

CGInO®

Certified Government Innovative Organization

GUIDEBOOK

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GInI – Global Innovation Institute – is the world's leading professional certification, business accreditation, and membership association in the field of innovation.

GInI aims to advance individual careers and transform organizational achievements by advancing the profession of innovation leadership. It does this through its globally recognized standards, tools, publications, resources, professional development courses, certifications, applied research, and networking opportunities.

All certificates and accreditations available through GInI reflect the most current methods, trends, and strategies in innovation leadership.

GInI sets the standard for innovation excellence around the globe.



Welcome

On behalf of all at Global Innovation Institute, welcome to the Certified Government Innovative Organization (CGInO)[®] program.

We appreciate your interest in learning more about what it means for your organization to become recognized by and through GInI[®]. We are here to support you in each step of the way – discovering your innovation strengths, showcasing them to the world, and striving to become an ever more capable innovator.

If throughout your study of this information you should have further questions, please feel free to contact us. We are happy to help you take this important step in your journey of commitment to innovation.

As you will soon learn, designation as a CGInO[®] is more than just a mere paper recognition. It is a reflection of a government organization's commitment to using innovation to prosper not only themselves, but also the society they impact. It is a community of likeminded government organizations around the world striving to become world-class innovators and in the process to move the world forward in increasingly meaningful ways.

Our Goal – Our Belief – Your Invitation

Our goal is to have committed CGInOs[®] in each and every nation around the world.

Because of the philosophy inherently built into being a CGInO[®], we believe that a growing wave of innovation globally will continue pushing humanity forward in ever more impactful ways, and that this will in turn help all nations to achieve peace, prosperity, and wellbeing.

We openly invite all likeminded organizations to join the CGInO movement and partner with us to that end.



Recognition

Certified Government Innovative Organization is a unique accreditation reserved exclusively for government organizations. Through a process of independent third-party review and assessment, the CGInO® establishes that your organization has demonstrated a certain level of maturity and capability with respect to being able to consistently deliver on short, medium, and long term innovation and growth endeavors. This distinguishes your organization among its peers as being capable of delivering leading-edge value and customer experiences to its constituents.

Designation by Global Innovation Institute® as a Certified Government Innovative Organization is a highly regarded status – one that is becoming increasingly recognized and respected around the world. Those organizations who hold status as a CGInO® do so proudly, as a reflection of their hard work and accomplishments in bringing new innovation to society. They are the change-makers, the world-movers, and the dreamers who put a dent in our universe and leave their fingerprints on everything they touch, making CGInO® status a designation rightfully coveted by others.

Purposes

The purposes of Global Innovation Institute's CGInO® recognition are fivefold:

1. To provide government organizations with an objective means of gaging their current state of progress along the journey of innovation maturity and capability.
2. To help government organizations see and understand ways in which they can steer their innovation program towards becoming increasingly more effective and impactful to the society they serve.
3. To allow government organizations to showcase their commitment to innovation on the global stage, building additional credibility behind their purposes and causes. This in turn allows them to leave a legacy of innovation the world will remember.
4. To provide a venue for the open sharing of emerging practices and comparative benchmarking among member CGInOs®.
5. To collectively produce a positive impact on the world through increasingly better innovation – innovation that brings peace, prosperity, and wellbeing to nations everywhere.

All of us at GInI are committed to helping the growing family of CGInOs® around the world achieve these aspirations.

Getting Started – The Process for Becoming a CGInO®

The process for becoming accredited as a GInI Certified Government Innovative Organization involves three steps:

1. Work with a GInI Authorized Training & Assessment Provider (ATAP)® to submit your CGInO® Application to GInI.

Your ATAP® has the CGInO® Application and can assist you in completing and submitting it to GInI.

Your ATAP® should not schedule your organization's official Government Innovation Maturity Assessment until after receiving preliminary approval from GInI to do so.

2. Successfully pass the GInI CGInO® Government Innovation Maturity Assessment.

The GInI CGInO® Government Innovation Maturity Assessment is conducted by independent third-party Assessors who have been duly authorized by GInI to conduct CGInO® assessments. These individuals – designated as GInI Authorized Innovation Assessors , or AInAs® – will work under the authority of your ATAP® to conduct this assessment within your organization, and thereafter submit their final report directly to GInI.

3. Pay the GInI Administrative Processing Fee.

Your organization must pay the initial GInI Administrative Processing Fee prior to receiving its accreditation.

All final decisions regarding the awarding of CGInO® designation rest solely with GInI and its Directors.

The Process for Maintaining Accreditation

In order for your organization to maintain its accreditation as a CGInO®, it must do the following:

1. Pay the annual **Administrative Processing Fee** to GInI **each year**.
2. Pass a full **reassessment every other year** (biennially) by a GInI ATAP® / AInAs®.

All final decisions regarding the renewal of CGInO® designation rest solely with GInI and its Directors.

Investment

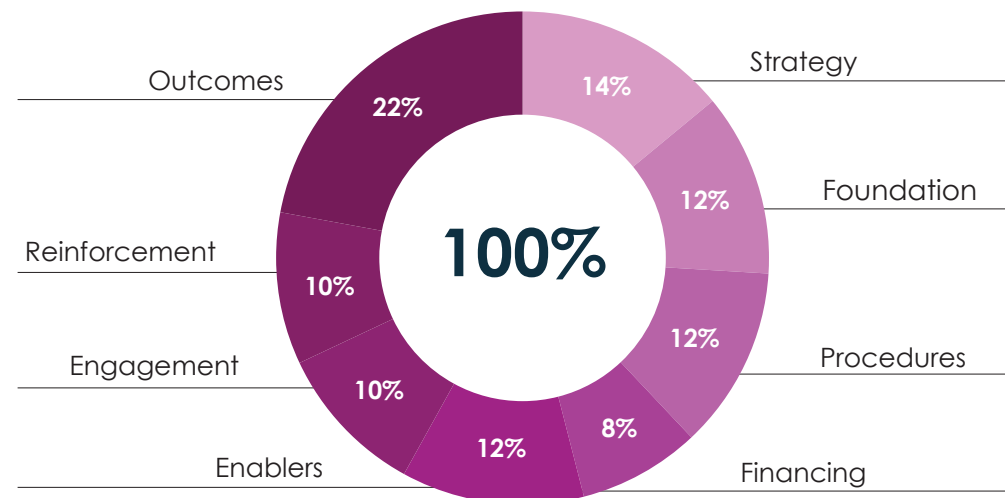
CGInO[®] certification involves a 5,000 USD **Administrative Processing Fee**, paid annually on the anniversary of the organization's last certification / recertification date.

This excludes the fees your organization will need to pay to its Authorized Training & Assessment Provider (ATAP)[®] and the Authorized Innovation Assessors (AIInA[®]) that they retain on your organization's behalf. These must be contracted separately and independently of GInI.

The CGInO[®] Government Innovation Maturity Assessment

The CGInO[®] Government Innovation Maturity Assessment is conducted using GInI's Government Innovation Maturity Assessment Tool, which was developed by GInI[®] exclusively for this purpose. This tool assesses a government organization's level of innovation capability, maturity, and outcomes.

The government innovation maturity assessment consists of 8 Group Sections. Each Group Section is further divided into Categories, with there being 30 Categories in all. The Categories and Group Sections are weighted, with certain sections carrying more weight than others. In order, the Group Sections and their weightings are:



The CGInO[®] Government Innovation Maturity Assessment – The 30 Categories

Strategy	14%
1. Strategy	

Foundations	12%
2. Sponsorship & Leadership	
3. Philosophy / Beliefs	
4. Values	
5. Culture & Environments	

Procedures	12%
6. Structure & Relationships	
7. Governance Processes	
8. Governance Metrics	
9. Roles & Responsibilities	
10. Role Certification	

Financing	8%
11. Funding	
12. Budget Management	

Enablers	12%
13. Training & Resources	
14. Discovery & Insights	
15. Technology & Infrastructure	
16. Networks & Ecosystems	

Engagement	10%
17. Engagement	

Reinforcement	10%
18. Recognition & Rewards	
19. Public Relations	

Outcomes	22%
20. Leadership	
21. Environment	
22. Competence	
23. Inputs	
24. Conversions	
25. Outputs	
26. Efficiency	
27. Balance	
28. Financials	
29. Digital Service Transformation	
30. Overall Success	

The CGInO[®] Government Innovation Maturity Assessment – The 30 Categories

For each Category, there are four (4) fundamental questions the assessment seeks to answer, namely:

1. To what extent is a resource or element of the program in place to support the program and carry out the work, and to what extent has it been explicitly defined?
2. To what extent is a resource or element of the program appropriate to the program's intended needs or the organization's situation and strategy?
3. To what extent is a resource or element of the program being used (and potentially managed) effectively to support the program?
4. In what ways, and to what extent, is the use of a resource or element of the program actually achieving its intended objectives?

These four questions are labeled, respectively:

1. Presence / Definition.
2. Appropriateness / Relevance.
3. Use / Application.
4. Outcomes / Results.

The first question is typically answered through a direct review of select collateral, including Strategy Reviews, Organizational Reviews, Program Reviews, and Targeted Operations Reviews. The latter three questions generally require Targeted Interviews of knowledgeable individuals in order to arrive at useful answers.

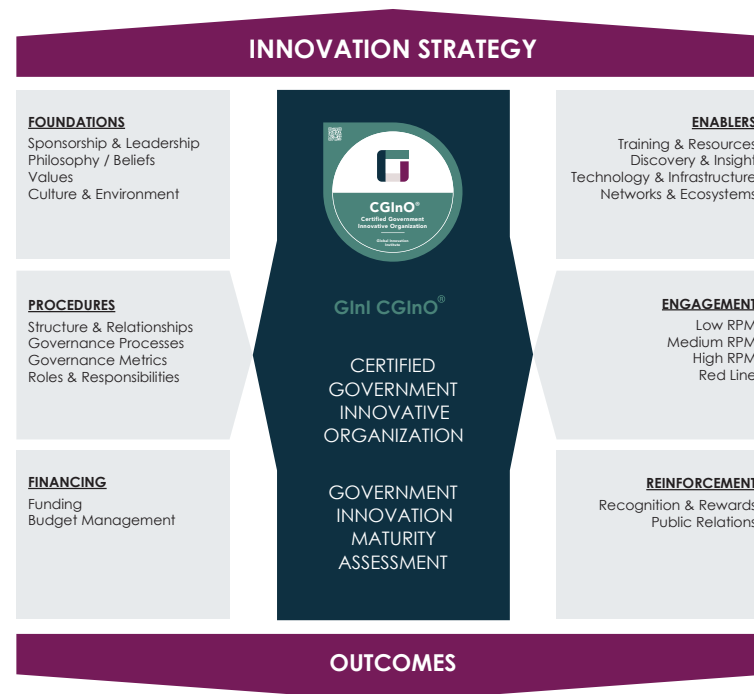
One of the key outputs of the CGInO[®] Government Innovation Maturity Assessment is a **Government Innovation Maturity Radar Plot**. This device portrays graphically the relative strengths and weaknesses of each area of your program for each of the 8 Groups, with the Outcomes being presented at a higher level of detail given their weight.

The CGInO[®] / GInMAT Framework

The image below reflects graphically the overall framework used for GInI's Government Innovation Maturity **assessment process**. It captures:

1. The starting element of **Innovation Strategy** – which can be established using the **GInI Innovation Strategy Cycle (InSC)**[®], **GInI Strategic Innovation Compass (SInC)**[®], and **GInI Strategic Innovation Roadmap (SInR)**[®].
2. The **six (6) elements** of the **enterprise innovation architecture** – which can be established using the **GInI Enterprise Innovation Architecture (EInA)**[®] model.
3. The **Outcomes** of the enterprise innovation program.

Together these make up everything evaluated by the GInI CGInO[®] Government Innovation Maturity Assessment Tool (GInMAT)[®].



CGInO[®] Scoring and Ranking

Each of the 30 Categories in the GInI Government Innovation Maturity Assessment is scored on a scale of 0 – 10 and weighted according to the preceding GInI guidelines. The final overall score is a **weighted average** of these **30 Categories** and will therefore also range between 0 and 10. This allows organizations to be recognized as a Certified Government Innovative Organization[®]:

Level 0 – Non Innovative

Score: 0 .00 – 2.99

This level does not qualify for CGInO[®] designation.

Level 1 – Initial Level

Score: 3.00 – 4.99

This is the starting level of recognition as a CGInO[®]. Government organizations whose maturity level falls in this range have demonstrated a strong desire to become increasingly innovative and have begun a good journey toward a formal program and structure to make that happen.

Level 2 – Advanced Level

Score: 5.00 – 7.99

This is the intermediate level of recognition as a CGInO[®]. Government organizations whose maturity level falls in this range will have made strong progress in their strategy and systems for pursuing new innovation. They will have seen demonstrable societal impact from their innovation efforts.

Level 3 – Excellence Level

Score: 8.00 – 10.00

This is the highest level of recognition as a CGInO[®]. Government organizations whose maturity level falls in this range have completely mastered a comprehensive innovation program and the execution of short, medium, and long-term innovation strategies. They will have seen demonstrable societal impact from their innovation efforts, and in some ways will have led their domains with breakthrough innovations. This is the elite class of innovative government organizations; very few make it to this level.

Scheduling and Conducting the CGInO® Assessment

Whenever a government organization has had its initial CGInO® application approved and is ready to be assessed, it must contract with a **GInI Authorized Training & Assessment Provider (ATAP)®** who will in turn retain at least two (2) **GInI Authorized Innovation Assessors (AInAs)®** to undertake the official assessment.

For reasons of objectivity, ATAPs® and AInAs® are independent of GInI (GInI does not employ these parties directly), but otherwise have been authorized by GInI to conduct the CGInO® Government Innovation Maturity Assessment. The AInAs® possess a toolkit of instruments for conducting this assessment, and have received training in how to use and apply these tools toward the assessment process. For the purposes of transparency and accountability, AInAs® must conduct the assessment under the authority and oversight of a GInI ATAP®.

If needed, GInI can put organizations in contact with an appropriate GInI ATAP®, who in turn will bring in appropriate GInI AInAs®. Organizations must pay ATAP® and AInA® fees separately from GInI's fees, and will thus need to establish those fees with these parties prior to conducting the assessment, independently of GInI.

Approximately one month prior to the scheduled time for the on-site assessment, the organization must forward select strategy and program documentation to the Assessors. The Assessors will review these materials prior to their visit so as to make the best use of everyone's time during the on-site assessment process.

Assessments are always done physically in person. Under no circumstances is an assessment to be conducted remotely as a 'virtual' exercise, unless explicitly permitted by GInI on a case-by-case basis.

For smaller government organizations, the on-site assessment can sometimes be completed in one long day, though two days is more common, and in some cases three days is required. For larger organizations, at least two days should be allocated for conducting a thorough on-site assessment, though it is not uncommon for these to require three and sometimes even four days to complete, depending on various factors.

Once completed, the Assessors will submit a final **Government Innovation Maturity Assessment Report (GInMAR)®** to GInI in order for the organization to be able to receive or renew its CGInO® accreditation. So that Assessors have adequate time to schedule the assessment and complete and return the GInMAR®, it is important for organizations to schedule reassessments well in advance of their expiration deadlines. Otherwise they may incur a lapse in accreditation. Along with their accreditation, organizations will receive from GInI a copy of the Government Innovation Maturity Assessment Report completed by the AInAs®, which will include a Gap Analysis showing areas for improvement in their innovation program.

A Special Note on Innovation Readiness Assessments

Sometimes government organizations have not yet begun taking steps toward a formal innovation program, but nevertheless have a desire to do so. When that is the case, the question becomes one not of their level of innovation maturity, but rather one of their level of readiness for such a program. Are they in a good position to begin? Or are there more fundamental steps they should first take? What things should they be thinking about as they start to consider the respective designs of their innovation strategy and innovation program?

For these situations, the GInI Assessment Tool can also be used to ascertain a government organization's level of innovation readiness, as opposed to innovation maturity. The assessment for this involves a specific subset of the questions normally used in an innovation maturity assessment, given that the full set of questions will not be applicable to the situation.

The aim here is to assist the government organization in preparing to embark on a comprehensive innovation program by helping it to understand the extent to which it does and does not have all of the necessary pieces in place to do so. Where there are deficiencies, the Assessors will be able to point these out and make appropriate recommendations based on their professional experience.

Since the purpose of an Innovation Readiness Assessment is to gage the extent to which a government organization is ready to embark on a full innovation program, it is expected that certain elements of the program are already in place, particularly in the Strategy and Foundation areas, and have been designed to achieve the outcomes the organization will need from this program. As such, assessments of Appropriateness will come largely from the experience and insights of the Assessors, based on their past history in studying other government organizations' innovation programs, and with an understanding of this organization's particular domains, size, etc. There is no assessment of Effectiveness or Outcomes, as the program has not yet been put into place and those do not yet exist. Only the aforementioned inputs exist.

In this application, the Government Innovation Maturity Radar Plot serves as an indicator of the organization's Innovation Readiness rather than its Innovation Maturity, and the Outcomes Radar Plot is left blank since there are no Outcomes as of yet. The follow-on report, therefore, will be an explanation of the organization's level of readiness for initiating a program of innovation rather than of its maturity with a current program.

Innovation Readiness Assessments are conducted for the sake of helping organizations begin a full program of innovation. There is no CGInO[®] recognition associated with completing an Innovation Readiness Assessment.

Continuous Improvement

GInI strives to constantly improve all of its accreditation, including the tools and processes used to establish them in this case tools like the **GInMAT**[®] and the **GInMAR**[®]. GInI is constantly on the lookout for ways to improve these additions, deletions, reworks, and so forth. If you have any suggestions for improvements, please email them to gini@gini.org. We are grateful for all suggestions that help to make this assessment process more useful, effective, and innovative.



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