

accenture

INNOVATION WITH PURPOSE

Accelerating Outcomes in Human Services,
Unleashing the Era of Empowerment





MISSION: INNOVATION

Human Services agencies have long worked to be more innovative. Today they face a convergence of forces making innovation nothing short of an imperative:

- Citizens expect better experience with more technological sophistication.
- Economic and financial conditions are forcing governments to do more with less.
- And in the face of increasingly complex social challenges, Human Services agency leaders and staff are actively pursuing an internal strategic shift to achieve more through technology.

Accenture commissioned a study of government innovation spanning nearly 600 respondents in 10 countries. The study revealed important insights about how Human Services agencies are driving innovation. It also points to a framework for achieving greater effectiveness in managing innovation – and delivering the outcomes that matter most.



FINDING THE LEADERS

Accenture measured Human Services agencies' performance against the five pillars of our Innovation Framework – Strategy, Ideation, Absorption, Execution, Impact and Benefits – and identified the top 15 per cent of Human Services agencies that are true leaders in innovation.¹ To kickstart the innovation agenda, Human Services agencies should look to these innovation leaders, who are clear about the purpose of innovation: to deliver citizen outcomes and reduce their agencies' operational expenses.

¹We identified innovation leaders by looking at the mean innovation score for the sector. From there, we identified innovators that were at least one standard deviation higher than the mean. Each of the 10 countries surveyed had at least one agency that emerged as an Innovation Leader.

INNOVATION INSIGHTS

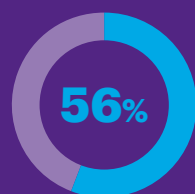
An Accenture survey has affirmed that citizens want more innovation in Health & Human Services (see Figure 2).²

As citizens become increasingly connected, they expect immediate and convenient access to all services – including those from Human Services agencies.

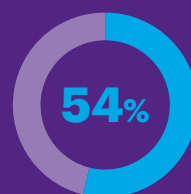
FIGURE 2

Citizens value government innovation and want more of it.

An Accenture survey of more than 6,000 citizens in six countries revealed:



believe Health & Human Services agencies should use advanced analytics to provide more individualised and relevant services



want Health & Human Services agencies to be more innovative

**6 in 10
citizens**

view the private sector as more innovative than government

**3 in 4
citizens**

want government technology leaders to innovate more

**8+ in 10
citizens**

globally are open to, or neutral towards, the idea of non-government agencies delivering government services

Source: Accenture Public Service Global Omnibus Citizen Survey (December 2017)

Our study found that Human Services leaders agree that **innovation is good for people and for agencies**. Digital platforms, such as LinkedIn, are transforming the employment services landscape, and digital ecosystems/non-traditional service providers are jostling to disrupt public service delivery. Given these realities, agencies are undertaking a strategic shift towards modernisation and innovation to drive better, faster interventions. They're working to put people at the centre, while shifting ingrained mindsets. The ultimate goals: enhanced services and outcomes for citizens.

In our survey, **68 per cent of all public service executives believe digital ecosystems are already having a noticeable impact** on, or will dramatically transform, the industry. Among the 185 employment and social services professionals we surveyed, we found almost universal recognition of what citizens are asking of them. Ninety per cent of employees see innovation as an important part of their day-to-day jobs. The same percentage of leaders view innovation as an important part of both their day-to-day jobs and their leadership responsibilities.

While the will to innovate is strong, Human Services agencies are so far lagging behind other players in implementing new technologies and transforming the organisation to new models. Indeed, nearly half (46 per cent) say they're lagging behind partner organisations in the knowledge and adoption of emerging technologies.²

While agencies need to adopt digital innovation to remain relevant, they remain apprehensive and cautious. They don't understand how to navigate the complexity of digital disruption and new, agile approaches. Fifty-eight per cent of ISS IT decision makers reported that significant changes to day-to-day processes are needed. **Fifty per cent said they must adapt their organisational business model**. Just six per cent have implemented intelligent process automation, and 13 per cent have implemented biometrics.³

² Accenture Intelligent Technologies in Public Service Research (2016)

³ Accenture Intelligent Technologies in Public Service Research (2016)

How do Human Services innovation leaders overcome the challenges? They focus on operations and outcomes. Leading agencies drive the innovation agenda to achieve outcomes in six key areas:

Leading agencies reach different citizen groups/demographics

(59 per cent of leaders vs. 41 per cent of other agencies.)

Innovators discontinue services or programmes that are not performing well or meeting outcomes

(73 per cent vs. 42 per cent.)
They also reduce human errors, either by customers or employees (67 per cent vs. 42 per cent.)

Leaders create a business case for every innovation project

(93 per cent vs. 63 per cent.)
The business case includes risks and potential issues and is frequently updated.

Leaders implement innovations to address a lack of awareness/knowledge of digital services

(48 per cent vs. 32 per cent.)

Leading agencies overwhelmingly have a framework to evaluate ROI and other potential public impact of innovation cases after they have been implemented

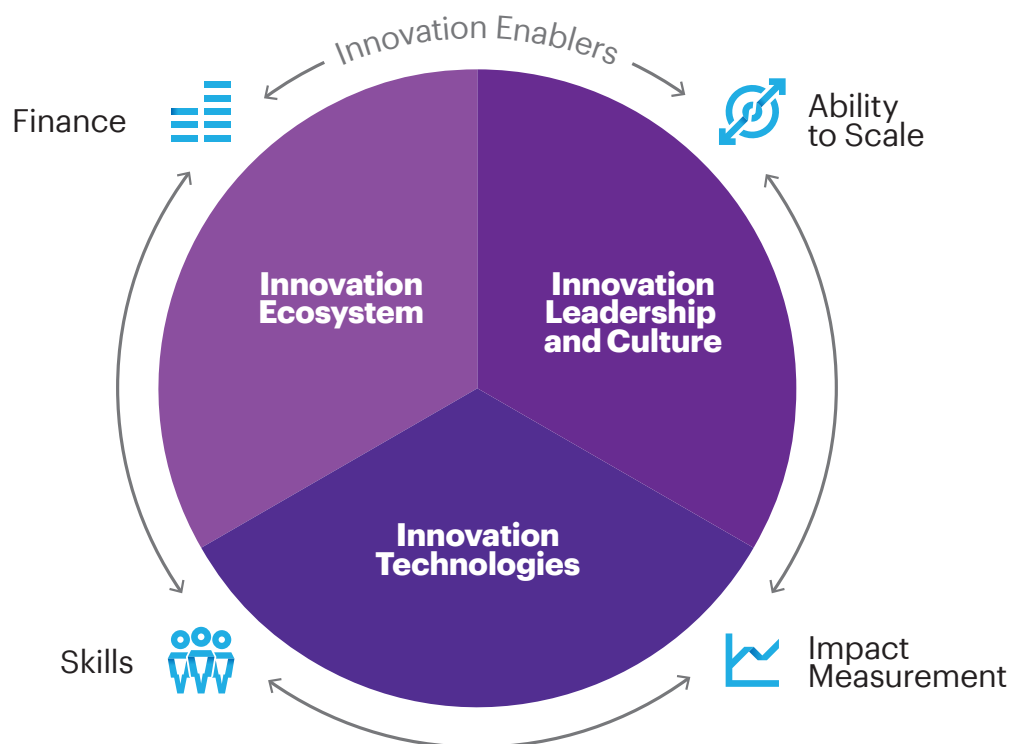
(89 per cent vs. 63 per cent.)

Leading agencies reinvest 'innovation dividends' – the time and cost savings or other benefits generated by an innovation – for other purposes

(82 per cent vs. 63 per cent.)

Accenture analysis suggests that Human Services innovation leaders thrive by creating the right conditions for innovation. They focus on the interplay of leadership and culture, ecosystems, technology and four key enablers (Finance, Skills, Impact Measurement and Ability to Scale; see Figure 3).

FIGURE 3
Human Services innovation leaders build innovation maturity in three core competencies.



DEVELOP THE THREE CORE COMPETENCIES OF INNOVATION

Human Services innovation leaders have cultivated three core competencies:

1. Leadership and Culture
2. Innovation Ecosystems
3. Innovation Technologies



Core Competency #1: Leadership and Culture

Though often underestimated, Leadership and Culture is a crucial dimension in the framework and a critical foundation for building innovation ecosystems and implementing innovation technologies. The innovation leaders demonstrate the importance of innovation, along with the agency's commitment to it, by incorporating clear objectives into the organisation's strategy and fostering collaboration internally. Culturally, these agencies diffuse ownership of innovation to ensure that it is absorbed at all levels. They also take a 'fail fast' approach, with risks managed and risk-takers not penalised for their efforts.

FOLLOW THE LEADERS

1

Use innovation to achieve the mission

Innovation activities should not be pursued in isolation or as a solution to an as-yet unidentified problem. Instead, clearly align innovation programmes to objectives that support the agency's mission and address a specific need or problem. Recognising the mission value of innovation, leading agencies more heavily weight innovation than price when selecting vendors (63 per cent of leaders vs. 26 per cent of other agencies).

Case in point: Singapore SkillsFuture

With SkillsFuture, the Singapore Government is nurturing an important transformation and demonstrating the importance of strong leadership and culture when driving innovation.

Goal: Support an advanced economy and inclusive society by empowering all individuals to take ownership of their skills development and lifelong learning.

Leadership: Driven by the Future Economy Council with involvement by members of government, industry, unions, and educational and training institutions. Part of a \$4.5 billion Industry Transformation Programme, which is developing roadmaps for 23 industries to address sector-specific issues and deepen partnerships throughout the ecosystem.

Outcomes: For employers – strategies that provide integrated assistance across domains; stronger support for innovation and internationalisation; single government agency to integrate transformation efforts.

For employees – new and redesigned jobs with better wages; more opportunities overseas; stronger support for upgrading and skills deepening.⁴

⁴ Source: <http://www.skillsfuture.sg>

Nurture innovation DNA

Innovation cannot be mandated or architected in a top-down approach. Instead, it requires an 'organic' diffusion across an agency and its workforce. Agencies can take small steps with big impacts, inspiring every employee to feel a sense of responsibility for innovation, encouraging innovation to be part of daily conversations and activities, and removing fear of failure by creating a 'safe place' for ideas to be tested and even to fail. Leaders are very strong in displaying and promoting the benefits that an innovation delivers to create demand among potential users, such as employees, citizens, suppliers and politicians (56 per cent vs. 34 per cent).

Case in point: Australia's Department of Jobs and Small Business

In its Strategic Plan 2017–2020, the Department of Jobs and Small Business (known as the Department of Employment until December 2017) laid out its vision: 'More Jobs. Great Workplaces.' It is now connecting that vision to innovative people, ideas and resources. The Department defines innovation as 'putting ideas into practice to add value for our people, stakeholders and clients'. It strives to be a thought leader and first point of contact for employment and workplace-related innovation and to collaborate with government, industry and the community to execute ideas.

The Department also stresses its aim to be an innovative and energetic place to work, backed by leaders, systems and a work environment that supports employees to collaborate and maximise potential. The Department's expectations of its individuals are to show courage to engage with new ideas, seek out new opportunities and knowledge, collaborate openly and take calculated risks, with an emphasis on prototyping, piloting and learning from mistakes.

Four innovation priorities outline the Department's innovation approach and desired outcomes to achieve in 2016–2018:

1. Evolving the organisation's capability and systems to unlock employees' expertise, interests and life experiences (for example, offering flexible work, diverse and multi-disciplinary teams, cross-functional projects and/or an internal 'gig economy' trial).
2. Designing policies and services for real-life circumstances by applying user-centred design to profile the diverse needs of job seekers, businesses and employees.
3. Exploring different ways to deliver more jobs and great workplaces using a variety of policy levers and non-legislative approaches (for example, using behavioural economics, the investment approach, open data, crowdsourcing and/or platforms that can incorporate peer regulation).
4. Demonstrating the value created for employees, stakeholders and clients by sharing the Department's innovation narrative – including successes and what was learned from failure.⁵

⁵ <https://www.jobs.gov.au/innovation-framework/our-vision-innovation>, <https://www.jobs.gov.au/innovation-framework/our-innovation-process> and <https://www.jobs.gov.au/innovation-framework/innovation-priorities>

Create space for innovation

Innovation leaders do so not only through physical spaces, such as labs and studios, but also in the way employees are organised to foster cross-departmental ideation and allow space in the working week to dedicate to innovation activities. From innovations implemented in the past 12 months, leaders have delivered a disruptive new way of doing things that catches peers and customers by surprise and is leading in their industry in People Innovation (48 per cent vs. 25 per cent), Process Innovation (60 per cent vs. 30 per cent) and Services Innovation (52 per cent vs. 30 per cent).

Case in point: UK Department for Education

In 2014, the UK Department for Education (DfE) announced a two-year, £100 million innovation fund to support 53 innovative and new approaches to transform outcomes for children in care. The initial success led to a second phase starting in 2016, with £300 million committed to 2020. Spring Consortium, which DfE commissioned as delivery partner for the programme, is working with project teams through every stage of the innovation process. At every level, the team is testing new approaches, large and small, to rethink how the system operates.

DfE is delivering the programme in three rounds:

- Round One (2014–2016).
DfE invited applications across two focus areas: children’s social work and support for adolescents in or on the edge of care.
- Round Two (2016–2020).
DfE invited applications to scale and spread successful innovations from Round One.
- Round Three (2017–2020).
The Targeted Funding Opportunity invited applications in four policy areas set out in DfE’s policy paper, Putting Children First, with a need to quickly develop and test new approaches. These areas included residential care, use of social investment, alternative delivery models for children’s social care and targeted support to prevent children from entering the child protection system.

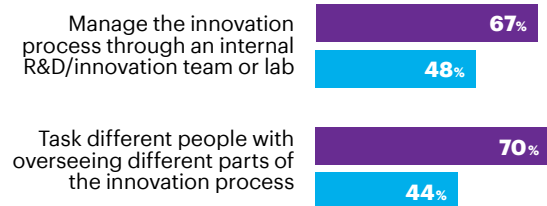
In the first two years of the innovation programme, DfE has supported 70 projects covering 90 local authorities and representing more than £155 million in funding. At present 45 Round Two and Three projects are underway.⁶

⁶ <http://springconsortium.com/innovation-programme> and <https://www.innovationunit.org/projects/childrens-social-care-innovation-programme>

KEY LEVERS TO BUILD LEADERSHIP AND CULTURE

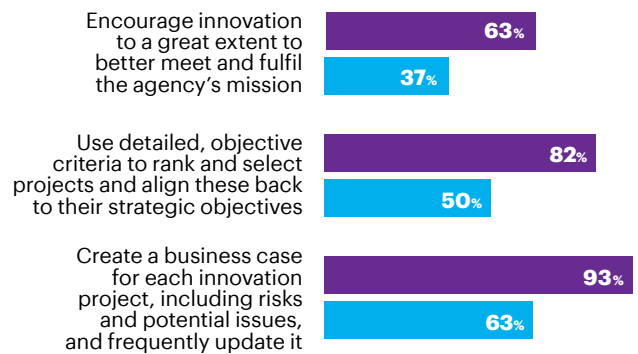
Governing innovation

For innovation leaders, oversight of innovation activities is not limited to one individual/team. Instead, the whole agency is engaged in a top-down/bottom-up approach, and innovation transcends agency hierarchies and silos.



Innovation at the core

Innovation leaders take a systematic approach to innovation with purpose. They create clear alignment between innovation objectives and the agency's mission and strategic objectives. In other words, programmes are not 'innovation for innovation's sake'. They are designed to meet the needs of a specific agency challenge or to deliver a tangible outcome.



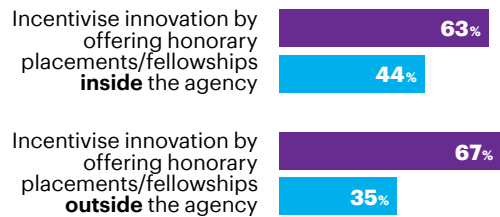
Innovation space

Innovation leaders are more likely to devote physical space, such as labs or studios, to support ideation, prototyping and other innovation work.



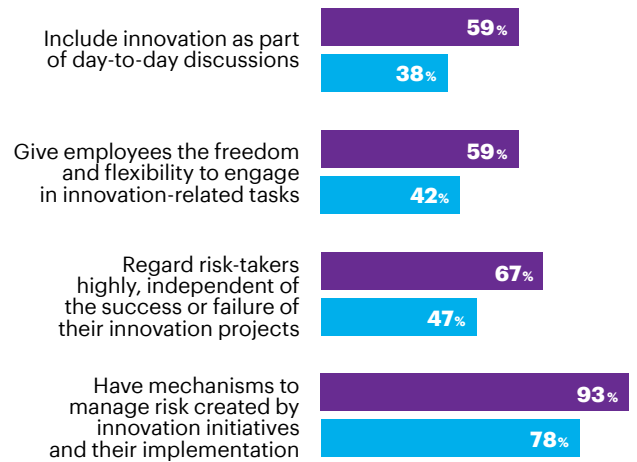
Innovative incentives

When it comes to encouraging fresh thinking, innovation leaders think beyond monetary incentives. They look outside the proverbial box to find new ways to reward employee contributions to innovation.



Embedding innovation

Innovation leaders make innovation part of the agency’s DNA. They build in time for innovation and aren’t afraid of taking risks. They’re open-minded when it comes to partnerships. And they nurture innovation within their workforce by making it ‘safe’ to try new things – even if those ideas fall short.



Core Competency #2: Innovation Ecosystems

To make a greater impact, innovation should benefit from the knowledge and experience of teams from within and outside an agency. Innovation leaders recognise this and are more likely to develop an ecosystem of partners, including start-ups. Such partnerships are especially valuable to ideation and execution, helping generate a stronger pipeline of ideas and bolstering the agency's ability to turn them into a reality.

FOLLOW THE LEADERS

1

Be open to outside-in innovation

Innovation leaders foster a mindset shift across the organisation to embrace and encourage ideation and innovation from outside the boundaries of the agency. These leaders take proposals seriously, and where viable, explore their potential through co-creation, proofs-of-concepts and pilots.

Case in point: Le LAB Pôle emploi

In September 2014, Pôle emploi, the French employment agency, opened the LAB Pôle emploi – its 'accelerator of good ideas'. The LAB acts as a central point for innovation initiatives involving the public, Pôle emploi employees, startups, and other private and public companies. According to the agency, 'Innovation is a central axis of Pôle emploi's strategy and collaborative work appears as a key to its development and acceleration.' The LAB has both an internal and external focus. Through collaborative work and interactions, it promotes creativity and open innovation to co-create new innovative services with users. That includes hosting 'flash' co-design days where up to 50 people from all actors collaborate to innovate. It also serves as an internal transformation tool of Pôle emploi, assigning collaborators at the conception of a project and by diffusing new methods of working and a culture of innovation across the agency.

Over the past two years, the agency has developed a complete innovation system: LAB, Proof-of-Concept (POC), XP (experimentation), InnovAction (platform for feedback of ideas and good practices), Challenges, Jobs Store, and Employment Store for developers. In its system, Pôle emploi addresses two axes of innovation: collaboration internally and externally, and the incubation of innovation projects that are tested, evaluated and diffused.⁷

⁷ <http://www.pole-emploi.org/digitalinnovation> and <http://www.lelab.pole-emploi.fr/retour-sur-les-projets-de-lannee-2017-au-lab-de-pole-emploi>

Tailor partnerships to objectives

Innovation leaders build alliances with different partners and stakeholders for different purposes – for example, partnering with start-ups on service innovation and professional consulting firms on strategy innovation.

Case in point: UK Department for Work and Pensions

The Department for Work and Pensions' Digital Team combines design thinking and digital technology with social purpose to create digital services that make a difference to citizens' lives. Before opening its digital hub in Manchester in 2018, DWP Digital held its first-ever Hackathon event to tackle the local issue of unemployment. The aim: to identify and break down barriers people face in applying for jobs and develop an innovative solution to encourage people to retrain and travel to where jobs are available.

The Hackathon was open to individuals outside of DWP with digital skills. The format included quick-fire presentations from a range of speakers, idea pitching, team formation and pitching of a solution to an expert panel with both DWP Digital and private-sector parties. Participants were able to leverage open-source labour market data to ideate their digital solutions.

Teams coded their prototype solutions. Proposals and demos included:

- An Alexa skill that uses voice recognition to help people search for jobs
- A Twitter bot built on top of MongoDB to match employer and employee requirements on social media
- 'Nicola' – a messaging bot that makes applying for jobs easier
- An app that uses data to assess the best type of roles and employers for people with certain health conditions
- An app that 'gamifies' the job-hunting journey

The winning team was UpSkill – a group comprising two software developers, a data scientist and a colleague from a Cheshire Jobcentre. This team developed an app that uses data to match people's skills to the skills required by employers, and features an application programming interface (API) to enable users to access resources to boost their skills.⁸

⁸ <https://dwpdigital.blog.gov.uk/2017/11/09/hackthenorth-helping-manchester-work-and-grow>, <https://dwpdigital.blog.gov.uk/2017/11/13/hacking-with-purpose-at-hackthenorth> and <https://dwpdigital.blog.gov.uk/2017/12/07/innovation-and-creativity-on-display-at-hackthenorth>

Experiment with collaboration methods

Innovation leaders embrace digital tools and platforms for ideation and knowledge exchange. Yet they don't underestimate the power of getting people together in one room for innovation workshops. Techniques such as design thinking can be incredibly powerful in face-to-face workshops.

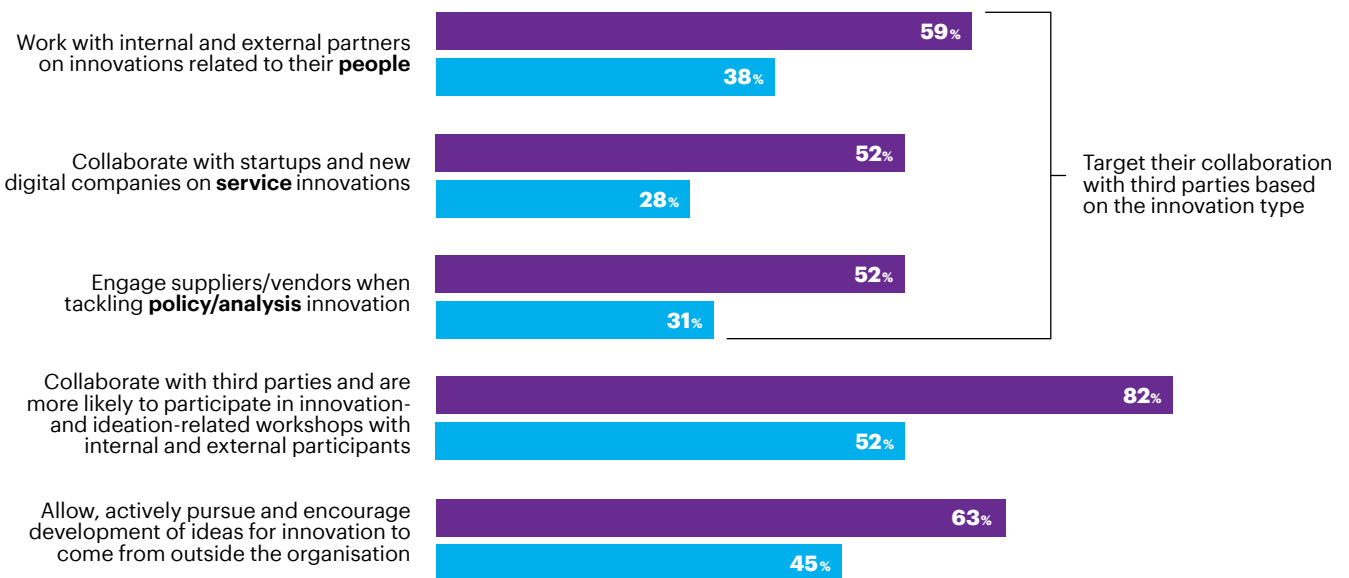
Case in point: KEHA Finland

KEHA has embraced innovation in meeting its responsibilities as the developer of employment services and other growth services in Finland. With a goal of orchestrating the right services to the right customer at the right time and through the right actor, KEHA created a 'platform of platforms' that connects all employment stakeholders. Citizens and immigrants use it to recognise and build skills, find job opportunities, plan their careers and obtain life coaching support. Meanwhile, private and public employers use it to get help

with reskilling, find talent for open positions, attract future talent and get support with growth services. And public, private and third-party service providers and public service orchestrators connect people and employers via a 'digital marketplace'.

The ultimate outcome is a new generation of employment services extending far beyond matching job seekers with open job positions, to help people plan their careers and employers shape more effective talent strategies.

KEY LEVERS TO DIFFUSE INNOVATION ACROSS THE ECOSYSTEM



KEY ■ Human Services Innovation Leaders ■ Other Human Services Agencies

Core Competency #3: Innovation Technologies

As digital transformation gains traction in social services, leaders are even more receptive to it. Analytics, AI and other innovative technologies are no longer out of reach. Indeed, technology is increasingly viewed as a commodity. Thus, the imperative for social services is to determine how best to deploy platforms and services to support mission outcomes.

Innovation leaders demonstrate the power of pilots and proofs-of-concepts as ways of testing solutions and determining which is most 'fit for purpose'. As Social Services agencies transform to become more data-driven, agencies must finally find and implement solutions to longstanding governance obstacles, such as data quality, protection, privacy and sharing.

Ultimately, Social Services agencies have an opportunity – and imperative – to become 'data orchestrators'. To that end, AI offers huge potential to automate mundane, rote tasks and empower staff to undertake more meaningful work. Yet AI must be 'raised' right to ensure consistency and effectiveness of lower-level judgements.



Establish a solid ICT backbone by moving the enterprise to the cloud

Harness the power of public/private cloud infrastructure to build the Social Services agency of the future. Migrating to the cloud also helps establish a strong IT core upon which an agency can introduce solutions based on emerging technologies.

Case in point: SkillsFuture Singapore (SSG) / Workforce Singapore (WSG)

SkillsFuture Singapore and Workforce Singapore are two statutory boards that drive the upskilling and employability of Singapore's workforce. Through the nationwide rollout of the SkillsFuture Credit (SFC) initiative, SSG and WSG have demonstrated innovation leadership in their vision to marry the best of business and technology to deliver a high-quality workforce development ecosystem for Singapore. How? By increasing employability and building a culture of lifelong learning.

SSG/WSG engaged Accenture to support this business transformation journey, a programme called ITR1 ('IT Realisation Phase 1'), in developing business enablers and IT capabilities to support its desired outcomes: increased operational efficiency, transparency, customer experience and decision-making. This included a series of business enabler projects to transform into a new Four Office Model, define a customer experience blueprint, and identify key analytics capabilities required for better decision-making.

ITR1 leverages the SAP Customer Relationship Management (CRM) system: SSG/WSG officers are empowered through an integrated platform and 360-degree view of customers to manage customer cases, engagements, events, memberships and grants. This is paired with a business intelligence (BI) reporting capability, which enables meaningful insights for more informed policy and strategy decisions. The various system rollouts were executed through comprehensive change management programmes leveraging next-generation techniques, such as gamification, as well as citizen-centric adoption initiatives, including learning journals and roadshows.

With the integrated citizen-facing portal and supporting capabilities, individuals enjoy increased convenience and accessibility of interaction with SSG/WSG to use their credit for lifelong learning and employability pursuits. Some 2.5 million eligible Singaporeans are empowered to connect with 200+ training providers to diversify or deepen their skills; organisations benefit from more meaningful, efficient partnerships and collaborations. Blending customer engagement, grant management and BI capabilities, SSG/WSG is well positioned to anticipate the needs of the Singapore workforce and shape its future.

Leverage the power of data

Social Services agencies typically hold some of the greatest stores of citizen data across government – fuelling immense opportunity. To capture that value, agencies need to ensure their data is both usable and used, breaking down silos and building 360-degree views of citizens (for example, via cloud). The potential of open data is equally immense. By opening their data to developers, agencies can tap into a wealth of expertise and innovation potential for service redesign and new means of service delivery.

Case in point: Ireland Department of Social Protection

The Department of Social Protection (DSP) administers Ireland's social welfare benefits and is responsible for an annual budget of €20 billion serving 2 million beneficiaries. DSP recognises the role that technology can play to enable the agency to conduct its business more efficiently. A key aspect outlined in the Department's Compliance and Anti-Fraud Strategy 2014–2018 is use of analytics technology to predict which claims are more likely to be fraudulent. Analytics helps DSP

target higher-risk cases and launch investigations faster. The results have been impressive, with DSP improving fraud and error detection accuracy by more than 240 per cent against existing business rules. With better predictive insight into non-compliance, DSP has also slashed the time required to identify these cases by more than 300 days. All told, DSP's analytics capability has helped prevent €2.5 million in welfare fraud.⁹

⁹ Source: <https://www.welfare.ie/en/Pages/Compliance-and-Anti-Fraud-Strategy-2014-2018-.aspx>

Focus innovations in the new

Experiment with and pilot new emerging technologies – from analytics and AI to biometrics and blockchain – to radically transform back- and front-end services. Innovation leaders understand that embracing new technologies cannot be achieved in isolation. Making the most of these technologies will require organisations to undergo a transformation of their operating model to become digital agencies.

Case in point: Italy Ministry of Finance

The Italian Ministry of Finance wanted to enhance search capabilities on its external website and enable automated handling of suitable email, webchat and phone-based customer interactions. Doing so would release staff from routine, administrative tasks and improve service levels by accelerating customer query resolutions. The Ministry deployed an AI solution with a digital assistant that uses Natural Language Comprehension and Cognitive Data Analytics to answer real-time telephone and webchat queries across 10 categories. The AI solution resulted in a 45 per cent load reduction for full-time employees and a 30 per cent improvement in service speed. Impressively, 60 per cent of customer interactions (11,000 per month) are now handled without human intervention.

Case in point: Australia Department of Human Services

The Department of Human Services in Australia is experimenting with virtual agents to provide personalised services to citizens across the value chain. The virtual agent 'SAM' responds to citizen queries related to families and students benefits, assisting users in navigating to relevant webpages. 'Roxy', the virtual assistant released in October 2016, answers queries from claims processing officers over a Skype for Business session for assistance related to policies and procedures. Roxy was trained using both the operational blueprint and the Q&A between claims officers and experts over a three-month period. Human experts are now needed only for truly complex issues, with Roxy answering about 80 per cent of questions.¹⁰

¹⁰ Department of Human Services, Digital Delivery of Government Services, Submission to the Finance and Public Administration References Committee, 2017, Australian Government.

Case in point: Hackney Council, UK

Hackney Council has partnered with tech company Xanthura to develop an AI system to help in providing support to families with multiple needs earlier. The 'Early Help Predictive System' uses data from multiple sources to help identify families where extra support may be needed. The technology and analysis it affords aims to give the authority all possible information to help it assess and meet needs as soon as possible – whether through the Troubled Families programme, schools, education or children's services.

The AI takes data at an individual, anonymised level from a range of sources, including the youth offending system and children's social care, education, housing and various other systems. It then uses the data to analyse debt, unemployment, benefits, housing, domestic violence, youth offending, anti-social behaviour, school attendance and other factors to create a profile of need for families. This data, sent to Xanthura anonymously, is then returned to Hackney children's services with different levels of priority according to the criteria.

At that time, the council decides whether, and how, it should act. In the testing phase, data sources and data were scrutinised for accuracy and different risk factors were weighted in the system to avoid giving undue prominence to the wrong ones. The algorithm assigns different levels of priority to risks according to the presence or absence of other criteria it is analysing.

After two years of testing the software, the system is now live. The Council has reached the stage where it is being used monthly to generate a list of 10 to 20 families where there is evidence of future concern. The new AI has generated alerts resulting in early interventions. Once the Council decides to act, intervention could be helping the family make better use of existing support or enlisting children's services to advise the family of other areas where they can get help.¹¹



¹¹ <http://www.techheadlines.us/artificial-intelligence-how-a-council-seeks-to-predict-support-needs-for-children-and-families> and <https://www.theguardian.com/social-care-network/2017/jun/14/innovation-tech-social-care-services>

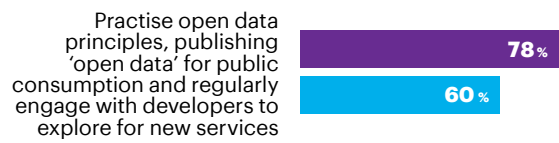
KEY LEVERS TO ADOPT INNOVATIVE TECHNOLOGIES

KEY ■ Human Services Innovation Leaders ■ Other Human Services Agencies

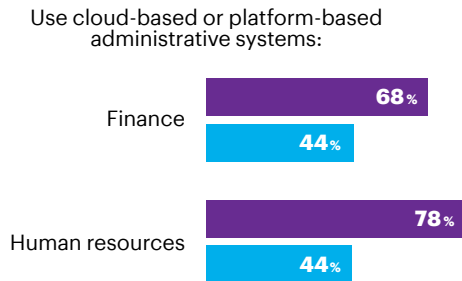
Experiment with innovative techniques



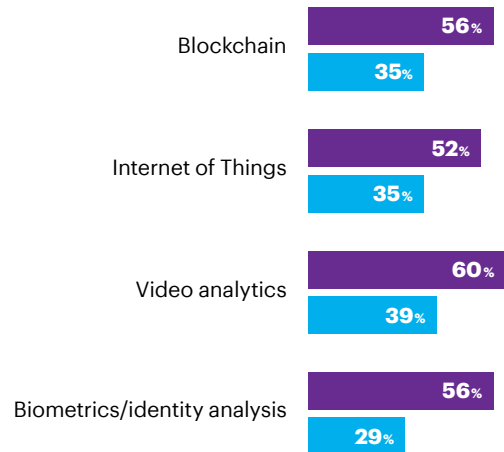
Use data to unleash innovation



Get ahead of the cloud curve



Incorporate emerging technologies into innovation-focused projects



AMPLIFY SUCCESS WITH INNOVATION ENABLERS

With the three core competencies in place, agencies can use innovation enablers to help create the right environment for innovation, including:

1. Finance
2. Skills
3. Impact Measurement
4. Ability to Scale

These are by no means 'new' to any agency. By finding ways to innovate these traditional levers, Human Services agencies can amplify success. That can include synchronizing across the three dimensions – for example, partnering for new sources of finance, tapping into external skills and expertise or building in-house skills in new technologies.





Innovation Enabler #1: Finance

Innovation leaders allocate more than 10 per cent of their administrative budget to innovation (13 per cent vs 3 per cent).

Case in point: Employment and Social Development Canada - Social Innovation & Finance Strategy

Driven by a desire to find new, innovative solutions to persistent challenges, Employment and Social Development Canada is working with a 17-strong, expert-led Steering Group to explore social finance as a tool to mobilise private capital for public good, creating opportunities for investors to finance projects that benefit society.¹²

¹² Source: <https://www.canada.ca/en/employment-social-development/programs/social-innovation-social-finance/strategy.html>



Innovation Enabler #2: Skills

Innovation leaders find it relatively easy to identify people internally and externally with the skills needed to introduce or execute innovations (74 per cent vs. 40 per cent).

Case in point: UK Department for Work and Pensions

The UK Department for Work and Pensions established a data visualisation design community for staff with the skills and passion to collaborate, share learnings and test new approaches for product design and delivery. The community aims to stay ahead of trends in user experience, digital standards, accessibility, tools, techniques and knowledge of emerging research. It raises DWP staff's skills and theoretical knowledge in data visualisation.¹³

¹³ Source: <https://dwpdigital.blog.gov.uk/2017/02/06/building-a-data-visualisation-design-community>



Innovation Enabler #3: Impact Measurement

Innovation leaders have a framework to evaluate return on innovation investments and other potential public impact of innovation cases following implementation (90 per cent vs. 63 per cent).

Case in point: Australia's Department of Jobs and Small Business Innovation Framework

The Department's Innovation Framework 2016–2018 connects innovative people, ideas and resources to achieve the vision of its Strategic Plan 2017–2020: 'More Jobs. Great Workplaces.' The framework outlines the Department's innovation process, with a significant portion dedicated to creating and measuring value from innovations, as well as learning and improving the outcomes.¹⁴

¹⁴ Source: <https://www.jobs.gov.au/innovation-framework/our-vision-innovation>, <https://www.jobs.gov.au/innovation-framework/our-innovation-process> and <https://www.jobs.gov.au/innovation-framework/innovation-priorities>



Innovation Enabler #4: Ability to Scale

Innovation leaders are more likely to move from initial prototype or pilot to full implementation of an innovative service in less than six months (22 per cent vs. 8 per cent).

Case in point: Pôle emploi

As part of its Developers' Employment Store, the LAB at Pôle emploi invites start-ups, subject-matter experts, large companies, associations and public institutions that have built a product or service to pitch to Pôle emploi HQ via the Pitch@Pole initiative. Viable products and solutions are then tested as proofs-of-concepts within Pôle emploi and may be sponsored by the agency. Since the launch of Pitch@Pole, 150 solutions from 34 teams have been pitched, and 15 proofs-of-concepts have been launched.¹⁵

¹⁵ Source: <https://www.emploi-store-dev.fr/portail-developpeur-cms/home/actualites/pole-emploi-fait-de-lopen-innovationet-oui>

A closer look at the skills paradox

When it comes to innovation skills, Accenture's research revealed two paradoxical findings about innovation leaders: leaders are more likely to identify skills as a barrier to innovation. Yet nearly three-quarters find it 'relatively easy' to find people internally and externally with the right skills. How is this possible?

Accenture points to three characteristics of Human Services innovation leaders:

They do not deny the challenge.

Self-awareness of lack of skills and processes is a critical first step.

They create the right conditions.

While it may never be possible to hire talent with all the right skills, leaders are adept at building targeted skills and establishing key processes for attracting and retaining top talent.

They are not afraid to look outside.

Leaders are keenly aware that partners can help fill internal skills gaps. They excel at selecting appropriate partners based on the type of innovation and skills required.

INNOVATE WITH PURPOSE

Human Services innovation leaders focus on strengthening Innovation Leadership and Culture, Ecosystems and Technologies – and they surround those with the key enablers related to Skills, Finance, Impact Measurement and Scalability.

FOLLOW THE LEADERS TO ACHIEVE OUTCOMES FROM INNOVATION:

Nurture transformational leadership and culture. Focus on encouraging innovation to meet the agency's mission via a systematic approach that uses objective criteria to rank and select projects and alleviates fear of failure through mechanisms to manage risks.

Leverage the power of ecosystems. Forge targeted partnerships and collaborate extensively with third parties – from ideation to absorption to execution.

Embrace emerging technologies. Using prototyping and practising open data principles, explore new services and pilot and implement new innovations that incorporate blockchain, IoT, video analytics and other emerging technologies.

Focus on innovation enablers. The power of innovation is driven by four key enablers: Finance, Skills, Impact Measurement and Ability to Scale. These are the tangible and intangible resources that provide Human Services organisations the strategic flexibility to develop and nurture the three key core competencies of innovation.

METHODOLOGY AND DEMOGRAPHICS

In October 2017, Accenture surveyed 591 Public Sector respondents in 10 countries. A total of 185 of the respondents were from Employment and Social Services agencies.

We identified innovation leaders by looking at the mean innovation score for the sector. From there, we identified innovators that were at least one standard deviation higher than the mean. Each of the 10 countries surveyed had at least one agency that emerged as an innovation leader.

- Australia
- Brazil
- Canada
- France
- Germany
- Ireland
- Italy
- South Africa
- United Kingdom
- United States



Employment and Social Services respondents represented the following levels of government:

National/Federal	State/Regional/Provincial	Local
12%	41%	47%

Employment and Social Services respondents have the following job titles:

EVP	Functional Head (Non IT)	Line of Business Head (Non IT)	CIO	Other C-suite
27%	27%	12%	7%	27%

Employment and Social Services respondents operate in agencies with these budget ranges:

Large (\$20 billion or more)	Medium (\$2 billion to \$19.9 billion)	Small (\$250 million to \$1.9 billion)	Very small (less than \$250 million)
26%	31%	20%	23%

Employment and Social Services respondents represent agencies with the following headcount ranges:

More than 50,000	25,000 to 50,000	10,000 to 25,000	5,000 to 10,000	2,500 to 5,000	Less than 2,500
6%	9%	17%	24%	14%	30%

Contact us to find out more about increasing innovation and deploying digital technologies to improve outcomes in Human Services



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About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world’s largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With 449,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

About Accenture Research

Accenture Research shapes trends and creates data-driven insights about the most pressing issues global organisations face. Combining the power of innovative research techniques with a deep understanding of our clients’ industries, our team of 250 researchers and analysts spans 23 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking research – supported by proprietary data and partnerships with leading organisations such as MIT and Singularity – guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.

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