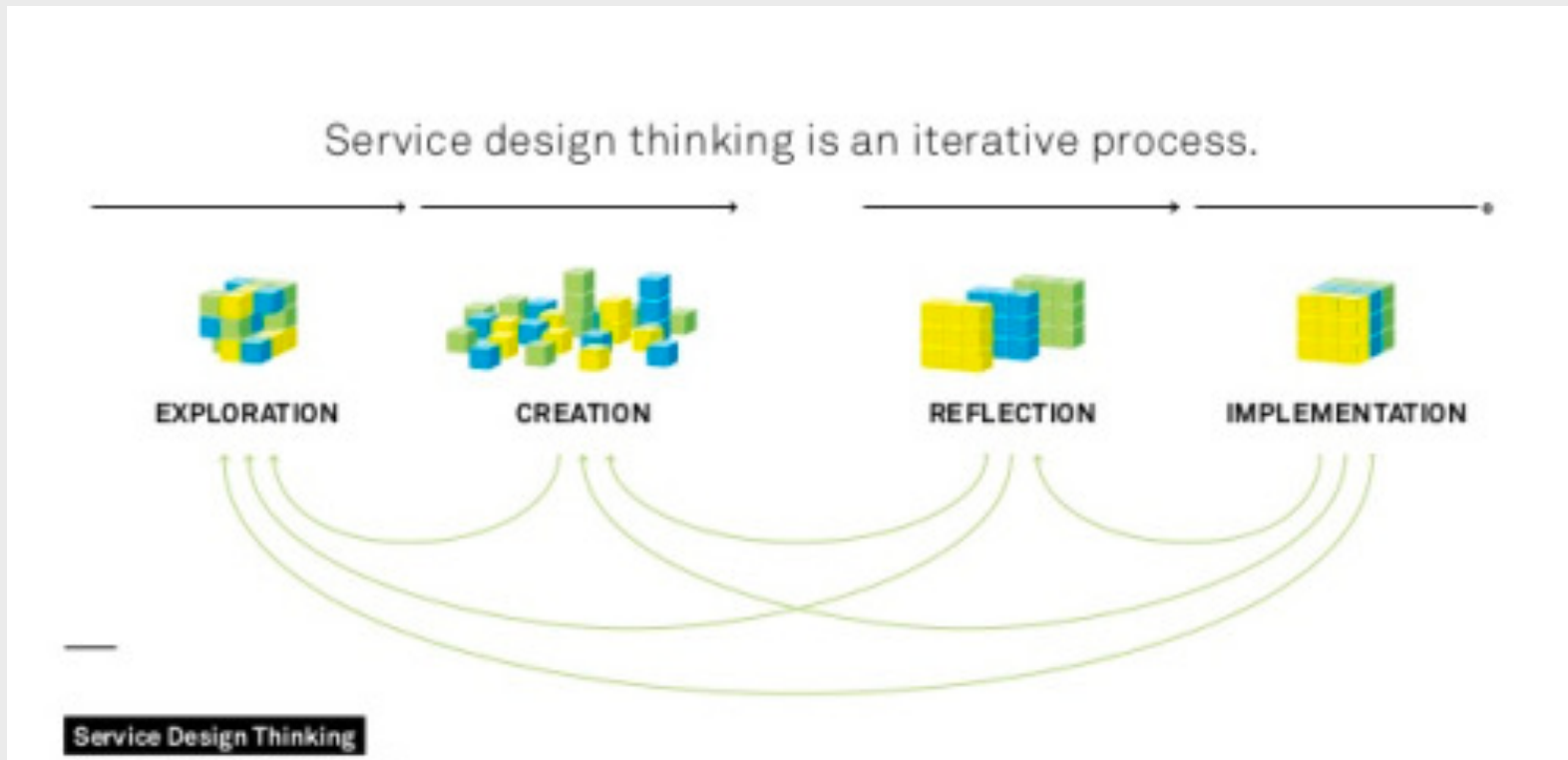# Designing Government

Dana Chisnell

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Quick recap of last week
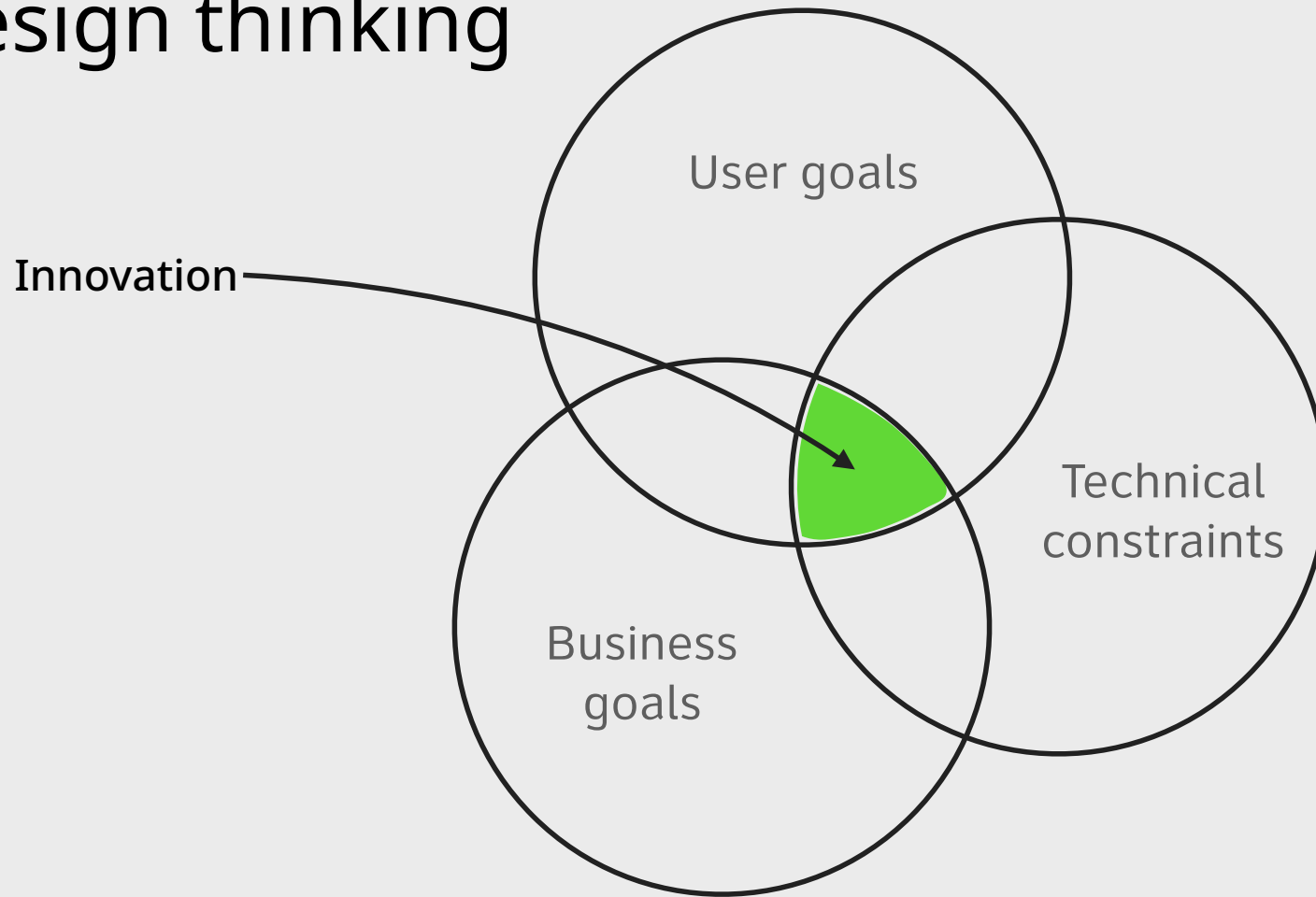
Why is design good for government?

- Closing gaps in the experience so the public does not have to learn how the institution is organized

- Problem understanding and definition

- Delivers services effectively and efficiently

Service design thinking is an iterative process.

EXPLORATION   CREATION   REFLECTION   IMPLEMENTATION

Service Design Thinking

What's service design?

And how does it relate to design in government?

Design thinking

User goals

Technical
constraints

Innovation

Business
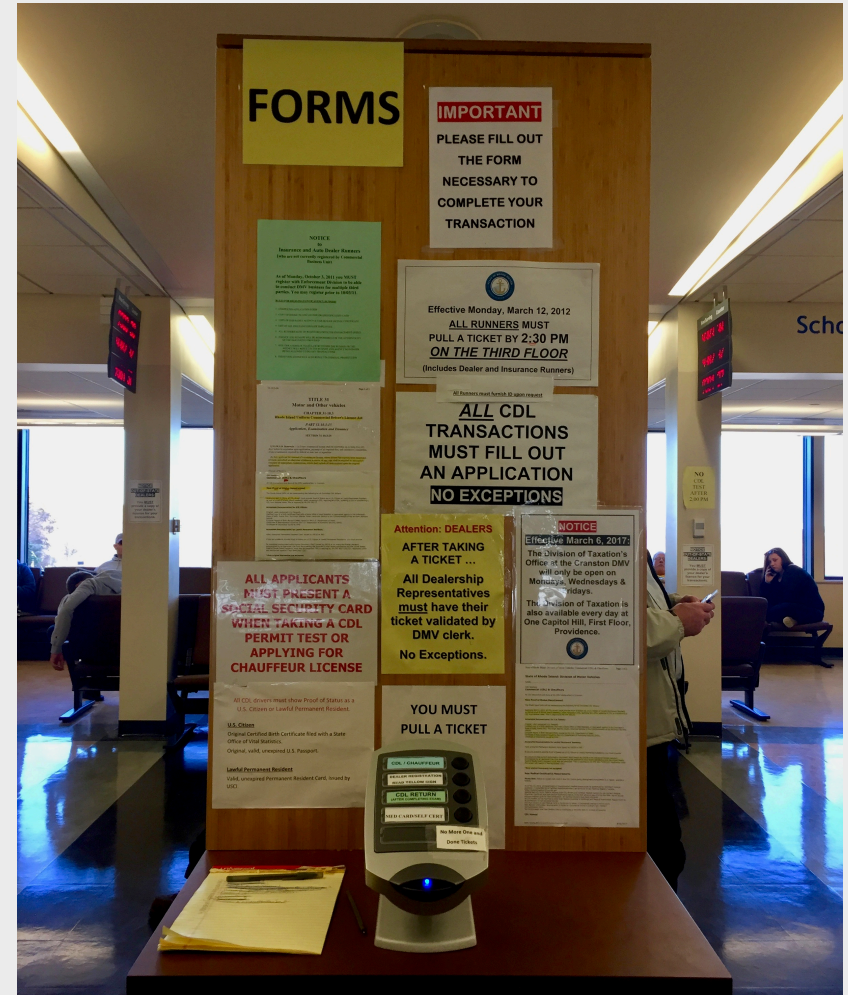goals

Design thinking is cross-functional

- Having all the stakeholders in the room to listen and observe delivers better outcomes

- Legal, advocates, government, public

Listen to experiences people have had

Observe carefully

Try to understand the experience from a user's point of view

Make to think

Learn *why*

Design *doing*

Pillars of design thinking (doing)

A framework.

- Human-centered

- Mindful of process

- Culture of prototyping

- Bias toward action

- Show, don't tell

- Radical collaboration

- Redefine risk

- Measure *why*, as well as *what*

- Human-centered

- Mindful of process

- Culture of prototyping

- Bias toward action

- Show, don't tell

- Radical collaboration

- Redefine risk

- Measure why, not what

Pillars of
design thinking

3 things you should know about design thinking

1.

Design thinking is actually about
design doing.

2.

You're doing it already.

3.

You need help. Don't try to do it alone. Design is a team sport.

Pillars
- Human-centered
- Mindful of process
- Culture of prototyping
- Bias toward action
- Show, don't tell
- Radical collaboration
- Redefine risk
- Measure why, not what

Key elements
- Understanding users' needs
- Understanding what will be different

3 more things
- It's really about doing.
- You're doing it already.
- You need help.

Questions to ask in early research

- Who are the stakeholders?
- What's the experience like for those people?
- How big is the system?

Goals & tools:

1. Figure out who is involved

2. Start to understand what their experience is like

3. See the situation from the institution or organization's view

Points of view

1. Stakeholder mapping

2. Journey mapping

3. Service blueprint / touchpoint canvas

Stakeholder mapping

Identify different people, roles, audiences, players who are affected or who influence the service or process

Stakeholder mapping

Recounts

Media

Recount
Court

Circuit
Court
Judge

State
Supreme
Court
Justices

Poll
workers

Candidate
Legal
Counsel

Recount
Coordinators

CORE USERS

General
Registrars

Recount
Officials

Local
Electoral
Board

Candidate

State Dept
of Elections

DIRECT USERS

Virginia
Voters

INDIRECT USERS

Social media
and news
consumers

State Legislature

EVERYONE ELSE
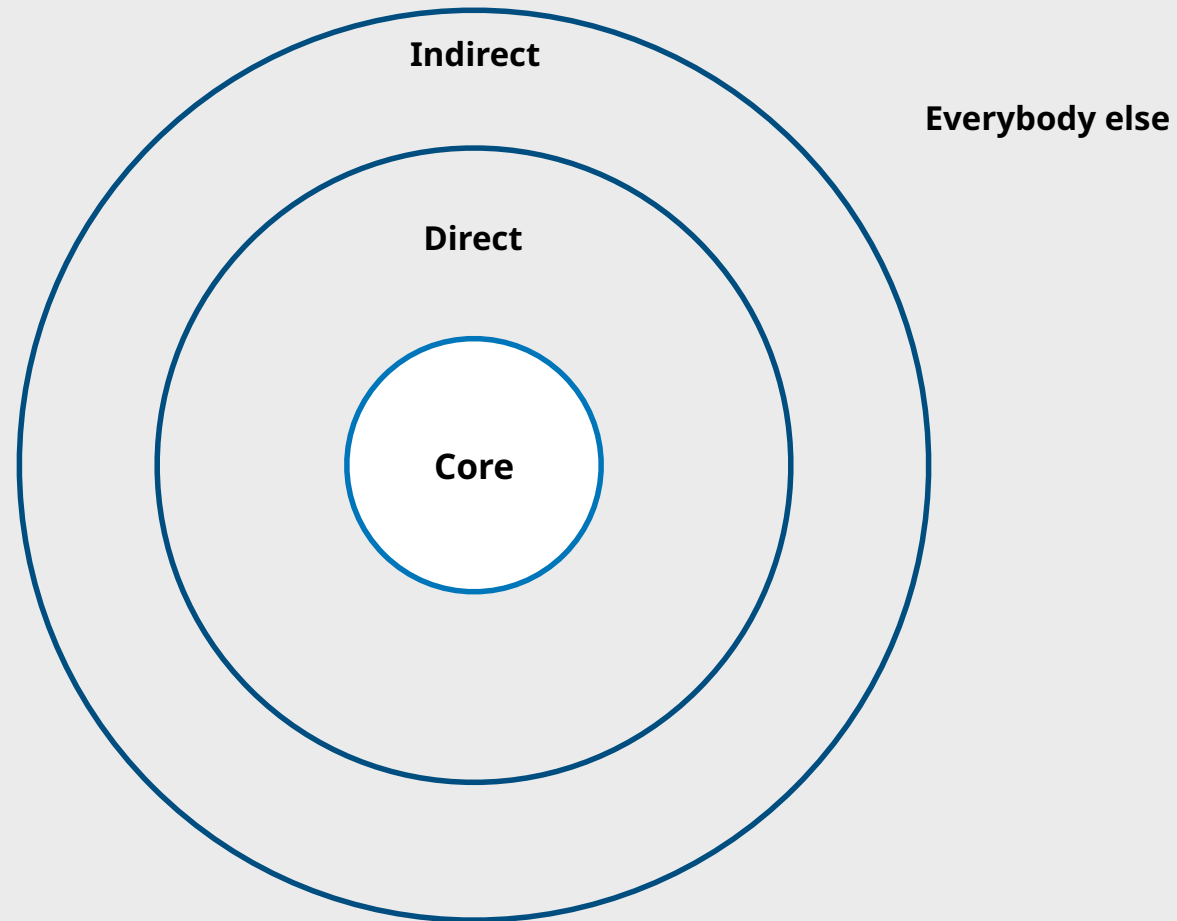
Election
Geeks

Make a stakeholder map

1. Make a bullseye

2. Ask:

• Who do we think is the main user?

• Who else is directly affected by this problem?

• Who is indirectly affected? Who influences outcomes?

3. List in order of priority

4. Place them on the target

Hint:
You want to try to talk to some of everyone, if you can, because each will help you better define the problem.

User Journey Mapping

Steps, over time, of how a person goes through a process, from their point of view

User Journey Mapping

- **Why:**

- users' experiences span organizations

- different stakeholders have different experiences

- solutions rarely involve only one touchpoint

Solutions rarely involve only one touchpoint

Example: Simple, with stickies

Example: Detailed combination
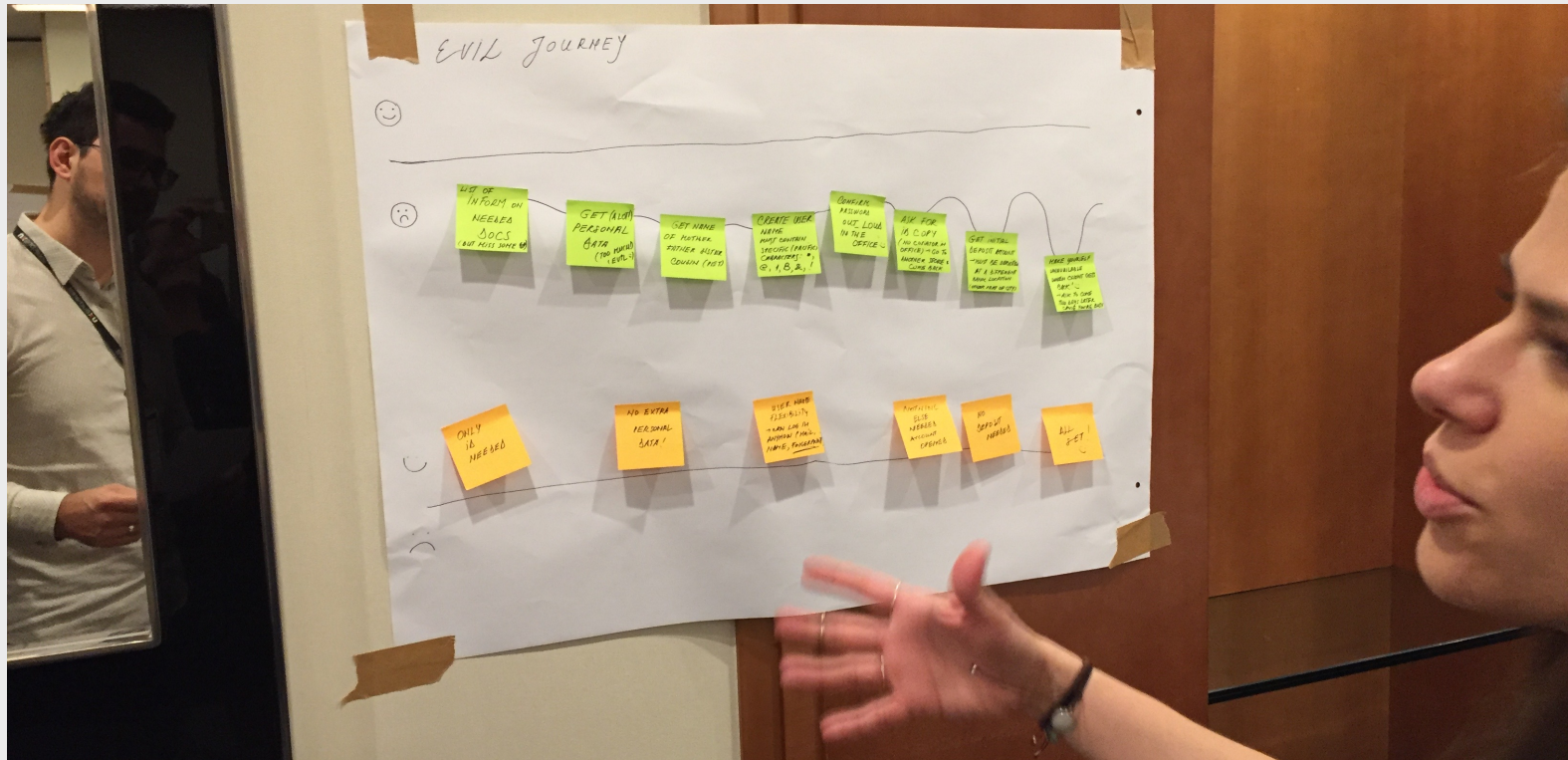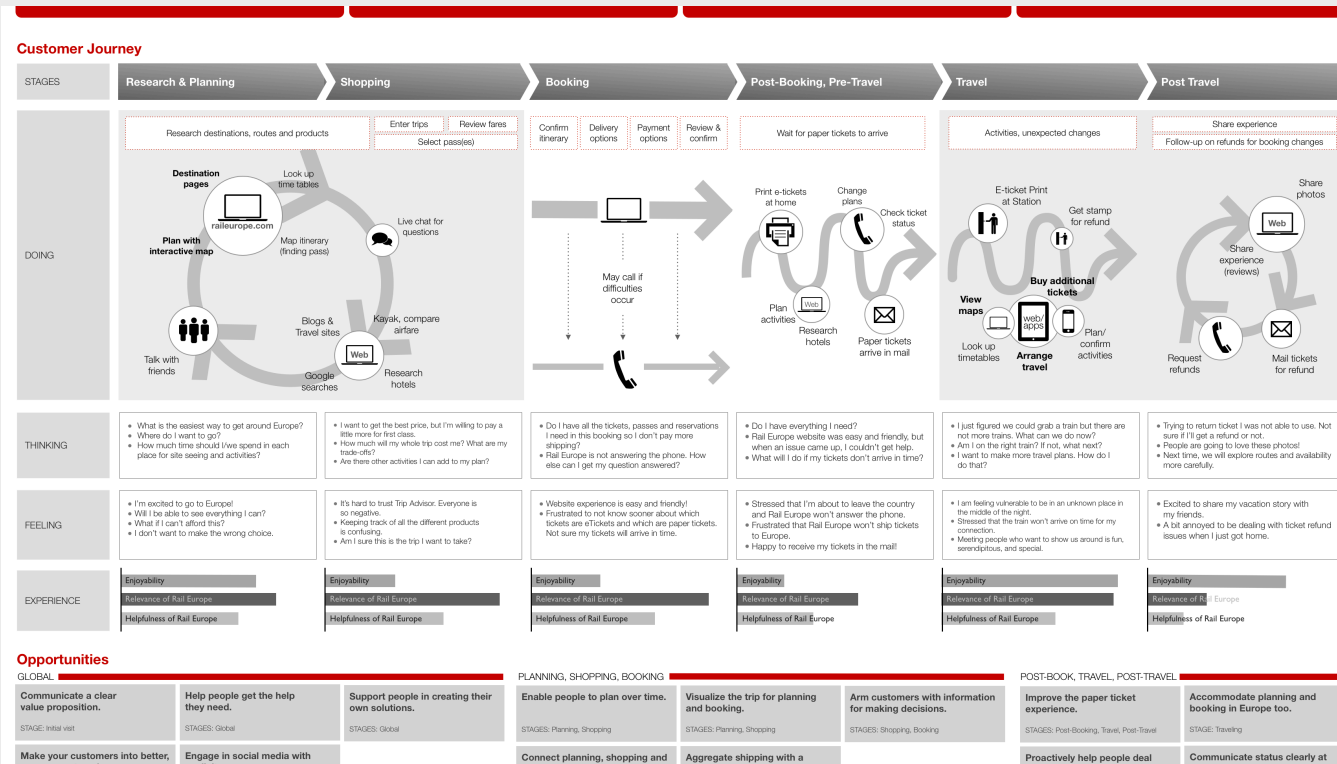
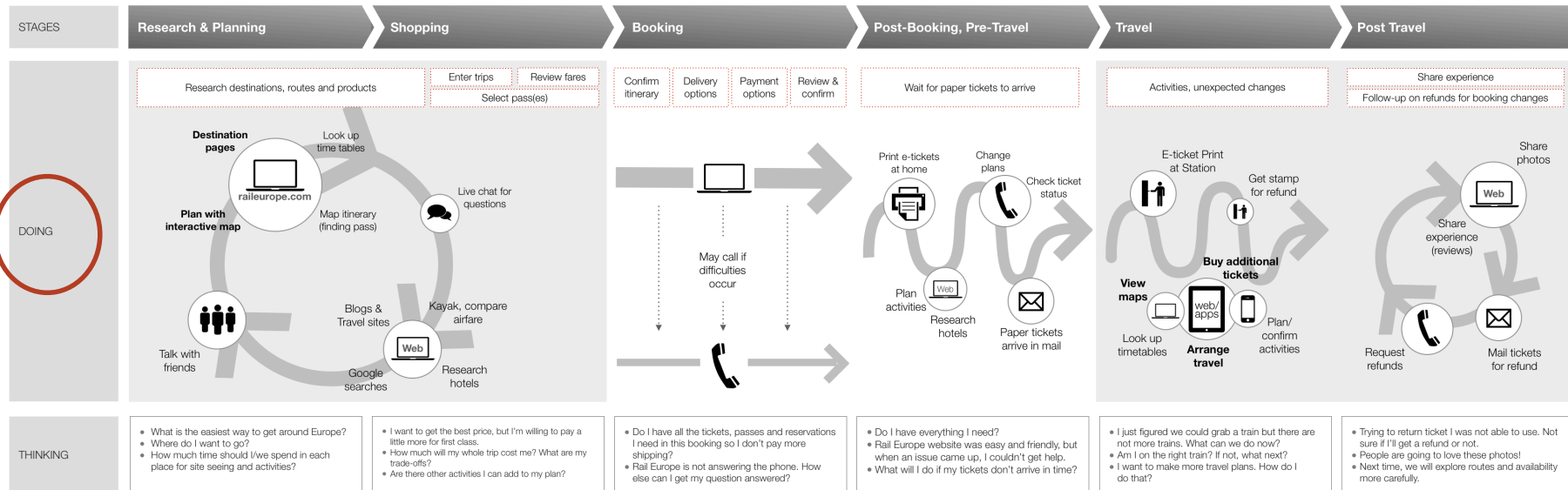Adaptive Path

Guiding Principles

| People choose rail travel because it is convenient, easy, and flexible. | Rail booking is only one part of people's larger travel process. | People build their travel plans over time. | People value service that is respectful, effective and personable. |

Customer Journey

STAGES	Research & Planning	Shopping	Booking	Post-Booking, Pre-Travel	Travel	Post Travel

DOING

Research destinations, routes and products

Enter trips · Review fares · Select pass(es)

Confirm itinerary · Delivery options · Payment options · Review & confirm

Wait for paper tickets to arrive

Activities, unexpected changes

Share experience · Follow-up on refunds for booking changes

Destination pages — raileurope.com
Look up time tables
Live chat for questions
Plan with interactive map
Map itinerary (finding pass)
Talk with friends
Blogs & Travel sites
Kayak, compare airfare
Google searches
Web — Research hotels

May call if difficulties occur

Print e-tickets at home
Change plans
Check ticket status
Plan activities
Web — Research hotels
Paper tickets arrive in mail

E-ticket Print at Station
Get stamp for refund
View maps
Buy additional tickets
Look up timetables
web/apps — Arrange travel
Plan/confirm activities

Share photos
Web
Share experience (reviews)
Request refunds
Mail tickets for refund

THINKING

- What is the easiest way to get around Europe?
- Where do I want to go?
- How much time should I/we spend in each place for site seeing and activities?

- I want to get the best price, but I'm willing to pay a little more for first class.
- How much will my whole trip cost me? What are my trade-offs?
- Are there other activities I can add to my plan?

- Do I have all the tickets, passes and reservations I need in this booking so I don't pay more shipping?
- Rail Europe is not answering the phone. How else can I get my question answered?

- Do I have everything I need?
- Rail Europe website was easy and friendly, but when an issue came up, I couldn't get help.
- What will I do if my tickets don't arrive in time?

- I just figured we could grab a train but there are not more trains. What can we do now?
- Am I on the right train? If not, what next?
- I want to make more travel plans. How do I do that?

- Trying to return ticket I was not able to use. Not sure if I'll get a refund or not.
- People are going to love these photos!
- Next time, we will explore routes and availability more carefully.

Adaptive Path

NYC HOME-STAT
Client Journey

1 IDENTIFYING STREET HOMELESS

2 CONTACT AND RESPONSE

3 HEALTH CRISES

4 MOVING ONTO CASELOAD

5 GATHERING VITAL DOCUMENTS

6 APPLYING FOR PUBLIC ASSISTANCE

7 SECURING AN INCOME OTHER THAN PUBLIC ASSISTANCE

8 APPLYING FOR PERMANENT HOUSING

9 SEARCHING FOR HOUSING

10 GETTING LINKED TO HOUSING

11 TRANSITIONING INTO HOUSING

Key

- Potential Client / Client
- DHS Provider
- DHS
- NYC, non-DHS
- State or Fed Office
- Other Provider
- Required step
- Optional step

1
IDENTIFYING STREET HOMELESS

2
CONTACT AND RESPONSE

3
HEALTH CRISES

4
MOVING ONTO CASELOAD

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GATHERING VITAL DOCUMENTS

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GETTING LINKED TO HOUSING

11
TRANSITIONING INTO HOUSING

Steps, over time

Make a user journey map

1. Make a list of the steps you think you know

2. Also look at

   • What is the user doing

   • What is their mental model, and how do they make decisions

   • How are they feeling about it

3. Draw a grid

4. Fill in the steps

Entice/Enter/Engage/Exit/Extend

- How do they find out about this?

- How do people know how to start?

- As people interact with a service or a process, what are they doing?
  How do they understand what to do?

- How does the journey end?

- What happens after the specific process?

What does this look like for voting?

Entice	Enter	Engage	Exit	Extend
How do people know about this?	How do people know how and where to start?	What is the main activity?	How does the process or experience end?	What happens after the specific process is done?

Service blueprint

Where the organization or institution interacts with users, what happens, and who does it

A map for seeing across a service

- From the organization context

- Looking across departments or agencies

- How this service connects to services
  and resources outside this service

Why make a service blueprint?

- As users encounter a service, it's often supported by multiple organizations or institutions, as well as multiple departments within an organization

- The organizations might be formal or informal government or not

- Expands your view of context
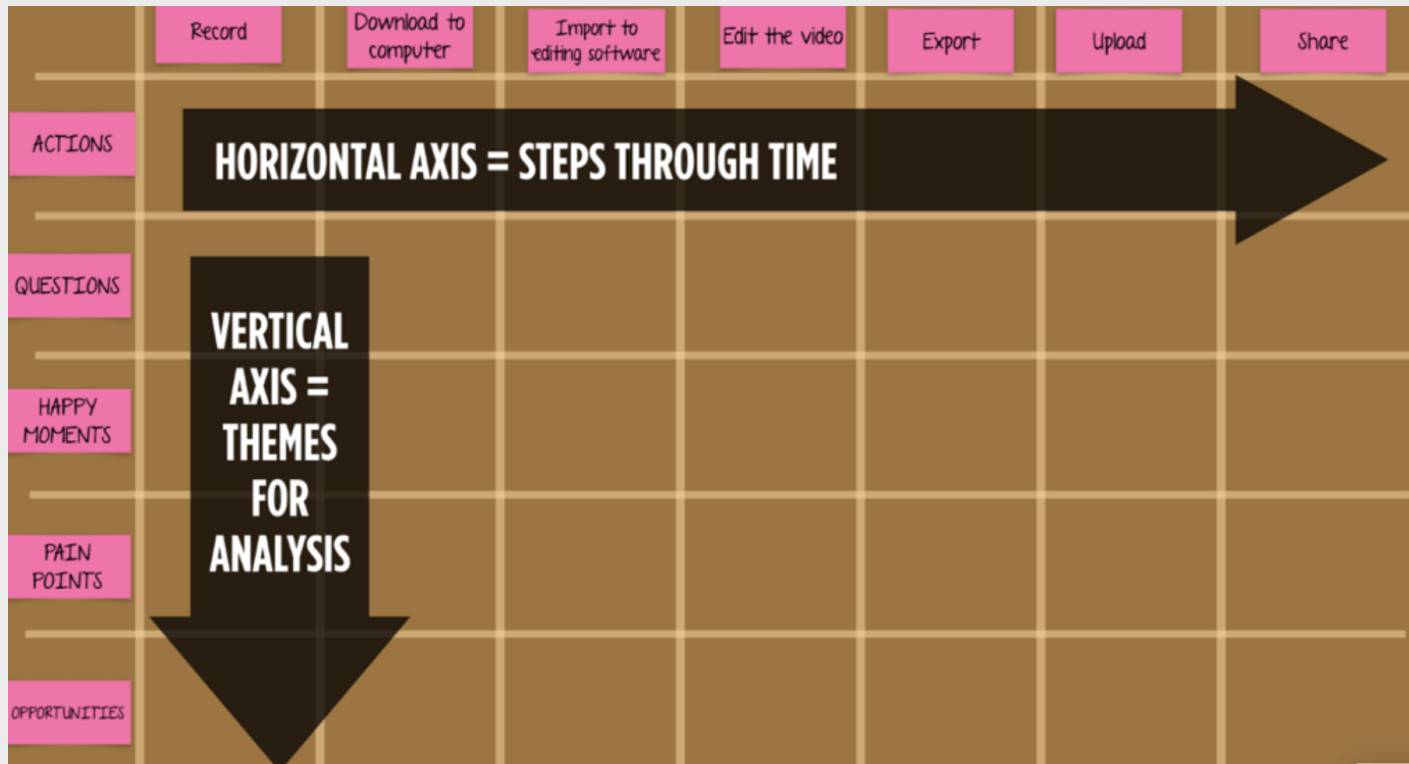
Horizontal: steps through time
Vertical: themes for data capture and analysis

	Record	Download to computer	Import to editing software	Edit the video	Export	Upload	Share
ACTIONS	Charge battery; Buy blank tapes	Find cable; Transfer to PC	Choose & install app; Import footage	Add Crossfades, music; Tinker for hours	Choose file format, codec; Wait for export .. ZZZZ	Select hosting service; Upload file	Send out chain mail; Link to myspace, bebo, etc.
QUESTIONS	Do I have blank tapes?; Batteries charged?; Spare battery packed?	Why is it taking so long?	Which app is best?; Is my PC compatible?		What's a CODEC?; What settings are best?	Where can I put this file?	
HAPPY MOMENTS	Video quality is amazing!; Love the long zoom				Labour of love – looks great		HOORAY friends like it!
PAIN POINTS	So much preparation!	Can't find goddam cable!; out of disk space. Huh?	Hard to pick the right app	Takes way too long	It came out all blocky!; Too many decisions!	Youtube is 10 mins max	Doesn't play on mum's PC; Too much work overall
OPPORTUNITIES	Use Flash storage not tape; Allow AA batteries	Build an integrated USB cable	Preload editing app free on camera	Streamlined editor – less control but quicker!	Video recorded as web ready; Jargon free export options	Share as one click feature of editor; Jargon free export options	Ensure a joined up 'end to end' experience

	Variable	A few seconds	A few minutes	A few minutes	10 - 20 minutes	???	10 - 20 mins	30 - 75 mins	30 - 60 mins?	Variable
Timeline	●	●	●	●	●	●	●	●	●	●
User activity	Learns about website	Enters address	Fills out RTAPP pre-application	Checks RTAPP status and other resources	Fills out RTAPP application	Checks RTAPP status and other resources	Asks about RTAPP & Schedules audit	Allows auditor access	Discusses reliancy and retrofitting options	Adopting resiliency measures and providing feedback
The Center				Fast tracks applicant / Joins application queue		Reviews RTAPP application	Answers questions & schedules audit			Following up with homeowner and monitoring progress
External partners								Performs audit	Explains the report, answers questions and discusses financial options	Mitigation measures
People		NYC residents	NYC residents	Case Manager Homeowner	Homeowner	Case Manager Homeowner	Homeowner Call center representative	Homeowner Auditor	Homeowner Counsellor	Homeowner Counsellor External partner
Decision points		Live in a current or future flood zone? In an RTAPP neighborhood?	Homeowner Yes / No? 1-4 family home Yes / No?	TBD fast track criteria		Proof of ownership? Proof of primary residence?			Select appropriate resiliency measures	
Resources		Education, advocacy and information	Education, advocacy and information Rate and risk report	Education, advocacy and information Rate and risk report	In context FAQ's & information	Education, advocacy and information Rate and risk report				Newsletter Updates Testimonials Advocacy Education Community
External resources		Community resources AG scam help Other benefit programs	Mult-family/enterprise resources						Community resources AG scam help Other benefit programs	New insurance information New benefits programs
Medium	311 insurance brokers media .gov website call center non profits community groups	Website	Website	Website	Website Print	Website	Website Phone Email SMS	iphone / ipad	Website ipad Print	Website phone Email
User Views		Homepage	RTAPP pre-application	RTAPP application status	RTAPP application	RTAPP application status	Chat?		Report	News / updates / Correspondance
Admin Views				RTAPP backend		RTAPP backend	RTAPP backend	Auditor tool input	Counselor tool	RTAPP backend
Integrations		FEMA flood maps (current & future) RTAPP neighborhood maps	DOF deed data PLUTO LIDAR	DOF homeowner data			Auditor schedules	FEMA flood maps Auditor systems		
			Homeowner Yes / No?					Elevation certificate inputs Date Foundation Type Framing Finishes		

Timeline	Variable	A few seconds	A few minutes	A few minutes	10 - 20 minutes
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The Center	
External partners	
People	
Decision points	
Resources	
External resources	

Medium	311 insurance medi .gov we call ce non pro community
User Views	
Admin Views	
Integrations	

Make a service blueprint

1. Map what you think you know based on your desk research and assumptions from analogous services, as well as multiple user journey maps.

2. Notice what you don't know. Question where your blindspots might be.

3. Capture initial hypotheses — what might be working and what might not be working, and why?

Starter categories

- Actions

- Questions

- Positive moments

- Pain points

- Opportunities

Chronological

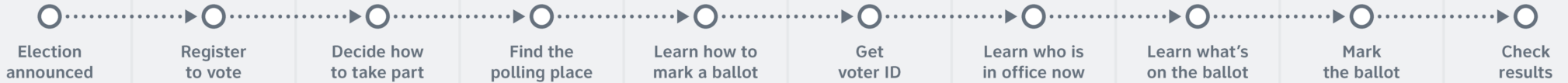| 1	2	3	4	5	6	7	8	9	10
Election announced	Register to vote	Decide how to take part	Find the polling place	Learn how to mark a ballot	Get voter ID	Learn who is in office now	Learn what's on the ballot	Mark the ballot	Check results

1. We tell you about the election coming up
2. You register to vote
3. You decide how to participate
4. Find your polling place
5. Learn how to mark your ballot
6. Get voter ID
7. Learn who is in office now
8. Learn what is on the ballot
9. Mark the ballot and cast it
10. Check results

The privileged process

1	2	3	4	5	6	7	8	9	10
Election announced	Register to vote	Decide how to take part	Find the polling place	Learn how to mark a ballot	Get voter ID	Learn who is in office now	Learn what's on the ballot	Mark the ballot	Check results

The burdened voter

The Voter Journey

Election announced | Register to vote | Decide how to take part | Find the polling place | Learn how to mark a ballot | Get voter ID | Learn who is in office now | Learn what's on the ballot | Mark the ballot | Check results

The journey of a voter who:
- is stable geographically
- was introduced to voting by parents
- is familiar with the process

Already registered to vote for previous election.

Receives ballot automatically, which is marked and put in drop box or turned in at early voting location

Has gone to the same polling place for years. It's close to home, easy to get to, and well marked.

Already knows how to mark because the ballot design has been the same for years. Also, a ballot was sent in the mail, so our voter could practice.

No ID needed.

Familiar with the local representatives and reads about them in the news.

A voter guide arrives in the mail and has information about all the candidates and ballot measures.

Practiced marking the ballot received in the mail and found no surprises on the ballot.

Gets notifications of election results from local election website.

At every step is a decision

Stay in and move on?

The journey of a voter who:
- moves often
- has no network to ask questions of
- is self-taught about the process

Drop out.

Is registered, but moved out of that county. Now must update voter registration by printing, filling out, and mailing the voter registration form.

Did not receive information about early voting options either online or by mail and missed the deadline.

Has never been to this polling place before and it's far from work. Upon arriving, there are no signs to indicate where to go.

Never sees a ballot nor gets instructions on how to mark the ballot.

Managed to get voter ID even though DMV is far from home and the lines are long.

Is not familiar with the local representatives.

Doesn't receive a voter guide in the mail and is overwhelmed by all of the information found online.

Doesn't understand how to mark ballot and didn't know about several of the races and candidates.

Never hears who won local races.

The Voter Journey

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② ③ ④ ① ⑤ ⑥

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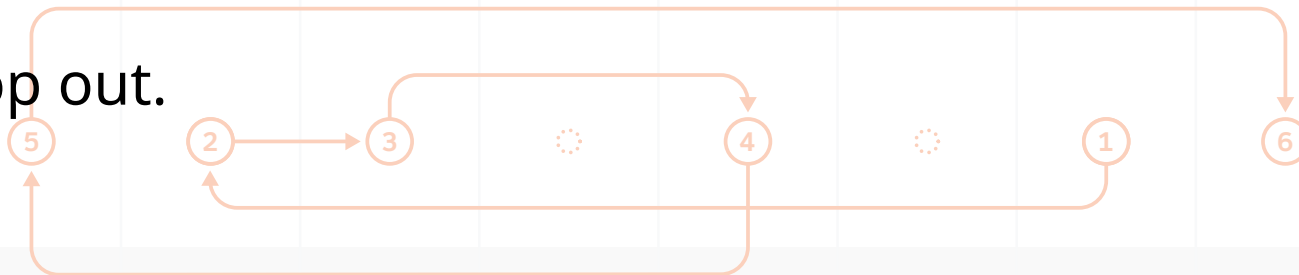A voter guide arrives in the mail and has information about all the candidates and ballot measures.

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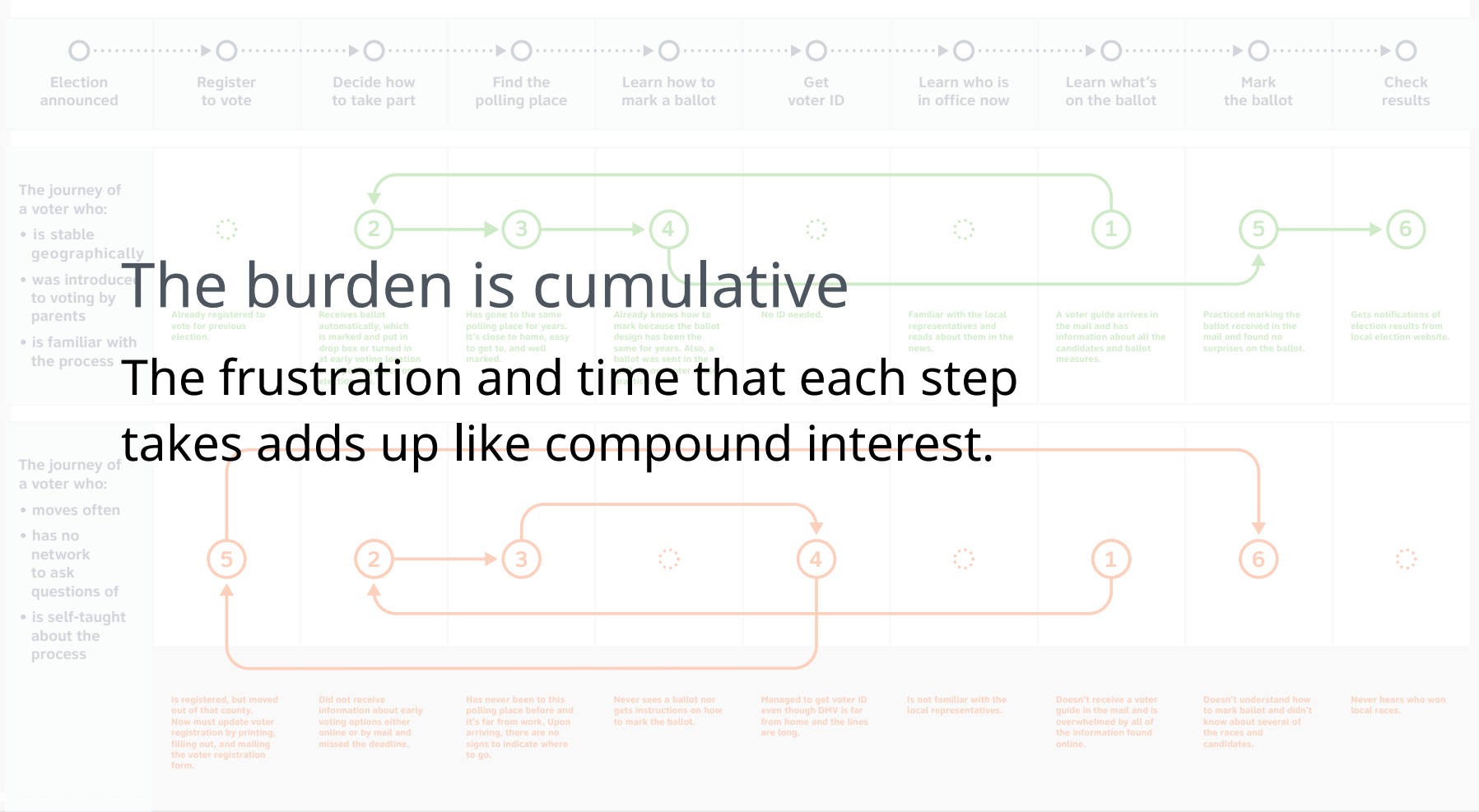
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The burden is cumulative

The frustration and time that each step takes adds up like compound interest.

Models show the service stack

Who is involved

  Stakeholder mapping

Experiences of users, from their POV

  Journey mapping

System in context

  Service blueprint

Wrap and reflection

Big idea
Big surprise
Big question

Put them in Canvas

Next week:

physical exploration of the problem space