

I want to welcome everyone to 2020 virtual government UX Summit. We had a great day yesterday and am looking forward to another great day today and tomorrow. I want to thank everyone who made this possible including my co-chair Wendy Stengel who is helping every step of the way. I also want to thank the staff at GSA provided great logistical support for this event for us. I want to thank everyone who submitted proposals and everyone who helped to review them and select the program where we have this week. That was a difficult job. We have a lot of great proposals and only a few slots to fill. I want to thank the presenters who took the time to pull the presentations together and to share their experience with us, and to the chairs who are facilitating the session this year. Thank you to the participants that are attending today this is why we are doing it. We're getting a great turnout and I'm really excited about the interest in the program we've got. We have two sessions today and two more tomorrow. Don't forget you have to register for each one dependently. The Summit has been organized by digitalgov in the user experience of community of practice. The mission of digitalgov to transform how government learns built and measures digital services in the 21st century. They do that by providing people in the federal government with the tools, method, practices and policy guidance that they need to deliver effective and accessible digital services. As part of their mission digitalgov supports the user experience community of practice. Our community provides resources to those doing user experience work at all levels of U.S. government. And is open to anyone with an interest in UX and a government email address. Information on joining the group is available on the website, and you should see information in the chat as well and there are a number of other communities that digitalgov supports that might be relevant to those in the UX field, so take a look and see what other communities might be specifically relevant to the work that you're doing.

A couple logistics, before we get started, we are planning to have videos available in a couple of weeks we will let people know and share with the community when the videos will be available. The presentations will be available about the same timeframe. Were not sure about that yet. Again we will be sure to let you know. At the and you will get a link to the survey. Please take a few minutes to fill out the survey because we want to make our events better in the future. Keep your eye on the chat. digitalgov will put in links that may be of interest to you. If you have questions or technical problems please put them in the chat. You will not be able to unmute yourself as an attendee. As a final reminder this event is being recorded.

I would like to get started with the presentation today. We will look at service and product design in government. I want to give you background on our three speakers today. Katherine Nammacher, is a product manager and user researcher within the U.S. digital Service. She currently works on improving hiring in federal government, and before that was focusing on improving the asylum process with digital tools. Previously, was a ceo and co-founder of a government technology startup and was a participant in another startup in the summer of 2017. For the startup she co-founded, she led the company through its acquisition in April of 2019. Katherine is passionate about leveraging public service to support vulnerable populations and developing innovation models that can scale. She can be found backpacking, drawing, traveling and exploring new arts experience.

The second presenter is Caroline Kyungae Smith. She's a design strategist. She currently at CMS supporting a multiyear effort to modernize the Medicare payment system. Prior to joining USDS

as she was living and working in Berlin, Germany as a freelance consultant helping fortune 100 companies implement global digital transformations. Caroline is passionate about bringing contextual research systems thinking and strategic foresight to the public sector, especially education and health.

Toni Hightower retired from the US Army with 23 years of service upon retirement. She took the position of chief of police at the Little Rock, VA Medical Center. Prior to joining the Veterans Experience Office and spearheading the development of Patient Experience University, She is a master trainer for on the moment customer experience training and expert facilitator and advocate for veterans and their families. With that I will turn it over to the speakers and let them share their presentation with us.

Without any further ado let's kick this off with a bold statement. Government delivers to citizens and residents of the United States as well as people around the world. These services range from disaster relief from FEMA to federal student aid from the Department of Education. According to USA.gov there are hundred 433 government agencies that provide thousands of services through programs and initiatives. Civil servants and contractors deliver these services through programs and products. For example, the Center for Medicare and Medicaid services provides major health-care programs and collects and analyzes data and produces research reports and works to eliminate fraud and abuse within the health care system. It also offers public facing products like data at the point of care. Which gives doctors access to claims data. Finally there are many internal facing products which CMS employees and contractors use. Like the change information management portal. With government providing services and products when should you service design and product design? More importantly what exactly is the difference between the two?

A big reveal you need both. Let's dive into the definition scope and strength of each one. I think a service design is the process of creating experiences that meet the needs of users. In the context of government and the experience of providing health care services you'd need to take a high-level view to encompass the breadth and depth of services in order to provide a streamlined end-to-end patient and provider health care experience. Alternatively, I think the product design is the process of creating tangible products that meet the usability needs of users. In a context of providing end-to-end health care services providing patients claim data is a specific view of the larger service provided. I like to think a service design in government as the entire puzzle. Product design delivers a piece of that puzzle. Process design and public policy design make up other pieces but those are topics for another day. I believe you can apply service design to any problem from customer focused services and internal services or even how an organization should be designed. You need to speak and empathize with those impacted. Will also understanding what has to happen backstage and behind the scenes. I was drawn to service design because I love the process of thinking in systems. And considering the multiple people in those systems and how everyone and everything interacts. With service design I was able to take a wide enough view to understand the root cause of problems and develop the best solution given the context and constraints. Sometimes that may result in a digital product like an app or a website, but just as often I found the most impactful solution was a program or an internal process redesign. I ultimately think service design is the best practice to use if you want to identify or validate root cause problems and develop a range of possible solutions. It's especially

valuable if you want to tackle big hairy problems like for example reducing childhood poverty. Because it allows you to consider multiple systems and how they interact. In the case of childhood poverty you would have to consider education system and food system, and in order to arrive at the most impactful levers to push and develop fit for purpose solutions. There is also a very important time and place for product design too. Let's say after you have contacted the comprehensive research effort into the causes of childhood obesity you do arrive at the conclusion the best solution your government agency and your team resources can contribute to would be a digital app. If you arrived there it would be time to call in the usability and user interface design experts to design that app. Again, product design looks at those tangible interactions in the output of product design would be optimizing for product to usability and manufacturability. Is the best practice to use when you have a specific target user in mind. You can zoom in and focus on solving their particular pain points. I will kick it over to my colleague Katherine.

We Will also switch who is screen sharing. Do see my slide without the notes?

Yes.

Perfect. Service design can happen at different levels of scope. They need to work together. They are part of the same ecosystem. Everyone on your team ideally should have a view on the system-level and the high-level system and how their operational pieces fit together within that ecosystem. We talked about specific piece and then the larger puzzle. A typical government service has multiple layers of support. It could be a public facing piece that is supported from a collection of other teams, like supporting applications. This example that's on the screen is an example for, that shows how you can order and deliver appliances. This is a simpler process than many government services when you're trying to get a loan or you know understand your immigration status. So, you can see that starting from here it's quite a complex set of steps. With each of these pieces, within the delivery of a benefit or system such as a loan or health care there are numerous teams responsible for different pieces of that whole process. Each of those teams is a specific puzzle piece in your process. What they really want to make sure of is the products design is going to fit within the ecosystem. If you only use product design, and design without thinking about the larger delivery process, you will have a lot of well-designed singular pieces as part of your system. It will feel like a collection of puzzle pieces that doesn't actually fit together. But if you do have that entire view you will look at a holistic puzzle that aligns with one another and fits snugly together. It will be beautiful and great for the civil servants you are working with, as well as the public.

We have that service design and product design difference. As we have continued to talk about, you really do need them to work in concert with one another. As we are talking about things and taking this step, just take a second to think about which of these feels like they resonate with your current team and the services that your group or department or agency deliver. Does it feel like it's a bunch of team teams that are focused on a specific piece or does it feel like everyone is aligning? Also, more importantly, how do you know that you are headed in the right direction to move towards aligning the different teams around that same goal? How do you even know if you have built. What I will do now is touch on six different things to think about that and to help you

pulse check yourself and your team if you are headed in that direction. And things to help you think about how you might get there.

One recommendation is if you are working with contractors that support your operations or product delivery think about are their contracts written to reward a focus on a specific puzzle piece? Is it ensuring the puzzle pieces written into the hole? Making sure that those incentives are aligned and push toward a better service delivery with the puzzle pieces fitting within one another. Additionally, different teams [audio-cut out] are needed to understand or stand and align on the pain points in your entire system and how they might work together to resolve that do all your teams align around what the service delivery system even is and what the focus on that is. What are the pain points and what those questions, thinking at that higher level. With cross team collaboration it is important [audio-cut out] teams encouraged to support and work with one another? Are they talking during that process and kind of bouncing ideas of one another when it makes sense making sure your research is shared across the service delivery process. Is user and design research between teams shared at different stages with those deliverables? Is the research taken with the same amount of gravity and how do you think upon findings? Not just when you are starting. Even as you are learning. You are working within the same ecosystem and puzzle piece and how one piece operates. Also engaged in how to improve a product that sits within the process. Especially your frontline staff. Often, a lot of times they are actively managing around the pain points in that process trying to deliver that service you know is someone in that process have a notebook with a whole variety of things to remind them of pieces when they are working with. Those frontline staff are going to be key in thinking about that. And also the work around those individuals have can tell you where those pain points are. For you to know how to improve a process you need to know what you are driving towards.

Everyone on your team should know what your optimizing for, what is your shared goal and what are the metrics around that goal? It helps to online around and align what each of the teams are focused on. What is your service process trying to improve? Are you optimizing for a shorter time to accomplish a task or a better experience for people experiencing that process? What are you optimizing that'll drive where you're headed for what pain points in that service design process you want to focus on and where those individual products help with those larger pain points. And also in thinking what you can be doing had you know something is a little awry? How do you know to course correct? What are three different things you think about?

The teams don't understand how the information in each step impacts things upstream and downstream from where they are working. That's a real indicator that more collaboration could be there. For example, if an application is being filled out, at this early stage, can it impact adjudication or how the delivery is? Things like that. Also, does your team talk to teams that are 2,3,5 steps away from where they are? If you are part of a long and intricate process. Also, going back to metrics. Metrics tell your entire team if you are headed in the right direction. And for what you are solving for. That is the higher strategy of the whole service. Does your team know with the goal of the product is? If the whole team is not engaged as to what you are driving towards, you might be optimizing for different things. Your product designers could be optimizing for usability of the product folks are optimizing product flow and engineers are optimizing for something else. Having the design perspective allows everyone to focus on one piece. It also means that if you have three different metrics within different disciplines you will

not be aligned within your product let alone within the merger service. You want to make sure everyone is aligned around what your goal is. And how you know you are getting the result you are thinking about. Lastly, in terms of the findings from other teams had you know it will be relevant? In terms of those findings from other teams how do you know it will be relevant when you're looking at the service design process? It's all part of the same flow. It's all part of that service you are sharing with. You want to share that with other teams. It's all the context for that same system. And understanding when and how to share is really important too. At the end of the day it's making sure you balance the pieces between the whole and with the specific pieces for that service design.

I want to let everyone in on a secret. I began my career as a journalist, a print journalist no less. I only entered the public sector a year ago. I view myself as living proof that you can read and learn your way into your next role. And perhaps the next role for you guys might be surface design. I am lucky to have happen to have a naturally healthy dose of empathy and curiosity, which leads me into what I believe is the number one skill set for a great designer. You need to be able to zoom in and zoom out at those different levels, keeping in mind what the different actors are, their different needs and their different goals that they are trying to achieve. And also be able to think in terms of the different lenses and systems in which they might be straddling in their roles.

This is going to allow you to be able to see the larger picture. And one of the ways that that I view service design and being really beneficial is if you zoom out large enough, for the example of homelessness, I don't know if many of you know, but homeless shelters actually perpetuate homelessness. If you are zoomed in at a certain level you might not realize the existence of homeless shelters actually enable and keep homelessness active in the community. Being able to zoom out to a large enough level and see how some actors or some activities might reinforce the problem you are solving will really allow you to be able to identify the root cause problems that I alluded to earlier and come up with a solution fit for purpose. Finally, another benefit of service design is that you are always looking at real-world user needs. Without design I do find some clients are able to talk about things in the abstract, or feel like certain problems might be the number one problem. When you are able to go in with the service design view and identify real user needs and have the data behind those painpoints it may be easier for you to ground your findings in tangible data-driven pain points. As I said I really believe anyone has the capacity to be a service designer. And I met Toni I was immediately inspired by how she had used empathy and systems thinking to deliver better services even if at the time she had known the academic or industry names for the methodology she was using. With that I would love to hand this over to her.

Thank you, ma'am.. I am Toni I wanted to share stories with you about service design. I was doing it before I even knew I even knew what it was. The first one I want to talk about his being in the Army. My last duty assignment was in Kabul. We had a big mission. We had the FOBs or forward operating bases or the camps. We have the security of the mission. I was given a mission to set up a new post. Which is called New Kabul Compound. In the first picture on the left on the top, there is a village looking down onto the compound. Which means we were not safe and secure. My number one mission was to take care of my FOB and my soldiers, airmen and Marines. I wanted to solve the problem. How do I secure the base and keep everyone safe? I

wanted to integrate with that culture. The first thing I did was go out into that city, and you can see in the second picture that is me with a group of the children there in Bibi Moureau. Women were actually very revered there in that city. Which gave me an edge to get to know them. I learned a lot about the culture before I went up there. You would usually go up in full battle rattle or our full combat gear. I chose to dress down when I knew it was safe by doing research. A book called, "The Three Cups of Tea." Their culture, and just getting to know someone. The second they become friends. With the third cup of tea you become more like family. I waited till the third cup of tea and dressed and covered my head as is their culture. I walked around to see what they might need and how I might connect with them better. So they could help us secure our new Kabul compound with everything that came with that. What that led to was the great partnership. I wanted to make sure first I let my team to success. The third picture you can see that's the Texas National Guard. It was a small part of contingent. Two forms of customers. The internal and external customers. I wanted to focus on the internal customers first.

Not just my soldiers I was assigned with the Filipino security. I was assigned with Afghan national police and Afgan national security. And Blue Hackle which was their security guards internal. I wanted to see how I made them one team and one community. I went back out to the community, did tribal engagements with our external customers. The Afghans that lived in the city surrounding. And wanted to make sure we became part of them as well or them of us. It wasn't a lot of I and you it was a lot of us. We had a lot of dinners together and build a lot of teams. I started as the questions what can we do to build this bridge? How can I bring you in? What we learned was they obviously needed the funds flowing into their city. We vetted a lot of the people that live there and meet them security in our compound and helped build and sustain that relationship. Now it became our base and not just mine. We wanted to build that team. I made sure we integrated fully by regular visits. He made sure they would have running water and we taught them how to use, we brought a bunch of toothpaste and toothbrushes and whatever they could use. Stuffed animals to the children that were around. Beautiful children running around that village – we really wanted to make it us. At the end of that it saved the lives. Not only our life's but the lives of the city. That was the absolute goal. We wanted to make sure we have the great community policing model. I was also a military police officer. That is very, very important to me. So at the end-state: no attacks on the base, no lives lost, and that base I would say I would say we had a good service design. Not knowing that is what it is called.

I wanted to bring that into the VA when I came. The next part of my story you will see inside the VA. I took over as the Chief of Police at the Little Rock VA. I wanted to test what the culture was like. RVA police were considered the black sheep and we were not aligned with clinical staff. We were a roadblock to the veterans getting good health care. I wanted to make sure we overcame those obstacles. Our problem was that we were not fully integrated. I wanted to figure out how do we become fully integrated? What is our mission? What do we need to do to be successful? As a veteran myself it was near and dear to my heart. What we did was learn about the culture, about the veterans we are using our facility, What they needed from us, what they expected from us and how their encounters with the police have been to date. And what they wanted the encounter to look like. I wanted to make sure we changed it. Once I got that from them, I started to meet with the clinical staff and the other employees in the VA that were not police. I wanted to know what they wanted from police. How can we suit you better and how do I make I and you, I and you us? How do we become one team and one fight? That led to the third

picture which I love, rest in peace customer service. I hate that term. It should be customer experience. I know you're gonna ask me what's the difference words are words, but that could not be farther from the truth. Customer service is about use and effectiveness. If you really want to get to solving issues and making great services for everyone you need to get the customer experience. That adds the emotional element to those dimensions. That is what I was striving for. I wanted to get away from customer service. Or my officers were empathetic and the veterans were empathetic. How do we do that? We needed to standardize the force. We saw police officers and one VA were lower rated and created than other police officers and other hospitals. That can be a problem when you're going from hospital to hospital. Obviously, there are places for promotions. The task organizations we had were not standardized. The performance descriptions were not standardized.

So, we standardize that across the entire nation. I was lucky enough to bring the Secretary of the VA on this before we went forward. And rewrite the performance descriptions so it was one third customer experience. And that was huge for a police force, and as you can see in today's world nothing is more needed than a community policing model. I called it veteran center policing because we had a little bit more toward obviously our veterans were a customer, but we were also in the clinical environment. So it was a little bit different than community policing, but that is the basis for it. One third of the time I expected and demanded my officers were out doing customer experience. If you're not enforcing the law, if you're not doing patrols I want you to help people. I want you to help veterans to their appointments, I want you to help them to their cards, I want you to pair with our clinical staff, etc. and let's be part of them.

So as we are charting this I came back to my team and built them in and retrained and rethinking how we do business. I put them all through patient centered care retreats which was a four hour whole health on how do we interact with our patients, how do we make it better for them, how do we support them, and then also got them fit and armed with prevention and management of disrupted behavior so they could then go teach our employees. So we became more than just the police, but we became your teammates. That led to building bridges which is having assigned areas where one police officer you can call and you know that is John. John is there for you 24/7. We had honorary protector awards. We were protectors. We had police appreciation ceremonies where we let people wear our vests and suit up and go out with us to see how they liked it and what they experienced in their ride alongs. We had other things. We wrote notes to nurses for nurse week. At the end we were appreciated we were considered part of the team. The last picture you can see that is the nurse executive of the hospital and came and gave us the national police award. They did it every year and every year it got bigger.

They brought a lot of Krispy Kreme's which cops love, but I won't say we don't, but by year four I had to ask them to bring a Slim Fast because we were getting way too many donuts. But the outcome after the seven-year stint was standardized PD's. Standardized task organizations and we saw in my facility a decrease in assault and disorderlies by 25%. That not only keeps our officers from getting hurt it keeps our veterans from getting hurt. That was the end goal. I know that you needed to use empathy to get there. I know you were going to say that's great and wonderful but I am only one person. I will leave you with this. This is one of my favorite quotes of all time: "I am only one, but I am one. I cannot do everything, but I can do something. And I will not let what I cannot do interfere with what I can." So just by using the 5 Ys, by grounding

everything I did and empathy and walking in the shoes of the people that I served I was able to do service design. I would say you can do it too. It doesn't matter where you are in the government. Our people deserve better. Let's give it to them and be empathetic, connect and give them what they need. Thank you.

Awesome. We wanted to leave you with a couple of thoughts. Find and empower the champions of that service design mentality. It could be someone who has a title designer, and it could be someone who just understands how to use empathy, and build connections and bridges and think holistically and systematically about the ways in which you can problem solve. Who are those people working in the delivery process that you have? They are probably in your frontline staff. They are probably in your back office. They will be everywhere. Whether it is an office manager or a software engineer near or whoever it is. Those people who think about the system at a higher level. And understand how those things work together. Those who are excited about problem solving. Find and empower those champions who have the service design mentality. Learned from them, collaborate with them, problem solve with them and bring them in as you are thinking and talking about the pieces you are looking at.

We'd also say to would say define and measure success using the health of that service delivery you are doing. Whether you are providing a loaner health care services. Or pieces around immigration or education. What does a healthy success of that service delivery or of that benefit you are providing residents and citizens look like? How do you know you are getting there and how do you know you are moving towards that? Focusing as you are talking about this on the larger holistic service delivery, focusing on the larger puzzle as it fits together with the specific pieces. And making sure they complement one another.

If you been listening to this presentation, and you have been thinking oh gosh I have done product design or I have contractors doing product design but now I am seeing the need to expand into practice service design. That's great. Being a product designer or having the mindset gives you great foundation upon which to build into the direction of service design. It is easy to upscale yourself or expand your questions just a little bit more from where you might already be in order to do that.

Next slide, I also understand or recognize a lot of people in government might be in a position where they are needing to hire contractors who will do that design work. As I said before there is need for service design and need for product design. The way that I would love to leave you thinking in terms of if you would consider hiring someone or a contractor to do that work these are questions that I would ask myself to help me determine whether a product designer or service designer might be a better fit. With the service designer it is starting with what is the agency objective and who are all the different groups and people that are involved? From the top brass all the way down to the end customer. Do we really understand the root cause problem, or are there still a lot of assumptions in place that we might need to find out and validate?

For product design you are hopefully going to be in a position where you have already identified target users in the pain points you want to solve for them. If you have arrived at the conclusion

that you do need a product solution then you can be clear about what the product objective is thinking about how the users are going to use the product and looking for people who will be able to ask what features do we need and how should we prioritize these product features question? Finally, I would love to leave you with a couple of resources for people who might want to learn more about service design. There are two great books I enjoy: "Service Design Doing" and "Service Design Methods". There's a lot of great networks out there where you can dip your toe into service design and meet other service designers as well. For this group of people working in the public sector that could be very attractive to them. There's the service design network where you can meet other people who are early and mature in their service design career. You could get a lot of tips and pointers from them.

I see a great question from Anna. Jean I don't know if you had a specific way you wanted to follow up on people's questions. Since it is fresh in my chat I want to answer. The question is how do service designs differ from organizational management? Service design can be applied to a lot of different contexts. And organizational design is one of them because you can use service design to look at the different actors and the different systems and think about what are the pain points in this system. And how might we think about redesigning processes and redesigning organizations to solve some of the pain points? So organizational design and management is a great opportunity to leverage service design to identify those pain points and come up with solutions and obviously the solution in that organizational management would probably look something more akin to a process, redesign or change in structure. I would definitely agree with what Anna has mentioned. It is an inner plan and balance of those two sides that makes it work. Thinking about those as two sides to the same coin. Or even more integral to that, as you are hiring a product designer or as you're bringing someone on to do product design making sure they understand where they fit into the market service. As her having someone think about that, making sure they understand the individual pieces that fit together. I would agree it is an interplay and the collaboration between both that makes you stronger.

I also love the question about how do you know when your process designs make things worse? Katherine, I think you would be great at picking up this thread because you would know would you know your service or products make things worse? It's about getting the baseline data. And having metrics to assess whether your solution makes things worse or better.

One example is also I work in police reform at a startup for several years. And I did plenty of ride alongs myself. I think about there is a dashboard camera on most police cars that will film what's happening outside of the police car. That is synced to their records management system which is another hardware. One thing I think about in a small way to think about a product design versus a service design is every time an officer interacts with anyone outside of their car who is a public resident they would then need to take the information from that video camera and input it into the records management system. The date format, the police car camera and the dash cam is literally different than the record management system. They would manually have to retype it every time. This is a police force of about 1000 officers who at any given time there are 200 of them on the street of the city. They are having thousands of interactions every day. How easy would it be for someone to realize that and change that? How do you integrate with the

community? They actually needed resources in their community. We vetted the folks there and hired them onto the base so it wasn't you're base it wasn't my base, it was our base. It was our interaction in our community. Things like that are on a small scale and large-scale where you can see that those things are falling into part. People who are engaged in the very day today operationalizing of whatever you are working on. Who is interviewing and processing applications that you're coming in or filling out? Who is interacting? Who is taking of the complaints or the questions inbox that you have ? What is coming up? Thinking about those things that even identify that.

I saw a great question, any thoughts on how to consolidate, remove, repurpose, and recycle projects and program initiatives that got started without consideration of the larger picture? I will jump off of Toni's very compelling examples that she gave. I do not know if you picked up. She had very clear goals and her mind of what she wanted to achieve. For example, the safety of her base in Afghanistan. That's a clear value that she identified. The strategies that came out of that number one value that she kept in mind allowed her to stay focused on activities that laddered up to that value and that goal. A lot of our agencies in the government might have multiple values. The might have multiple values that conflict. A result of conflicting multiple values that are all our number one priority will resort in programs and initiatives, projects that might not necessarily seem in synched with each other, and might not necessarily flow into one cohesive streamlined hold.

I saw someone mentioned earlier it starts at the top and with leadership at the top. That is a very glib answer. It is kind of true. Being able to have a frank discussion about what values are we trying to achieve? What objectives are we trying to achieve? What are the pros and cons, the payoffs and trade-offs with each of these values we say we want to achieve? How are the strategies we are executing supporting these values? The value of sustainability and the value of affordability are going to perhaps be a conflicting value. You do have to not only take into account the users, the systems, the context but your agency will have its own portfolio of projects and initiatives and products. If you were in agriculture agency you probably will not be watching a police officer solution anytime soon, that does not fit within your portfolio of products and initiatives and projects. I recognize the agencies have a certain portfolio and skill set, and solutions that they provide. You will have to take into account what are the systems, who are the actors and what are the pain points and what are the resources I have at hand to address this? That fit within this context?

It is another topic to then think about and discuss what would it take to solve childhood poverty in the United States? It probably would look like a lot of agencies working cohesively together a lot more than they are right now. It is just not one system that leads to childhood poverty. It is many systems working with each other or against each other that cause these points that would probably need systems designed and service design at even higher levels than we may have been talking about in this presentation. That is where I believe service design enables you to ask those questions a little bit wider than product design might. Again, to bring him back to the goal of this presentation was to try to paint a picture about how those two were different, and what problems both of those types of designs solve. To help you think a little better for yourself or for your stakeholders, how to identify situations where one might be a better toolset for you to use than another.

I have seen this question from Amy. I want to pause and say I am reading the comments because I was sharing. Apologies that my Internet went in and out. Thank you for everyone's patience with that. I see the question, asking about what advice do you have and what to do for when leadership is having trouble adopting a service design perspective or pausing or zooming out because there are too many other crises going on at the agency? That is a tough balance. It is the balance of, I guess it was last week you, Caroline, gave a presentation on how you balance immediate crises with long-term and strategic thinking. The way I think about it is late in looking at the service design process or the service delivery process that your agency is involved in, how do you figure out what are small tweaks that could make it disproportionately large amount of impact? And focus on those first. What's your low hanging fruit and what is the the immediate thing you can look at to improve? That you can build into a roadmap with those crises or things happening. Obviously, we are all experiencing international health crisis with CoVID right now. This is an interesting time to figure out how to balance your immediate crises. There are some agencies that are impacted not just through something like telework but by providing services to folks who were impacting and impacted more by CoVID. How do you balance your immediate improvements for a longer service process? With also now providing health services all on telehealth? And needing to push that through policy or operational improvement or things like that? I think figuring out what is your low hanging fruit and how can you hang move forward in thinking about that. As well as what are the things that in crisis you are also learning about your process? What are the things you are learning about your process that you can help to put in preventative measures? How do you help yourself to stay healthy at 60? You start exercising and focus on your physical well-being decades before you reach your 60s 70s and 80s. How can you think about that in the same way while also learning from the crises and figuring out how you can use a crisis, what is the silver lining of what is going on? You can use that to change something for the better or to put things into a specification of an improvement. I am looking through for more questions, feel free Toni or Caroline to jump in questions-wise.

This is Jean. I've been multitasking. I may have missed something. There have been a number of questions about starting to get down this road of trying to build in this culture of thinking about service design. Do you have information or ideas about shifting from where you are already doing a little bit of the maybe product design? Or shorter-term efforts, people are probably open-minded about it. Shifting to a larger bigger picture focus.

One thing I have read that has helped me think about this is several organizations put out white papers that I will share with Jean to send everyone. It was led by Beeck Center at Georgetown along with several nonprofits that is delivery driven policy and delivery driven government. Which really talks about a couple of case studies and the idea of if you are delivery focused, how do you think about improving the service in the designing process and the product design process? I will share that as a resource that comes to mind.

Another question, at what point does the solution to a problem mean using service design versus rewriting high-level policy? I worry about service design meaning spending resources on solving the symptom of what might be a policy problem in the federal.gov contract.

Katie, I love that question. You are absolutely right. We are, I have been personally looking into innovation happening in the human center design policy space. And over at CMS we are trying to work with policymakers to think about how they can include user centered design into what their policy could ultimately look like. We are also using her insights that we find in our research to backup to policymakers. To say hey these are consequences happening now because of the policies in place. Do you want to have a conversation about it? Our role at USDS does not necessarily include having us partner and pair with policymakers, but if we have strong enough relationships with stakeholders, we can find ourselves in the room sometime with these people.

At that point it is still applying our same skill sets, but in a different context. So not organizational design like I said before, but now it is policy design. It is looking at systems and actors and pain points and reinforcing loops and unintended consequences and trying to measure that and lay that out in front of the decision-makers in a cohesive way. I do not have any tangible case studies that I can share yet, but it is a natural progression as the kind of designers that we are to always keep laddering backup to the root cause problem. Of course, it would be natural we would find root cause problems are policy. Like I said there is some movement in that space. There is some really interesting countries around the world doing really interesting things, but in that case we really try to present the same type of findings in the same type of way to the stakeholders that we would other stakeholders.

I would totally agree with what Caroline just said, and I would also add there is different level of policy. Policy can mean local policy implementation in your agency all the way up to a bill or federal regulation. There's different flexibility within those different types of policy. What is needed to advocate to have something change, of course changing policy is a huge amount of effort and also figuring out folks who are in the agency who understand the nuances of the policy and thinking about how you can bring data, and how you can work. What can you do to build something that if in a year or two you can collect data to show both the improved process today and have more information about why that policy doesn't work as well the way it is. If you work with someone to advocate for. I thinking about the strategic as well as the low hanging fruit at all the different levels you are working out makes sense.

I just want to interrupt because I want to follow up on that topic. For those of you who have a government email address and can join the group, there is an effort within the user experience community of practice to look at user experience and policy, so if you are interested in that and can join the group, look for postings on that. They are meeting again in August.

That's awesome. There is a question asking, I'm a big fan of the service design approach and you've been trying to find different ways to inspire and motivate your team to adopt the approach on the job. What would you, how and what to do when you have a team that prefers to understand the concept but prefers to do their routine job and not practicing the mindset? One way I would approach it with folks is bringing it back to your users.

Whether you know a technology team building users for other full time folks who work in the government, or you're a team that's building a process that you're kind of interacting with the public sector of the public folks and so you know wherever you are in that, bring it back to the users and their pain points and how their pain points across the entire service is reflecting on

each of those pieces because someone has a really terrible experience you know filling out an application and then can only solely get your appointment status and information via physical letter. Right now, they're not able to walk into an interview or think about the later part of the process as something they can really understand and trust. Because they know, yeah for me to understand whether it's my food stamps or my immigration status, I need to do what feels like this antiquated process when you know on my phone I can order food to get here in 35 minutes from my couch, your users understand the difference between the service the high-level service design in the private sector for things the government isn't responsible to provide. We don't keep the delivery in the government, at least to my knowledge, but for these core benefits they understand that when I was working in police reform I would talk about when you walk into certain agencies in the U.S. the way those services are being handled both for the officers and for the public don't feel like you're in the 21st century yet and so your users understand that starting from there and starting actually from the pain points that your users have and advocating for that and then kind of being like "oh well" this is a great and actually is a service design mentality in thinking about product design would be how I would go about that is plant the seed the problems that your users are experiencing whether that's civil servants or whether that's members of the public and go from there. I would also quickly, because we're right at the end.

I would also just attach to that because even some stakeholders don't care about users don't care about, I would try and attach to that as much as you can costs and risk mitigation and just kind of attach the scary negative to it so just play that out a little bit long a little bit more. These are the user pain points this is why they're sad, play that out one step further and try and see how you can talk about how painful and bad and costly and risky this will be for the agency.

I find that's pretty effective too.

Alright, well we're at the end of our time and I want to thank our three speakers today. This has been just a really great talk. We've had some great chat going on and great feedback and discussion in the chat. Thank you for answering all the questions. So, thank you everybody and I look forward to seeing people at the next couple of sessions we've got so thank you everyone.