective incubators for pioneering trend-setting projects. In the United States, Europe, Australia, and in Asia, government innovation laboratories are institutions that have been regularly tapped to foster public sector innovation. Thus, the DAP implemented the PSP Innovation Laboratory through the demonstration projects in the Department of Foreign Affairs (DFA), and Local Government of Quezon City (LGQC).

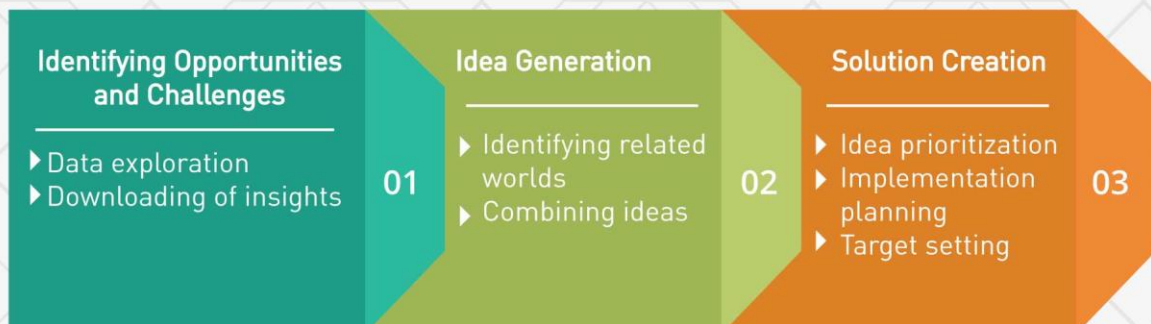
GOALS & OBJECTIVES

The PSP Innovation Laboratory aims to put forward and implement innovative projects for the public sector that will generally contribute to:



CO-CREATION INNOVATION PROCESS

Co-Creation Innovation Process is adopted to ensure that the innovations are co-created with key stakeholders, i.e. the implementers, citizens and public sector.



DFA 2.0



Charged with developing ground-breaking new products or solutions, the DFA 2.0 wanted to improve the delivery of passport services to enhance customer satisfaction and public trust. Building on the concern from client feedback that passport turnaround time from setting an appointment to passport issuance is estimated at 2 months, the team believed that it would greatly benefit the public if issues surrounding passport services will be addressed.

enhance customer satisfaction and public trust

1 Opportunities & Challenges



The DFA 2.0 used the client feedback mechanism through their Facebook and Twitter accounts. Based on clients' feedbacks, **slow processing of passport** application or renewal is the clients' topmost complaint. The feedbacks also suggested that DFA has not maximized its capacity due to no-shows that led to **wasted appointment schedules and slots**.



2 Ideas Generated

Through the assessment of the existing situation and client feedbacks and insights, the Innovation Team generated several ideas to address the challenges identified.



3 Innovation Solution

Through combining ideas and further processing of insights, the Innovation Team came up with **Single Window Passport Application and Renewal**.



Reduce No-Show Rate

Applicants shall set appointment online and pay the corresponding non-refundable processing and delivery fees



Fewer Processing Steps

Applicants do not need to transact with the cashier and the courier service



Faster Transaction

Applicants shall only go to one window to submit registration form and copies of required documents, and for biometrics taking

INNLAB QC



The challenge that the InnLab QC Team tackled was to improve Human Resource Development (HRD) Program to build a capable and responsive workforce for better public service. The LGQC's current practice of identifying training needs is by gathering requirements from the departments needing training. But the InnLab QC Team took a different approach by asking clients what was important to them and what areas needed improvement.

build a capable and responsive workforce for better public service

1 Opportunities & Challenges



The InnLab QC conducted client and employee surveys which suggest that fast delivery of service is the clients' major concern followed by competency of employees. The team identified the following key insights:

- ▶ **Technical skills need to be complemented by behavioral skills** such as communication and handling complaints
- ▶ **Employees lack awareness** on available training programs
- ▶ Some employees are **not included in the HRD budget**



2 Ideas Generated

After further analyses of data, the Innovation Team came up with a number of ideas to address the identified challenges, and prioritized the top three ideas based on impact and ease of implementation.



3 Innovation Solution

The InnLab QC came up with the innovation project entitled **Employee Development Portal** that features several alternatives to address the issues identified.



Holistic HRD Approach

Training needs shall be identified based on client feedback leading to inclusion of behavioral training in HRD program



Enriched Training Program

Training programs shall be conducted by the LGQC consultants, civic organizations, and other government agencies requiring minimum funding



Improved Employee Awareness on Available Training

The employee development portal hall have features such as an HRD message board for announcements, training calendar, downloadable training materials, among others

UNLEASHING INNOVATION FOR GOOD GOVERNANCE,

"A revelation occurred when we realized that some simple solutions were hidden in plain sight. We sometimes get tunnel vision when we have preformed solutions in mind. The Innovation Laboratory's process helps participating innovators view challenges using different perspectives and become aware of solutions that are in their peripheral vision."

Rolando Lazo
Innovation Technical Consultant,
Development Academy of the
Philippines



"Innovation relies on strong leadership an unwavering commitment to continually learn, create, adapt and implement best practices through all faces of the organization."

Dr. Robin Mann
Founder and Director,
Centre for Organisational
Excellence Research

"I am glad to have had this opportunity with Inno Lab. I have a lot of ideas but just can't get it off the ground because of how government in general is structured. Any innovation is done on a piece meal basis. Inno Lab has given the team a safe place to grow ideas and make real all these plans."

Edward Yulo
Innovation Champion,
DFA 2.0



"Our experience in Innovation Laboratory gave us better understanding of citizens' needs. Also we were able to identify other courses of action to improve the skills of employees for them to become more effective and efficient public servants."

Reynald Paul Imjada
Innovation Manager,
InnLab QC Team





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