

INAP Social and Knowledge Ecosystem

Organisation: Government of Spain

Country: Spain

Level of government: Central government

Sector: General public services

Type: Human Resources, Organisational Design

Launched in: 2012

Overall development time: 3 year(s)

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Description

Spanish Administration is facing a great challenge: how to value the talent of people who work in its organization. Traditional filling positions systems are overwhelmed to face requests of society and to provide public services properly. Therefore, every day it seems more essential to provide our organization with talent management systems which allow dealing with 21st century society needs, with permanent changes that cannot be resolved through traditional mechanisms and information sources.

The Mission of INAP (Strategic Plan 2012-2015) is “to create transformative knowledge in the public sector for the benefit of society as a way to promote social cohesion and a high quality democracy”.

This project aims to create and disseminate transformative learning and high quality knowledge, promote transparency and open government, boost the innovation within the Public Administration and foster exemplarity, legitimacy, autonomy, efficiency and responsibility in the Public Administration.

The Social and Public Knowledge Ecosystem of Public Administrations is being conceived as a new model of semi-informal communication, favoring communities of interest connecting various actors, thereby allowing linking the talent and encouraging public innovation.

The implementation of these collaborative tools, based on the generation of transforming and transformed knowledge will provide a system that allows the organization to discover the talent of the people who are part of it.

Why the innovation was developed

- New models of internal communication require a revaluation of those talent producing agents that inhabit the vast network woven by the formal and informal relationships.
 - Organizations betting on the flexibility of its structures are increasingly common, creating common spaces and taking advantage of unplanned interactions and relationships among its members, thus favoring the emergence of innovative ideas.
 - These new ecosystems are geared to promote the creation of networks linking talented individuals who face the same problems from different perspectives and scopes.
 - In this way the Public Administration implements and executes decisions and adapts them to its environment but, at the same time, it builds and transmits certain values, beliefs, norms, symbols and rationalizations that keep the integration and balance of system providing coexistence among the different actors.
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Objectives

Develop staff capacity, Improve effectiveness, Improve service quality

- The five objectives of the INAP Strategic Plan 2012-2015 are oriented to the Public Administration improvement:
 - Strengthen the INAP’s Institutional role at national and international level;
 - Generate high-quality knowledge and reflection for decision-making and design of public policies;
 - Link training and selection to the real needs of public administration, to the professional skills of civil servants and to their professional careers;
 - Turn INAP into a center of excellence in training public managers and aligning the running of INAP with strategic challenges.
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Main beneficiaries

Civil Society, General population, Government bodies, Government staff

- The Social and Knowledge Ecosystem of INAP, as part of the transparency philosophy, is directed at public employees of all Public Administration levels and also to citizens. It has three axes: people, knowledge and communities.

Results

Service quality

Responsiveness:

- Changes in senior civil servants selection procedures in the public administration are starting to be seen, with new models that leave behind the traditional selection process that involves political and union interference.
- It is slowly being replaced with a meritocracy model, an excellence-based selection, with the best employees being selected to work for the public administration.
- Despite this commitment to change, the change model must be nurtured and encouraged through academic and media support, and by the commitment of public employees.
- The message that needs to spread is that only the best are joining the public service, and all of those changes, beside others, will lay the foundations of a cultural base that will improve stability and trust in the system.

Development

Design

There are three main challenges that have influenced in the development of this project: globalization, evolution and competitiveness. Moreover, there is another factor that has to be taken into account: citizen's perception of the Administration as a slow, inflexible, rigid, not useful, old fashion and not efficient bureaucratic machine.

The INAP has opted for an inclusive talent management strategy when designing its Ecosystem. That is, there should not be a particular pool: every public member can make effective their abilities and develop a role in a hierarchical structure. Going further, even private actors who are in contact with Administration also must be considered possible actives with talent.

Testing

- No methods were used to test the innovation.
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Implementation

Tools used:

- The Social and Knowledge Ecosystem has three tools: the INAP Professional Network, the Knowledge Bank and the Innovation Bank:
 - The INAP Professional Network aims at generating expert knowledge through informal learning (daily activities related to work) to enhance the professionalization of the civil service and the improvement of public services delivering. The main functionalities are: access to professional profiles, virtual communities, discussion fora, events, access to INAP Bank of Knowledge. The INAP Professional Network intends to become the INTRANET GLOBAL of the Spanish Public Administration.
 - The main objective of the Bank of Knowledge is to use and share INAP knowledge (documents, studies, research, investigations, reports) with citizens, national and international organizations and institutes connected to INAP. For that, INAP has designed a "Map of existing Knowledge" in order to identify the need-to-know requirements and sources of knowledge in the different areas of Public Administration. The main institutional interest matters are: social innovation, training innovation, human resources management, Public Administration management, territorial Administration and public policies.
 - The Innovation Bank is a repository of good practices that will allow to know which are the leader institutions in different public policies or public activities. It is also conceived to become a referee of good governance and innovation in Public Administration issues. It is connected to INAP Bank of knowledge and open to citizens and institutions.
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Challenges and solutions

- The Spanish public Administration, because of the strict filling positions system and hierarchical structures, has what we can call "peripheral talent". This kind of talent would define those people who, owing to their position in the structure, have a big network as a consequence of their positions but where they do not work.
- Also, it can belong to this kind of talent those people who build a big professional network which avoid them learning bias, but as a consequence of their positions in the organization are set aside to develop individual tasks.
- The creation, therefore, of a working system based on a social chart and not on an organization chart is original in Spanish Administration, and allows people to work and become in recognized and recognizable talents.

Lessons Learned

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- The first big issue to implement this project was the lack of informal networks in public administration that allow applying collaboration approaches focused on learning and development. To find talent it is necessary that people with this ability find each others in a network where can interconnect.
 - Also, that network must be informal, but be supported over formal hierarchical public network, so that the employee and not employee access voluntarily to practices, interest of learning communities where they can make effective their abilities and build knowledge in a collaborative way.
 - The network's exam allows seeing what employees are different from those already considered essential, showing that many employees do not get rewarding or opportunities they need to make effective their talent. With this action it can be avoid that these employees become outsiders when the nature of their activities is favorable to a network connection.
 - In the Spanish system we must work in several fronts which are better do not forget. Specially, how can get the best employees to perform posts in public administration. Only by showing a CV or some formal merits (training, seniority, belonging to a corp, etc.) do not guarantee to be the most suitable person to perform a job.
 - If we obtain from talent management system an inventory of abilities and competencies which are part of this subsystem, sooner or later they should be take part in filling positions process.
 - The Professional social network system integrated in the Social and Knowledge Ecosystem can provide to public workers' seekers with a very valuable source of information to succeed in filling a specific job position.
 - Professionalization and technical and scientific rigor must be mandatory requirements for a transparent and democratic organization. All would allow professionalizing the selection of public employees, particularly senior Spanish public employees.
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Conditions for success

- Effective implementation of this project represents a change of habits and involves undoubtedly a considerable effort of adjustment, but analysis can provide, without doubt, a great benefit which is the detection of talent active that can be a precursor of innovation inside our own organization.
 - We have created an ecosystem that allows adjusting paces and particularities to Administration's present and future needs. With the formation and inclusion of new communication channels from detected needs, the creation of transversal collaborative working platforms inside our own structure and the connection of any activity to formation and dissemination of knowledge we achieve to place public Administration in the way of innovation.
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Other information

Administration must follow the thread and foster innovation, and as a hundred per cent of innovation comes from an only source what is our staff, that is the reason for promoting innovation inside our public structure. It must tend to build a model of human resources management based on talent, trying to distinguish who are those innovators and to maximize their collaboration with organizational structure, and that could be done, as it has been pointed out, with a network based analysis.

An effective workforce is the success key factor. Besides the fact that every company needs material resources to subsist, the people are who move organizations. And a committed workforce in the objective of the company is the most powerful engine to optimize organization performance. There is no doubt that motivation management of human resources responsible plays a main role to achieve that dedication.