Government Innovation Index (GII): Concept, Development & Application

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1. What is the Government Innovation Index (GII) ?

2. How was the GII developed ?

3. What components does the GII contain ?

4. How is the GII measured ?

5. What information does the GII provide to each institution ?

6. What are the applications of the GII ?
A tool to gauge the level of innovation of organizations in the public sector

The GII looks at various areas to determine how well an organization innovates amidst changing environments.

The index helps organizations to diagnose levels of innovation, identify weak areas, and develop action plans to fortify their innovation capacities.

On a government level, the overall results of the index can serve as a reference for national innovation strategies.
Development of Government Innovation Index (GII)

Effects of GII Development

“What you measure is what you get!”

- Develop innovation strategies through regular diagnosis
- Identify innovation trends and make comparisons between institutions
- Improve innovation methods through autonomous diagnosis
- Refine autonomous diagnostic system and systematize accumulation of data

"What you measure is what you get!"
How was the GII developed?

- Government innovation has become a top agenda for the current administration in Korea. As a result, innovation is spreading quickly in all public sectors.

- For an efficient innovation of an organization, it is essential that the organization must be able to ascertain its innovation level and areas of weakness.

- Characteristics of the GII
  - Applicable to all public sector organizations
  - Scientifically measures various signs and evidence of innovation in an organization
  - Clearly states to which stage of innovation the results refer
  - Provides analytical results comparable to private organizations and other countries
Development Process of the GII

- Review Theory and Benchmarking
- Develop First Draft
- Review by Experts
- Hold Workshops for Innovation Staff
- Pilot Test
- Final Review of the GII Model

- Develop Web-based Survey and Reporting System for the GII
- Conduct Diagnosis (498 Gov’t Agencies)
- Analysis & Reporting
- Result Report to President
- Notify the Results to Agencies Surveyed
The GII is a weighted average of many sub indices.

The GII comprises of innovation activation-adoption & implementation-results, and three hidden components.
How is the GII measured?

The measurement is performed via the internet.
- The MOGAHA developed a web based diagnostic system.
  * A web based system is easy to use, advantageous for both the data accumulation and statistical analysis.

When the officials in charge of innovation from each organization respond to questions within the GII, the web system automatically calculates the index values for each area and the overall index values.

  * Answers are mainly based on factual data collected from many departments rather than on normal Likert Scale questions in order to avoid the social desirability problem.
Respondents of each agency to the GII

Innovation Activity per Sector

- Innovation Leadership (L)
- Vision & Strategy (S)
- Personnel Capacity (C)
- Systemization of Management (M)

Adoption – Implementation of Innovation (I)

1 person in charge of innovation

- Question answerable only after results of the 1st survey are available
- Application of 2nd level in-depth survey according to results of basic survey

2 general government officials

- Questions for simple factual verification
- Conducted through random sampling (by Call Center)

Innovation

Leadership

Vision & Strategy

Personnel Capacity

Systemization of Management

Adoption – Implementation of Innovation

Improvement in Performance

Barriers to Innovation
The GII diagnostic results for each organization summarize the level of innovation with stages between 1-5. And it also presents both the scores and explanations for each stage.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Innovation Stage Trait</th>
<th>Attitude of Personnel Toward Innovation</th>
<th>Characteristic of Innovation Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1 Innovation Preparation</td>
<td>Foundation for innovation is underdeveloped</td>
<td>Apathetic or unresponsive to innovation efforts</td>
<td>Innovation efforts are almost non-existent</td>
</tr>
<tr>
<td>Stage 2 Innovation Ignition</td>
<td>Need for innovation recognized but only partial innovation activities implemented</td>
<td></td>
<td>Innovation efforts are substantial enough to be reviewed</td>
</tr>
<tr>
<td>Stage 3 Innovation Implementation</td>
<td>Various innovation activities carried out sporadically under the guidance of a leader or project team</td>
<td>The organization leader or innovation team leads and the organization members follow</td>
<td>Participation or guidance of organization chief increases</td>
</tr>
<tr>
<td>Stage 4 Innovation Proliferation</td>
<td>Institutionalization of various innovation activities</td>
<td>Organization members recognize need for innovation and positive results begin to be realized</td>
<td>Innovation activities are balanced and maintained in various areas</td>
</tr>
<tr>
<td>Stage 5 Innovation Establishment</td>
<td>Internalization and systematization of innovation.</td>
<td></td>
<td>Active participation from organization members and benefits of innovation are felt and internalized</td>
</tr>
</tbody>
</table>
How are the results provided to each institution?

A web based confirmation system was simultaneously developed to allow users to check the result of the diagnoses.
After developing the GII in the first half of 2005, the Government Innovation Headquarters conducted actual diagnoses of 498 public institutions using the index. The results showed that innovation levels at central and local government agencies were rising and innovation was quickly spreading in Korea.

<table>
<thead>
<tr>
<th>Category</th>
<th>stage 1</th>
<th>stage 2</th>
<th>stage 3</th>
<th>stage 4</th>
<th>stage 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of organizations (496)</td>
<td>86(17.3%)</td>
<td>231(46.6%)</td>
<td>105(21.2%)</td>
<td>65(13.1%)</td>
<td>9(1.8%)</td>
</tr>
<tr>
<td>Central government agencies (48)</td>
<td>-</td>
<td>1(2.1%)</td>
<td>11(22.8%)</td>
<td>27(56.3%)</td>
<td>9(18.8%)</td>
</tr>
<tr>
<td>Local government agencies (250)</td>
<td>27(10.8%)</td>
<td>107(42.8%)</td>
<td>81(32.4%)</td>
<td>35(14.0%)</td>
<td>-</td>
</tr>
<tr>
<td>Local offices of education (198)</td>
<td>59(29.8%)</td>
<td>123(62.1%)</td>
<td>13(6.6%)</td>
<td>3(1.5%)</td>
<td>-</td>
</tr>
</tbody>
</table>
The department managing the index can make a government-wide comparison with results.

The innovation index model can be altered to accommodate the objective of the analysis.

* For example: simple review, analysis of a specific area
As the index can be applied to other areas such as public and private sectors, comparisons can be made to gain a better understanding of the differences between the two.

The GII can also be utilized to compare innovation characteristics and levels of different countries by conducting a joint review with other countries.
The GII is being expanded and also is evolving.

- Expansion of GII: Central gov’t → Local, educational gov’t
  Government Offices → Agencies, universities

- Evolution of GII: Online diagnostic tool in the public sector
  → Comprehensive online consulting tool