

## The Innovation Network

*The Innovation Network* is a concept that brings together the activities of international and Canadian networks working on public sector innovation.

The most recent work of these networks has centred around:

- creation of presentations and a half-day workshop on public service innovation
- a conference and workshop of papers on government innovation held in Ottawa
- the planning of eleven special issues of *The Innovation Journal* on such issues as empowering and engaging citizens, the ethics of innovation, rules innovations, and evaluation of innovations
- an invitation to become a source of information for the World Bank electronic portal on government innovation.

The creation of these Ottawa-based networks began with Eleanor Glor's interest in government innovation and the partnerships she created to support them. She has worked as a public servant and innovator in three levels of government for thirty years. In order to continue to learn about innovation herself, and to share this learning with others, Eleanor created the Ottawa-based Innovation Salon in 1995, initially in partnership with CCMD, where it met (Appendix 1). Fifty-four innovation salons have been held, where innovators and researchers have shared their knowledge about innovation. Speakers have included Everett M. Rogers of the University of New Mexico, the dean of innovation studies.

The Internet-based *Innovation Journal: The Public Sector Innovation Journal* at [www.innovation.cc](http://www.innovation.cc), was created in 1995 in conjunction with Treasury Board Secretariat (Background and Annual Report in Appendix 2). *The IJ* is free to the reader, and is funded through sponsorships. This allows people anywhere in the world to access information about innovation in government. International readers urge *The IJ* to continue this practice.

Eleanor started writing about public service innovation in 1985, and has been publishing about it ever since (Appendix 3). Her first book, *Policy Innovation in the Saskatchewan Public Sector, 1971-82*, was published in 1997. Eleanor subsequently published a second book, *Is Innovation a Question of Will or Circumstance?* and her third book, *A Gardener Innovator's Guide*, is in draft form.

Capacity-building and training resources have been developed, and this year Industry Canada supported the preparation of a presentation and a half-day workshop, "Manager as Gardener: Making Innovation Work in Your Organization". The Workshop will be presented to middle managers in the National Capital Region in January, 2003, and again at the National Managers Conference in Halifax April 28, 2003.

While Eleanor initiated these activities, the network and activities that grew around public sector innovation have moved well beyond its founder. This progress is exemplified by such programs as:

- A second Innovation Salon established by Sharon Matthias in Edmonton in 2002, and a third being discussed in another province. ASPA is interested in promoting the idea among its members.
- Publication of twenty issues of *The Innovation Journal*, encompassing thousands of hours of work, and hundreds of thousands of dollars of intellectual property. Five volunteer editors and many writers contribute to *The IJ*. *The IJ* has plans for eleven special issues, edited by experts and practitioners from around the world. These include Bill Eimicke and Steve Cohen of Columbia University, James Perry of the University of Indiana, Tom Lynch and Val Clapper at Louisiana State University, Melvin Dubnick of Rutgers University-Newark, and Aida Warah of the Government of Canada. Several editors from other countries are also involved. (Appendix 2).
- In February 2002, the Innovation Salon, The Innovation Journal, the Canadian Centre for Management Development, the University of Ottawa, Carleton University and Ecole nationale d'administration publique sponsored a conference and a workshop of papers on government innovation in Ottawa. Thirty-two authors from eight countries presented papers, which have become the core for the special issues that are planned for *The Innovation Journal*. This group of authors has agreed to form a network of persons interested in innovation, that is now being organized by Denis Harrisson of the University of Québec and Nada Teofilovic of Human Resources Development Canada.
- Most recently, The Institute for Government Innovation at Harvard University has invited *The Innovation Journal* to form a partnership to provide content for the World Bank's Internet portal on government innovation.

## **Appendix 1: The Innovation Salon**

The Innovation Salon is a monthly discussion group focused on public sector policy, program, process, and administrative (including human resources, finance, informatics and administration) innovation. It encourages debate, openness and exploration of all facets of public sector roles, change, and good government, addressing both current government change initiatives and experiences and the theory and proactive management of change.

The structure is interactive, with an ideal group size of twelve to eighteen, meeting in an informal setting. Participants are not expected to attend every meeting, but only those of special interest to them. A typical meeting involves dinner at a restaurant, with a speaker and extended discussion of the innovation-related topic. Activity is conversational, with one person speaking at a time. The participants are a wide range of people of all ages interested in public sector change and innovation, drawn in particular from the federal, provincial and municipal public services, the Crown corporation sector, the private sector, academia and the media. Many of the public service participants are drawn from the executive category. Participants change from meeting to meeting, depending on the topic, and are encouraged to bring their own guests if they would be interested in the topic.

Each meeting covers one topic of conversation concerning innovation and extends well beyond the subject at hand. Discussion leaders take responsibility for a twenty minute lead-in to those discussions. The convenor (Eleanor Glor) or a committee makes sure that topics are prepared for each meeting, and someone moderates the meetings. Polite interchange is a requirement, and only one conversation at a time is requested. Because participants are welcome to use the Innovation Salon as a testing ground for new ideas, confidentiality is requested.

The Salon has been meeting since 1995. Cost is \$10.

A second Innovation Salon has begun to meet in Edmonton, Alberta and interest has been shown in a third.

### **Innovation Salons 1999-2002**

#### **Thursday, January 27, 2000**

Majid Khoury, President, Market Explorers: An Innovative Small Business

#### **Monday, February 21, 2000**

Terry Hunt and Brian Marson, Services d'innovation et de qualité/Innovation and Quality Services, Treasury Board Secretariat, Canada: Strategies for Building an Innovative Public Service

**Thursday, March 23, 2000**

Dr. David Strangway, President and CEO, The Canada Foundation for Innovation:  
A Mechanism for Supporting Research Infrastructure  
<http://www.innovation.ca/english/index/index.html>

**Thursday April 27, 2000**

Eleanor Glor, Editor, *The Innovation Journal* and Convenor of The Innovation Salon: A Tool for Understanding Innovations. Participants are asked to identify and briefly write up an innovation to analyze.

**Thursday, September 21:**

Gardner Church, former Special Advisor to the Transition Team, City of Ottawa Amalgamation:  
Innovation in Transition

**Tuesday, November 7:**

Heather Munroe-Blum, Vice President Research and International Relations, University of Toronto: Growing Ontario's Innovation System: The Strategic Role of University Research

**Thursday, November 16, 2000:**

Jack Smith, Director, Corporate Strategy, National Research Council: Knowledge and Innovation

**January 18, 2001:**

Paul Crookall, Public Service Innovation: The Law of the Farm.  
The co-author of *The Three Pillars of Public Management: Secrets of Sustained Success*, Paul Crookall shares his understanding of the innovation process.

**Monday, January 29, 2001:**

Graham Lowe, University of Alberta: *Employer of Choice? Workplace Innovation in Government*  
- the author of *The Quality of Work: A People-Centred Agenda*, speaking on the future of work and Canadian Policy Research Network (CPRN)'s Human Resources in Government Study examining the future of work in the public service, to be published in January 2001

**Thursday, February 15, 2001:**

Ian Wilson, National Archivist: Information Management and Communication Across Time (dinner compliments of the Archives)

**Thursday, March 15, 2001:**

Dr. Robert McMurtry, Assistant Deputy Minister, Health Canada: From Health Care to Health

**Thursday, April 19, 2001:**

**A Panel on Innovations in Human Resources**

Chaired by Mary Gusella, Head, The Leadership Network

Ray Springer, Treasury Board Secretariat: Benchmarking Study, A Comparative Analysis of Human Resources Management Regimes in Canada. The only one of its kind in the world. A tool for the newest recruit or the most seasoned decision-maker in HR.

Robert Chartrand, Executive Director, Sector Renewal, Industry Canada: Innovative means for Recruiting Internal Staff (Re-Recruiting) and Retaining Employees

**May 15, 2001:**

Gordon Diamond, The General Manager of OC Transpo: Violence in the Workplace  
–What they are doing to both recover from and avoid future incidents like happened in 1998

**Thursday, December 6, 2001:**

Thomas Homer-Dixon: The Ingenuity Gap

**Saturday, February 9, 2002:**

Everett M. Rogers, the dean of innovation studies; author *The Diffusion of Innovations*;  
Chairman, School of Communications Studies, University of New Mexico: *What I Have Learned in 40 Years of Research on Innovation*

**Monday, March 18, 2002:**

Doug Hull, inventor of SchoolNet, now with Canarie: *Reflections on Being an Innovator*

**Friday, September 6, 2002 8:00am:**

Adam Holbrook, ISRN Network and CPROST: Innovation in Government

**Monday, October 21, 2002:**

Karen Mosher, Canadian Institutes of Health Research (CIHR): Innovation in Organizations:  
From Vision to Implementation: the Canadian Institutes of Health Research.

**Monday, November 18, 2002:**

Innovation and the New Public Service Professional

Three new professionals speak to the theme of Innovation and the New Public Service, chaired by a public service veteran: Angela Bate, Chair of the Forum for Young Professionals in the Federal Public Service; Scott Barillaro, new recruit with Industry Canada; James d'Annunzio, intern in the two year Ontario Internship Program (OIP), Government of Ontario; Chaired by Vic Pakalnis, Regional Director, Eastern Ontario, Ontario Ministry of Labour .

*The Innovation Journal* and *Innovation Salon Notes* are on Internet at: <http://www.innovation.cc>

**Appendix 2: The Innovation Journal:  
The Public Sector Innovation Journal  
www.innovation.cc**

*The Innovation Journal* is an independent, non-partisan, bilingual Internet-based international journal devoted to sharing ideas and information about public sector innovation. Public servants, elected officials, academics, consultants and others share their thoughts through *The IJ*. *The Innovation Journal's* mission is to encourage innovation which will improve the quality, efficiency or effectiveness of government and voluntary sector processes, administration and policy. Innovation is defined as the first time a new way of doing something, a policy, service, program or administrative technique, an approach or a technology is introduced in a country. *The IJ* is published in English as *The Innovation Journal* and in French as *La revue de l'innovation: La revue de l'innovation dans le secteur publique*.

*The Innovation Journal* is a peer reviewed journal. It includes a Peer-Reviewed section for academic-type articles, and an Articles section oriented toward practitioners and consultants. *The IJ* also includes book reviews, case studies, events, news, correspondence, and links to other relevant Internet sites. *The Innovation Journal* would appreciate receiving notice of publication of material on public sector innovation. *The Innovation Journal's* readers are public servants at all levels of government and international agencies, academics, consultants, and students interested in improvement of the public sector.

Submissions of material about case studies, barriers, creativity, processes, concepts, impacts, managing change, measurement, ethics of innovation and much more are welcome. Please send submissions to: [Glor@magma.ca](mailto:Glor@magma.ca)

Eleanor Glor, Editor-in-Chief and Publisher

*The Innovation Journal: The Public Sector Innovation Journal*

Editors:

William Eimicke, Director, Executive Leadership Program, Columbia University, New York

Elke Loeffler, Senior Research Associate, Bristol Business School, Bristol, England

Howard Doughty, Professor, Seneca College, Toronto, Canada

**La revue de l'innovation:  
La revue de l'innovation dans le secteur publique  
[http://www.innovation.cc/index\\_f.htm](http://www.innovation.cc/index_f.htm)**

La revue de l'innovation est destinée à favoriser l'échange d'idées et de renseignements sur l'innovations dans le secteur publique. Vous êtes invités à soumettre des articles, des commentaires ou d'autres contributions.

On pourrait penser que l'innovation, dans la fonction publique, est condamnée. Pourquoi? Parce qu'elle représente une menace pour la bureaucratie puisque toute la culture de la bureaucratie est fondée sur la hiérarchie et le contrôle, les règles, la stabilité et le statu quo.

Innovater est souvent perçu comme une forme de suicide professionnel, si bien qu'il est difficile de convaincre les gens concernés qu'il s'agit en fait d'un comportement rationnel.

Qu'est-ce qui pourrait donc faciliter l'innovation dans la fonction publique d'aujourd'hui? Qu'est-ce qui pourrait entraîner les fonctionnaires élus et nommés à trouver de nouvelles approches aux problèmes graves qui se posent aux gouvernements et aux citoyens? La revue de l'innovation de l'ÉQI, une tribune électronique d'échange sur l'innovation, se penchera sur certaines de ces questions. La revue de l'innovation est publié en anglais comme The Innovation Journal: The Public Sector Innovation Journal à <http://www.innovation.cc>

Envoyez vos commentaires et vos articles par le courrier électronique à [glor@magma.ca](mailto:glor@magma.ca)

Rédacteur: Lucie Rouillard, l'École nationale d'administration publique, Québec.  
[http://www.innovation.cc/index\\_f.htm](http://www.innovation.cc/index_f.htm)

## **The Innovation Journal**

### **Call for Papers**

The Innovation Journal: The Public Sector Innovation Journal ([www.innovation.cc](http://www.innovation.cc)) will be publishing special issues over the next year or so, prepared by guest editors. The themes of the special issues and the editors of the issues are listed below.

This is a call for papers for the special issues on innovation in relation to these issues. Please submit papers to Eleanor Glor, Editor-in-Chief, at [eglor@magma.ca](mailto:eglor@magma.ca). Please contact the editors to determine deadlines.

Topic Editor(s):

- Ethics of Innovation: Tom Lynch & Val Clapper - [vclapper1@hotmail.com](mailto:vclapper1@hotmail.com)
- Designing Innovation: Parthasarathi Banerjee - [psb\\_nist@yahoo.com](mailto:psb_nist@yahoo.com)
- Innovation leadership: Aida Warah - [Warah.Aida@tbs-sct.gc.ca](mailto:Warah.Aida@tbs-sct.gc.ca)
- The Innovation Context: James L. Perry - [perry@iupui.edu](mailto:perry@iupui.edu); [spea@indiana.edu](mailto:spea@indiana.edu)
- Organizational Partnerships: Adam Holbrook - [jholbroo@sfu.ca](mailto:jholbroo@sfu.ca)
- Innovation Processes and Tools: Bill Eimicke & Steve Cohen - [wbe1@columbia.edu](mailto:wbe1@columbia.edu); [sc32@columbia.edu](mailto:sc32@columbia.edu)
- Evaluating Innovation: Melvin Dubnick - [dubnick@attbi.com](mailto:dubnick@attbi.com)
- Rules/Regulatory Innovation: Kernaghan Webb - [webb.kernaghan@ic.gc.ca](mailto:webb.kernaghan@ic.gc.ca)
- Employee Engagement: Don De Guerre - [don.deguerre@sympatico.ca](mailto:don.deguerre@sympatico.ca)
- Client Empowerment: Monica Dowling - [M.Dowling@rhul.ac.uk](mailto:M.Dowling@rhul.ac.uk)
- Public Empowerment and Engagement: Orapin Sopchokchai, Thailand - [Sopchokchai@hotmail.com](mailto:Sopchokchai@hotmail.com)
- Innovation in Governance: Stu Conger - [stu.conger@sympatico.ca](mailto:stu.conger@sympatico.ca)
- French papers: Lucie Rouillard - [lucie\\_rouillard@enap.quebec.ca](mailto:lucie_rouillard@enap.quebec.ca)



# **The Innovation Journal: The Public Sector Innovation Journal**

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## **Annual Report 2002**

The year 2002 was *The Innovation Journal: The Public Sector Innovation Journal's* seventh year of publication. During this time, twenty issues of *The Innovation Journal* have been published, encompassing thousands of hours of work, and hundreds of thousands of dollars of intellectual property. Five volunteer editors and many writers contribute to *The IJ*. *The Innovation Journal expanded substantially* again during 2002.

### **Activity:**

#### **Readers:**

Readership grew by 100 per cent during 1998, 100 per cent during 1999, 50 per cent during 2000, 32 per cent during 2001, and 78 per cent during 2002. Total readership was 9784 for *The Innovation Journal* and 1165 for *La Revue de l'innovation* during 2001, compared to 17,646 for *The Innovation Journal* and 1855 *La Revue de l'innovation* during 2002. This is an increase of 80% in English and 59% in French.

#### **Issues:**

*The Innovation Journal published* three issues on January 31<sup>st</sup>, June 21<sup>st</sup>, and November 19<sup>th</sup> of 2002.

The *material published* included a book; four peer-reviewed papers; ten book reviews and book essays; four case studies, two discussion papers; two new columns, *Innovation Memes* and *Innovation Guru Insights*; and the first audio recording of an Innovation Salon. Thirty-two papers for the Innovation Workshop were also posted, and remain posted.

### **Contributors:**

Except for the webmaster, *The Innovation Journal* is run by volunteers.

### **Products:**

#### ***Innovation Workshop***

*The Innovation Journal* co-sponsored a workshop of papers February 9 and 10, 2002 in Ottawa. Its organizers were officials of the University of Ottawa, Carleton University, the City of Ottawa, and the Government of Canada. Thirty-two papers were presented at the workshop, and two papers were submitted whose authors did not appear. These papers are posted at: [www.innovation.cc](http://www.innovation.cc) under Innovation Workshops. The papers (with two exceptions) have been submitted to *The Innovation Journal* for publication. These 32 papers have become the core papers for a number of special issues of *The Innovation Journal*, prepared by guest editors, as follows:

- Ethics of Innovation: Tom Lynch & Val Clapper - [velapper1@hotmail.com](mailto:velapper1@hotmail.com)
- Designing Innovation: Parthasarathi Banerjee - [psb\\_nist@yahoo.com](mailto:psb_nist@yahoo.com)
- Innovation leadership: Aida Warah - [Warah.Aida@tbs-sct.gc.ca](mailto:Warah.Aida@tbs-sct.gc.ca) (published as Vol. 7, Issue 3)
- The Innovation Context: James L. Perry - [perry@iupui.edu](mailto:perry@iupui.edu); [perry@indiana.edu](mailto:perry@indiana.edu)
- Organizational Partnerships: Adam Holbrook - [jholbroo@sfu.ca](mailto:jholbroo@sfu.ca)
- Innovation Processes and Tools: Bill Eimicke and Steve Cohen - [wbe1@columbia.edu](mailto:wbe1@columbia.edu); [sc32@columbia.edu](mailto:sc32@columbia.edu)
- Evaluating Innovation: Melvin Dubnick - [dubnick@attbi.com](mailto:dubnick@attbi.com)
- Rules/Regulatory Innovation: Kernaghan Webb - [webb.kernaghan@ic.gc.ca](mailto:webb.kernaghan@ic.gc.ca)
- Employee Engagement: Don De Guerre - [don.deguerre@sympatico.ca](mailto:don.deguerre@sympatico.ca)
- Client Empowerment: Monica Dowling - [M.Dowling@rhul.ac.uk](mailto:M.Dowling@rhul.ac.uk)
- Public Empowerment and Engagement: Orapin Sopchokchai, Thailand - [Sopchokchai@hotmail.com](mailto:Sopchokchai@hotmail.com)
- Innovation in Governance: Stu Conger - [stu.conger@sympatico.ca](mailto:stu.conger@sympatico.ca)
- French papers: Lucie Rouillard - [lucie\\_rouillard@enap.quebec.ca](mailto:lucie_rouillard@enap.quebec.ca)

#### ***Innovation Conference***

The editor-in-chief of *The Innovation Journal* chaired the conference planning committee of the Canadian Centre for Management Development's innovation conference, held February 11 and 12 in Ottawa. Partners were officials of Ecole nationale d'administration publique, University of Ottawa, the Senate of Canada, the City of Ottawa, the Province of Ontario, and several federal government departments. The conference was attended by approximately 250 public servants.

### **Editorial Board:**

*Thank you* very much to the editorial board members who *reviewed papers* this year.

A number of *new Editorial Board members* were appointed:

- Parthasarathi Banerjee, Senior Scientist, National Institute of Science, Technology &

- Development Studies (NISTADS), New Delhi, India
- Denis Harrisson, professeur au département de relations industrielles de l'Université du Québec à Hull et directeur adjoint de CRISES
- Ruth Hubbard, President, Ruth Hubbard Consulting and former deputy minister, Government of Canada
- Michael Miles, Faculty Member, University of Ottawa, teaching Organization Development and Change, Strategy, and System Thinking
- Pradeep K. Saxena, Assistant Professor, Department of Public Administration, University of Rajasthan, India

## **Funding**

Ongoing sponsors of *The Innovation Journal* during 2002 were Centrelink Australia, Industry Canada, the National Research Council of Canada and the Royal Canadian Mounted Police. The International Institute of Administrative Sciences became a new sponsor. Additional sponsors would be welcome.

## **Communications:**

### **Links:**

Links to The Innovation Journal were added to: [mint@mcmaster.ca](mailto:mint@mcmaster.ca), an innovation network with a focus on product innovation.

### **Permission to reprint** given to:

- ICFAI Press of the Institute of Chartered Financial Analysts of India (ICFAI) reprinted "Managing in a time of change: the innovation process" by Eleanor D. Glor published by *The Innovation Journal: The Public Sector Innovation Journal* in Volume 2, Issue 2, (May - August), 1997 in its Executive Reference Book on 'Change Management'.
- Athabasca University to reprint five articles.

### **Information on The Innovation Journal published in:**

- *FPTP News*, the newsletter of the Federal Partners in Technology Transfer, National Research Council of Canada
- An abstract of *Is Innovation a Question of Will or Circumstance*, published by the IJ, was published in the International Review of Administrative Sciences (IRAS) Issue 4, 2001.
- The Innovation Management Network [mint@mcmaster.ca](mailto:mint@mcmaster.ca)
- Innovations World Wide Web Resources of the Innovation in American Government Program at Harvard University, <http://www.innovations.harvard.edu/resource.htm>
- Eleanor D. Glor's *Innovation Patterns*, Vol. 6, No. 3 was quoted in the Canadian Centre for Management Development's roundtable on innovation, *Organizing for Deliberate Innovation*, CCMD Roundtable on the Innovative Public Service, Chaired by Ruth Dantzer, by Geoff Dinsdale, Mary Moore and Andrew Gaudes

### **Posted Call for Papers for Special Issues:**

- American Society for Public Administration (ASPA) website October 7, 2002 <http://www.aspanet.org/publications/calls#innovationjournal>.

- American Political Science Association December, 2002

***Editor-in-Chief attended:***

- Annual meeting of Canadian Political Science Association, May, Toronto, Canada
- Annual meeting Association of Professional Executives of the Public Service of Canada, Ottawa, Canada
- Annual meeting of the Institute of Public Administration of Canada, August, Halifax, Canada
- Regional meeting of the International Institute of Administrative Sciences, November, Delhi, India
- The Division of Public Economics and Public Administration (DPEPA), Department of Economic and Social Affairs, United Nations, October, New York, USA
- Institute of Government Innovation, Harvard University, October, Boston, USA
- American Society for Public Administration, October, Washington, D.C.
- National Academy of Public Administration (NAPA), October, Washington, D.C.
- American Political Science Association, October, Washington, D.C.

***Information Package***

An information package on *The Innovation Journal* and other activities of the virtual Innovation Network has been prepared. These activities include the Journal, the Innovation Salon, presentation and training workshop, and an electronic innovation network (in the process of being created. Contact: Denis Harrisson and Nada Teofilovic).

**Plans for 2003:**

- Although she was not able to fully complete her plan for the Case Studies Section during 2002, Elke Loeffler, editor of the Case Studies section, remains committed to publishing two sets of case studies. These “symposia” would each collect a set of 3-5 case studies, to be edited by a guest editor. For the first symposium, Tony Bovaird and Elke Loeffler would be responsible for editing a number of case studies from the area of e-governance; in the second case, a member of the Bristol Business School has agreed to be the guest editor.
- The editor of *La Revue de l’innovation*, Lucie Rouillard, is planning to publish two peer-reviewed articles in French.
- The editor-in-chief, Eleanor Glor, currently has plans for eleven special issues, edited by experts and practitioners from around the world.
- A redesign of the Internet site, to bring it up-to-date and make it compatible with higher-level search engines is under consideration.
- *The Innovation Journal* has applied for a trade mark.

Eleanor Glor

Editor-in-Chief

[eglor@magma.ca](mailto:eglor@magma.ca)

January 27, 2003 (revised version)

### Appendix 3: Innovation Publications of Eleanor D. Glor

#### **Books:**

*Is Innovation a Question of Will or Circumstance? An Exploration of the Innovation Process Through the Lens of the Blakeney Government in Saskatchewan, 1971-82.* E. D. Glor, ed. 2000. *The Innovation Journal* at <http://www.innovation.cc> under Books.

“Public Sector Innovation in Canada,” chapter in Hoffman, Randy, Diane Jurkowski, Victor MacKinnon, Janice Nicholson, James Simeon. 1998. *Public Administration: Canadian Materials*, Third Edition, Toronto: Captus Press, pp.300-340

*Policy Innovation in the Saskatchewan Public Sector, 1971-82*, E. D. Glor, ed.. 1997. Toronto: Captus Press

#### **Articles:**

Glor, Eleanor D. and Ian Greene. “The Government of Canada Approach to Ethics: the evolution of ethical government.” In press with *Public Integrity*, 5(1), Winter 2002-03: 41-67.

Is Innovation a Question of Will or Opportunity? The Case of Three Governments. *International Public Management Journal (IPMJ)*. 4(1), 2001: 1-22.

“Recent Public Service Values and Ethics Initiatives in the Government of Canada.” *Ethics Today, Newsletter of the ASPA Section on Ethics*. 4(2), 2001: 8-10

“Codes of Conduct and Generations of Public Servants.” *International Review of Administrative Sciences (IRAS)*, Journal of IIAS and CAPAM. 67( 3), Sept, 2001: 525-41

“Innovation Patterns.” *The Innovation Journal: The Public Sector Innovation Journal*. <http://www.innovation.cc> under Peer-Reviewed Papers, 6(3), July, 2001.

“Ideas for enhancing employee empowerment in the government of Canada.” *Optimum, The Journal of Public Sector Management*. 30(3-4), 2001:14-26.

“Comment renforcer les moyens d’action des employes du gouvernement du Canada?” *Optimum La revue de gestion du secteur public*. 30(3,4), 2001: 13-28.

“An Innovative Manager's Check-List.” *The Innovation Journal: The Public Sector Innovation Journal*. 6(2), May, 2001.

“Has Canada Adopted the New Public Management?” *Public Management Review: an international journal of theory and research*. Vol. 3(1), 2001: 122-130.

“Key Factors Influencing Innovation in Government.” *The Innovation Journal: The Public Sector Innovation Journal*. [http://www.innovation.cc/rev\\_arts/factors\\_of\\_innovation.htm](http://www.innovation.cc/rev_arts/factors_of_innovation.htm), 6(2) March, 2001.

“Do Generations Matter? The Effectiveness of Codes of Conduct with Different Generations of Public Servants.” Department of Foreign Affairs and International Trade Intranet web site, 1999.

“Past, Present and Future of Public Administration: Where Are We Headed?” Article in *Canada @2000+*. Published on Internet by Futures and Strategies Network at: <http://www.homestead.com/fsn/files/papers.html>, 1999.

"What Do We Know About Enhancing Creativity and Innovation? A Review of Literature." *The Innovation Journal*. Internet at: <http://www.innovation.cc> under Peer- reviewed section. 3(1), 1998.

“The Role of Innovation Awards.” *The Innovation Journal*. February. <http://www.innovation.cc/articles/role.htm> 3(1), 1998.

“Encouraging Public Sector Innovation." *Optimum, The Journal of Public Sector Management*, Vol. 27-2, Fall 1997: 41-48

“Encourager l’innovation dans le secteur public.” *Optimum, La Revue de gestion du secteur publique*, Vol. 27-2, Automne 1997: 41-48

“Profile of an Innovator,” *The Innovation Journal*. <http://www.innovation.cc> under Discussion papers. 2(3), 1997.

“Strategies for Creating an Innovative Public Sector”, *The Innovation Journal*. <http://www.innovation.cc> under Discussion papers 2(3), 1997.

“Challenges to Innovation in the Public Sector,” *The Innovation Journal*. <http://www.innovation.cc/articles/challen.htm> 2(3), 1997.

“Managing in a Time of Change: The Innovation Process.” *The Innovation Journal*. May. <http://www.innovation.cc> under Discussion Papers. 2(2), 1997.

“Innovation breaks impasse over aboriginal self-government.” *Transformation*, Publication of the Treasury Board Secretariat of Canada. 2(1), Spring 1996.

“Culture and value changes in the public service: the implications,” *Optimum, The Journal of Public Sector Management*, 25(3), Winter 1994/95: 9-15.

"Changement de culture et nouvelles valeurs de la fonction publique fédérale: les conséquences." 1994-95. *Optimum: La revue de gestion du secteur public*. Conseils et Vérification Canada et Université d'Ottawa, 25(3), Hiver: 10-17.

"A Successful Evaluation of a Small Scale Senior's Health Promotion Centre." 1991. *Canadian Journal on Aging*, 10( 1): 64-73.

"Job Placement of Mentally Handicapped People, An Employer's Viewpoint", *Journal of*

*Practical Approaches to Developmental Handicap*, 12:1, 1988, 16-18.

"Impacts of a Prenatal Program for Native Indian Women", *Canadian Journal of Public Health*, vol. 78, No. 4, July/August, 1987, 249-254.

"Two People With Down Syndrome at Work", (with Leslie Nolke), *Canadian Down Syndrome Society Newsletter* (featured), Spring 1987.

"How We Hired Four Disabled People and How They Did", *Dialogue*, (Publication of the Public Service Commission of Canada), vol. XI, No. 2, 1987 (featured). Reprinted in *Entre Nous*, (Publication of the Department of Energy, Mines and Resources), 4: 9, March 1987.

"Evaluation of Pre and Post-Natal Counselling in Nutrition", *Newsletter, Canadian Evaluation Society*, 5(4), Winter, 1986, 20-21.

"Native Pre and Postnatal Counseling Program", *Canadian Journal of Public Health*, vol. 76, No. 2, March/April 1985, 138-9.

### **Recent Conference Papers:**

"Applying Innovative Processes to Improve Governance and Public Administration Performance," UN Ad Hoc Expert Group Meeting on Innovations in Governance and Public Administration for Poverty Reduction," Bahia, Brazil, February 13-14, 2003. Invited member of opening panel.

"Gardens of Innovation: A Gardener Innovator's Guide to Innovating in the Public Service," a Presentation (Workshop) for the Industry Canada Managers Matter Conference, Mont-Tremblant, Quebec, November 26, 2002.

"Gardens of Innovation: A Gardener Innovator's Guide to Innovating in Organizations," a Presentation to the Jaipur Management Association, Jaipur, India , November 15, 2002.

"A Gardener Innovator's Guide: A Thoughtful Innovator's Guide to Innovating in Organizations," a Presentation to NISTADS, Delhi, November 12, 2002.

"Techniques for Building a Sustainable Future." Second Specialized IIAS International Conference, "Towards Quality Governance for Sustainable Growth and Development," New Delhi, India, November 5-9, 2002. Peer-reviewed.

"Gardens of Innovation: A Gardener Innovator's Guide to Innovating in the Public Service," a presentation to Governance & Public Administration Program, United Nations, New York, USA, October 16, 2002.

A Gardener Innovator's Guide, A Thoughtful Gardener Innovator's Guide: Innovating in Organizations," a presentation to the InnoCom Meeting, Simon Fraser University, Vancouver September 19-20, 2002.

“A Gardener Innovator’s Guide, A Thoughtful Gardener Innovator's Guide: Innovating in Organizations,” a presentation to the First Innovation Salon in Edmonton, September 17, 2002.

“The Effect of Generational Cohort on Public Sector Ethics.” Ethics in the New Millennium - Bridging the Gap Between Private and Public Sectors conference of the International Institute for Public Ethics (IIPE), Ottawa, Canada, September 24-28, 2000. Peer-reviewed.

“Strategies for Creating an Innovative Public Sector,” Creative Cities Conference, May 25-27, 2000, Huddersfield, England. (invited keynote)

“Some Thoughts on How the Canadian Government Built a Culture Emphasizing Integrity, Transparency and Accountability,” Arab Administrative Development Organization, International Conference on New Frontiers for Strengthening Administrative Integrity, Transparency and Accountability: Strategic and Institutional Perspectives, Cairo, Egypt, September 19-22, 1999 (invited)

“Do Generations Matter? The Effectiveness of Codes of Conduct with Different Generations of Public Servants,” International Institute of Administrative Sciences, First Specialized International Conference, London, UK, July 12-15, 1999. Peer-reviewed.

"New Public Management: A Public Service for All Seasons or a Season in Public Service?", A paper presented to the VI. International Speyer Workshop on “The Political and Judicial Implications of New Public Management”, October 15-17, 1997, Post-Graduate School of Administrative Sciences, Speyer, Germany (invited)

"Towards Understanding the Innovation Process in Canadian Governments," paper presented to the 1997 Roundtable, International Institute of Administrative Sciences, Quebec City, Canada, July 14-17, 1997 (peer-reviewed)

“Innovative Differences Among Federal and Provincial Governments,” IPAC Conference, 1995 (peer-reviewed).