Policy-as-a-Service

Exploring the potential of a service-oriented approach to policy design and implementation.

Systemic Design Community of Practice
December 10. 2019

CoLab.
Complexity | Collaboration | Co-design | Co-creation

Systemic Design Community of Practice

Our Aspirations:

- **Build** the field of practice around systemic design and social innovation approaches in the GoA.
- **Catalyze** and **inspire** new ways of working on old problems.
- **Provide** a safe space for GoA staff to learn from each other, with each other.

We do this by:

- **Designing** sessions with a mix of theory and learning by practicing.
- Being **open** and willing to **share** our experiences with others.
- Having **fun**—we take our work seriously, not ourselves.

Hunting for Diamonds:
Rapidly forming new connections

X

- Find the diamond to your hammer, and vice versa.
- 3 minutes to “chisel” away until you find something in common.

AGENDA

- Service Design Recap
- Policy-as-a-Service
- Prototype Exploration/BYOPA

Learning Objectives

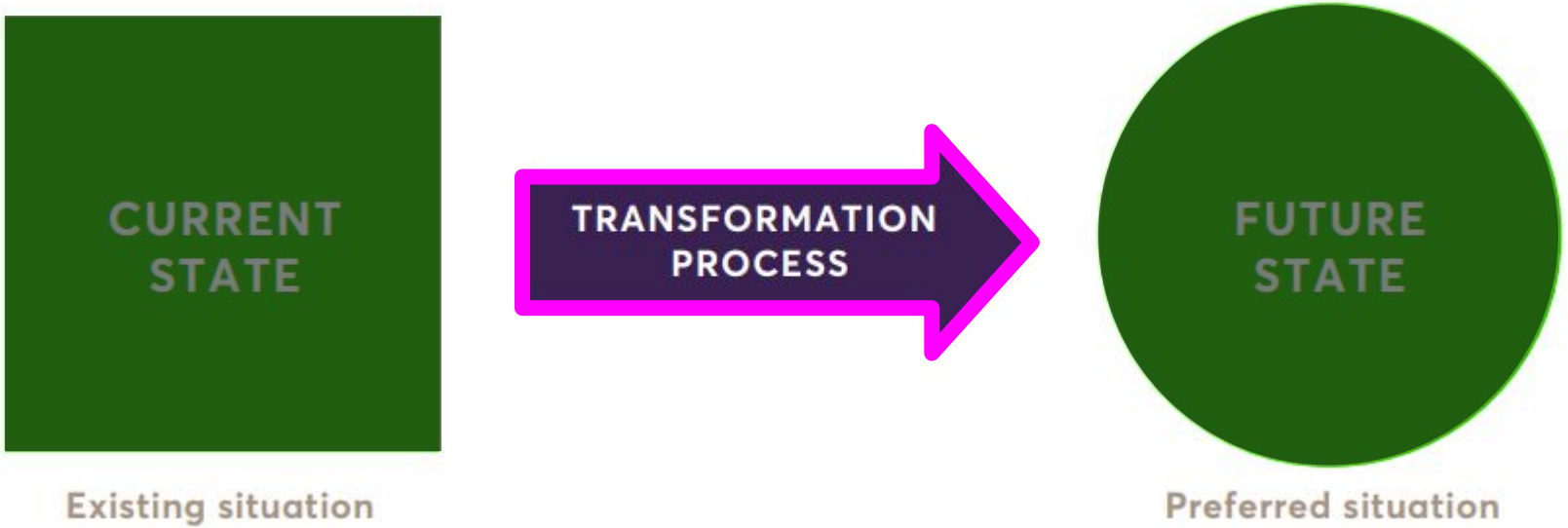
1. Be able to explain how and why it is useful to think about policy as a service.
2. Understand the key differences that taking a service design orientation would make to the current policy cycle.
3. Gain insights on how to build service design approaches into policy work.

A few caveats:

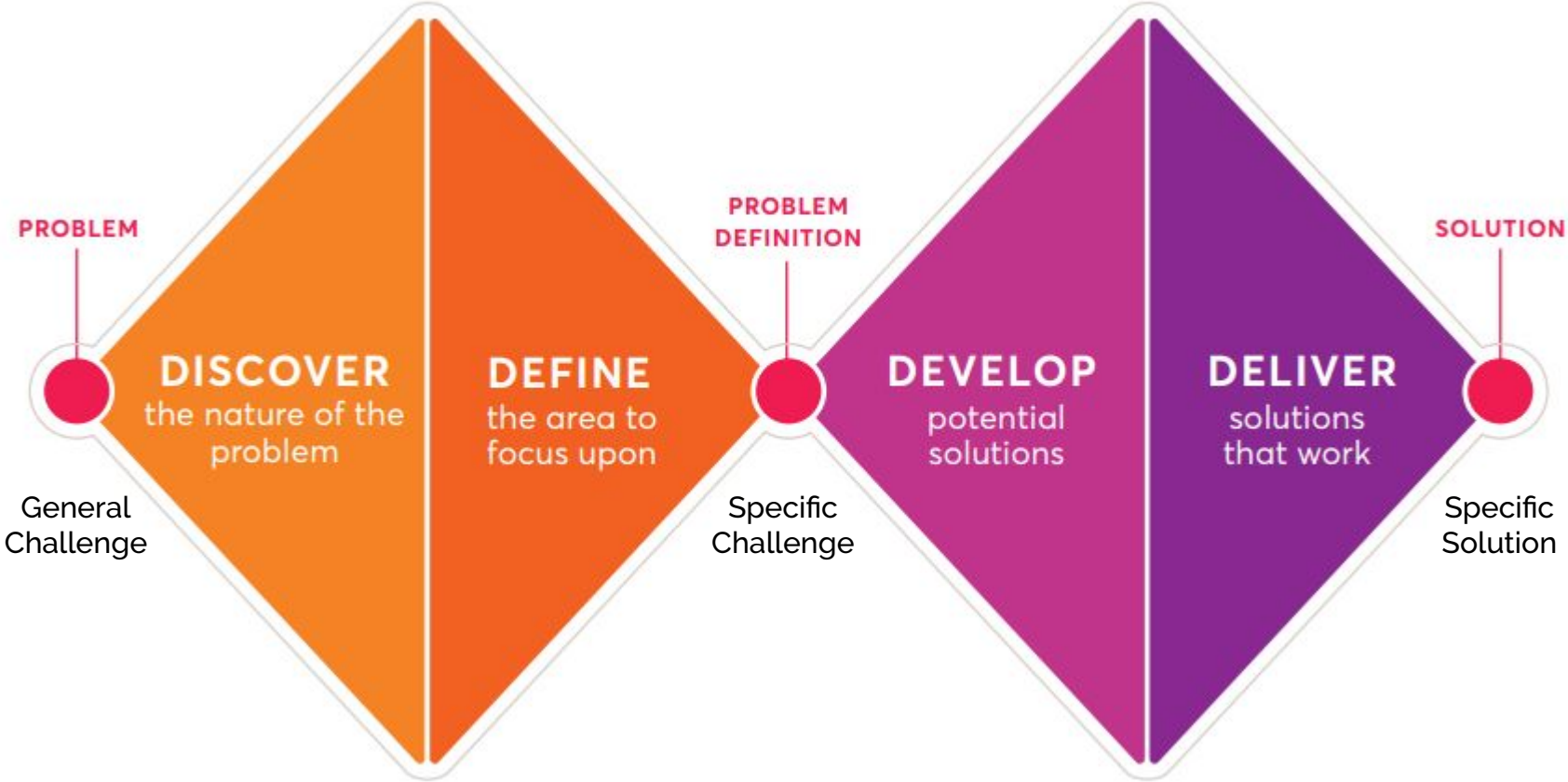
1. Mostly provocations of a designer trying to find his way in a policy world.
2. Relying on your input to guide, challenge, and/or reframe the content and ideas put forth today.
3. Approaches described are not intended to replace any existing processes, but supplement and offer alternatives when conventional ones struggle to deliver.

What is design?

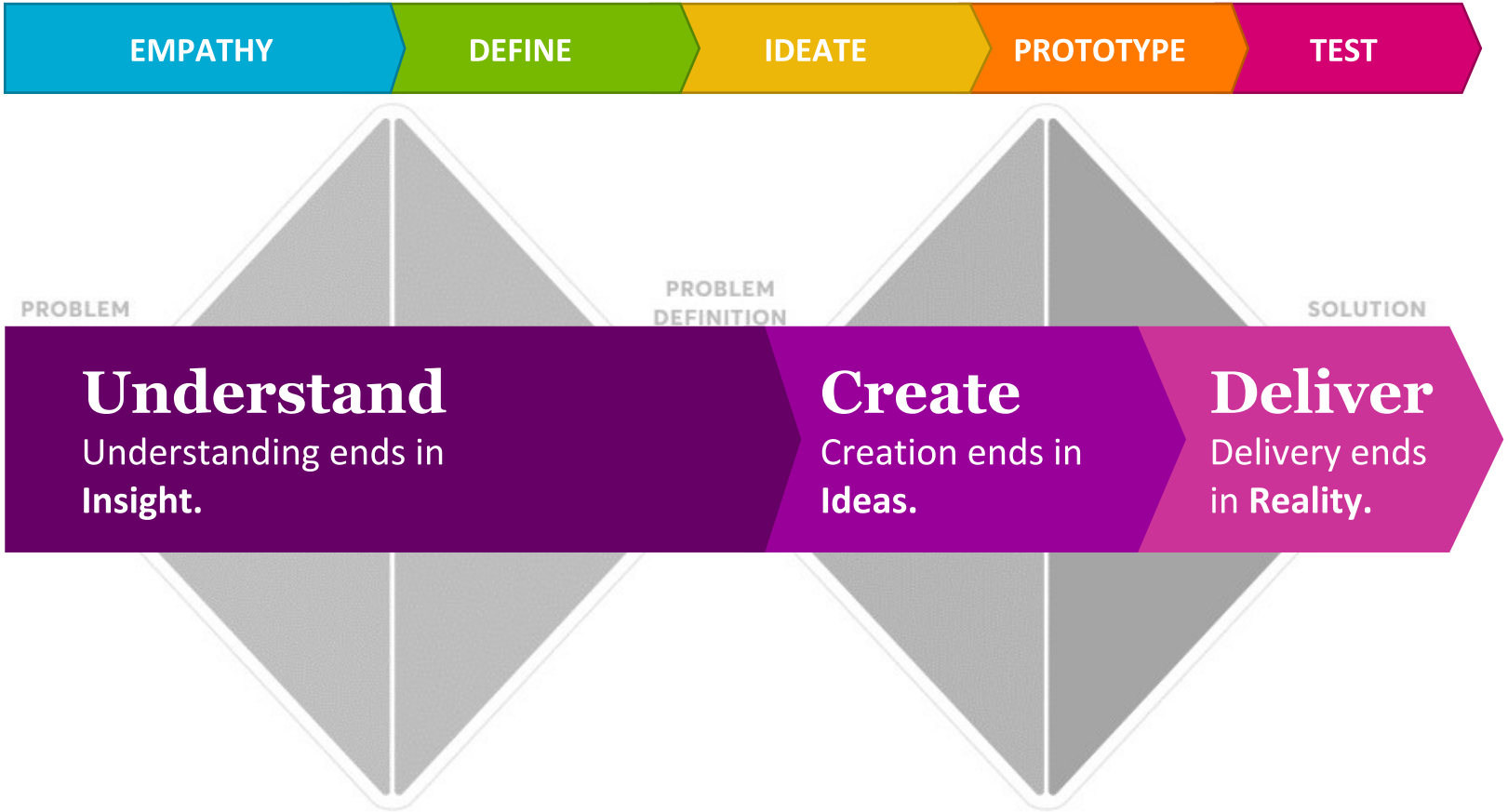
Design is the rendering of intent.

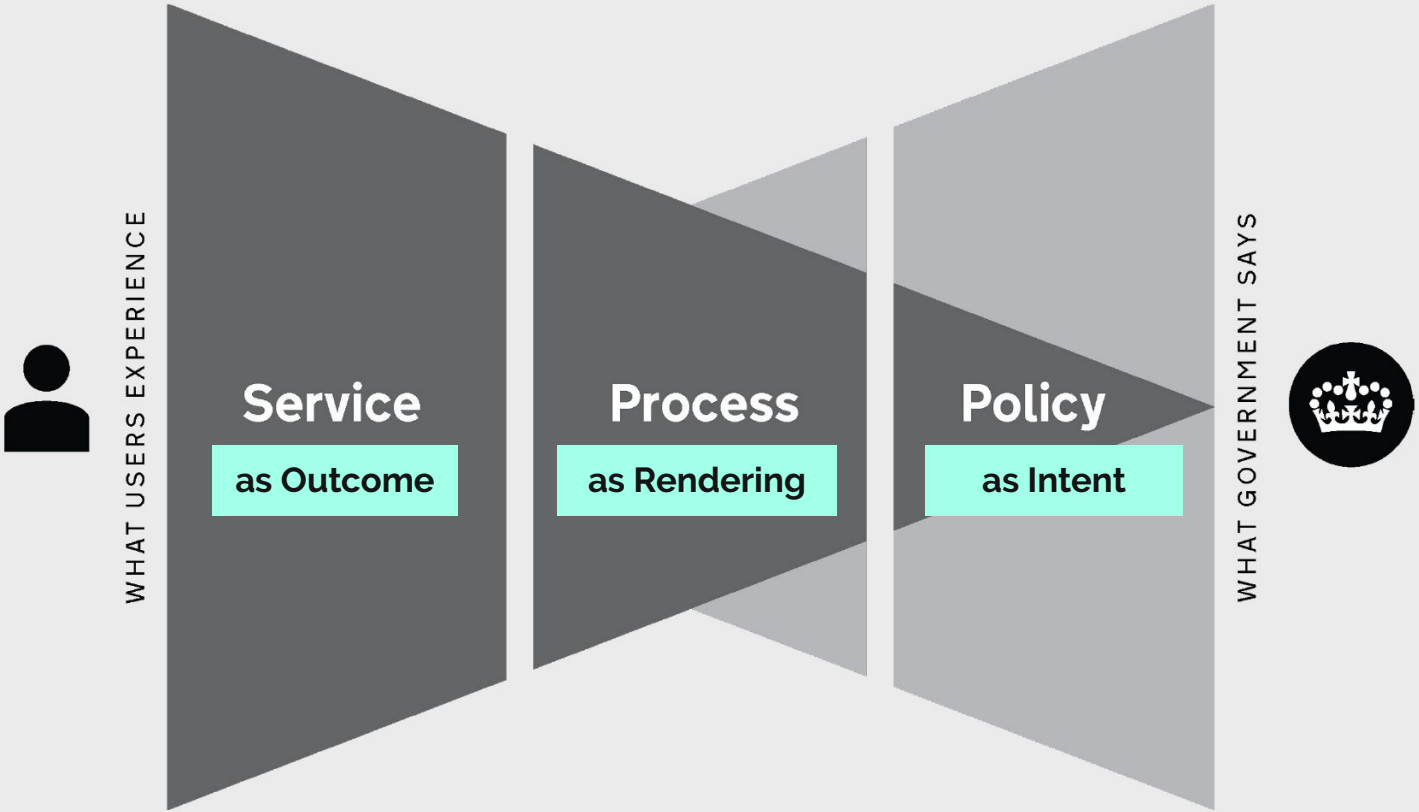


Source: Jay Doblin, adapted by Nesta



Source: The Double Diamond by the Design Council, adapted by Nesta


EMPATHY
DEFINE
IDEATE
PROTOTYPE
TEST
PROBLEM
PROBLEM DEFINITION
SOLUTION
Understand
Understanding ends in Insight.
Create
Creation ends in Ideas.
Deliver
Delivery ends in Reality.



Source: Adapted from the UK Government

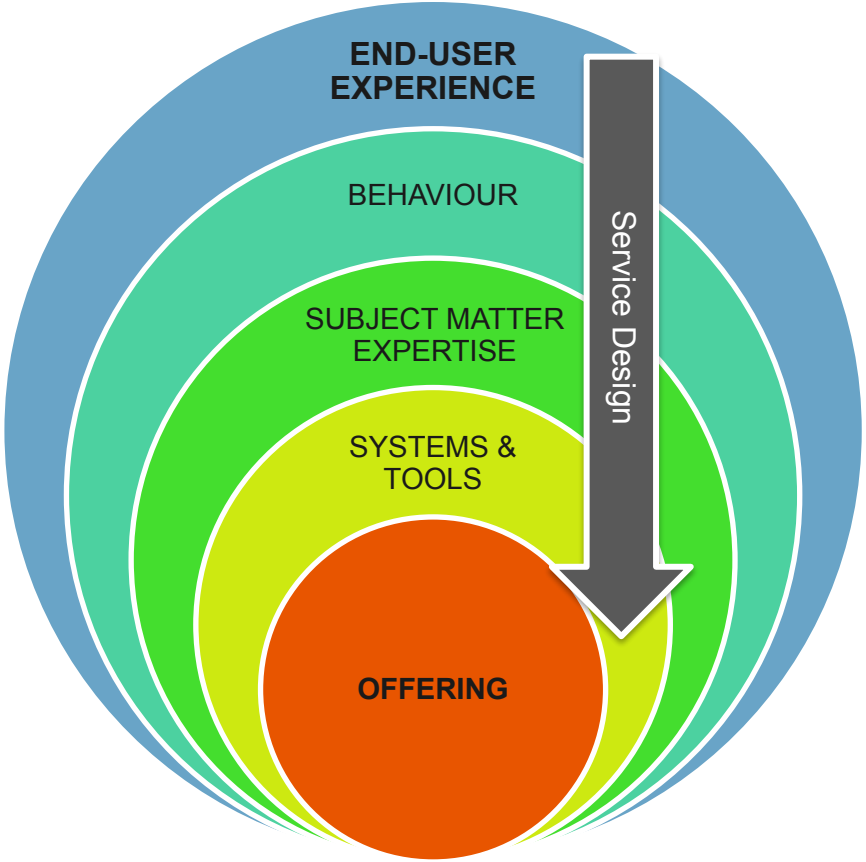
SERVICE DESIGN RECAP

Service Design is a holistic approach that considers the end-to-end service experience across all channels and touchpoints, from a customer and organizational perspective.

Layers of Experience

End-users must traverse all layers to get to the core offering.

Each layer has the potential to affect the perception of the service and the organization.



PROPS

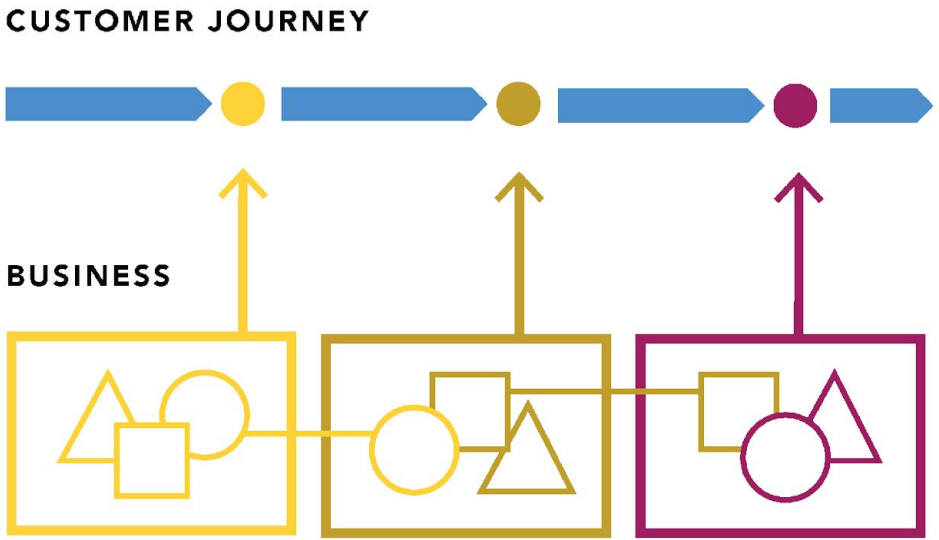
Physical or digital artifacts, including products, used throughout the service

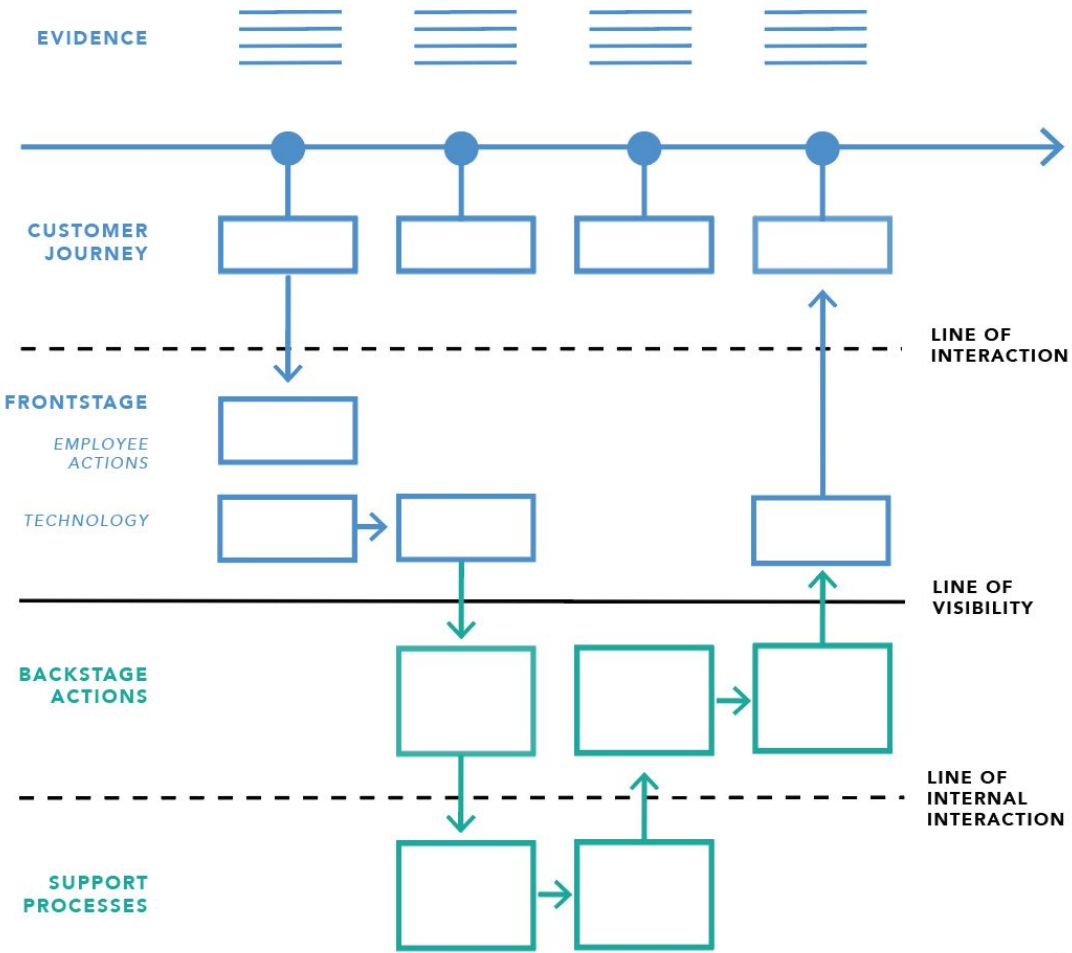
PROCESSES

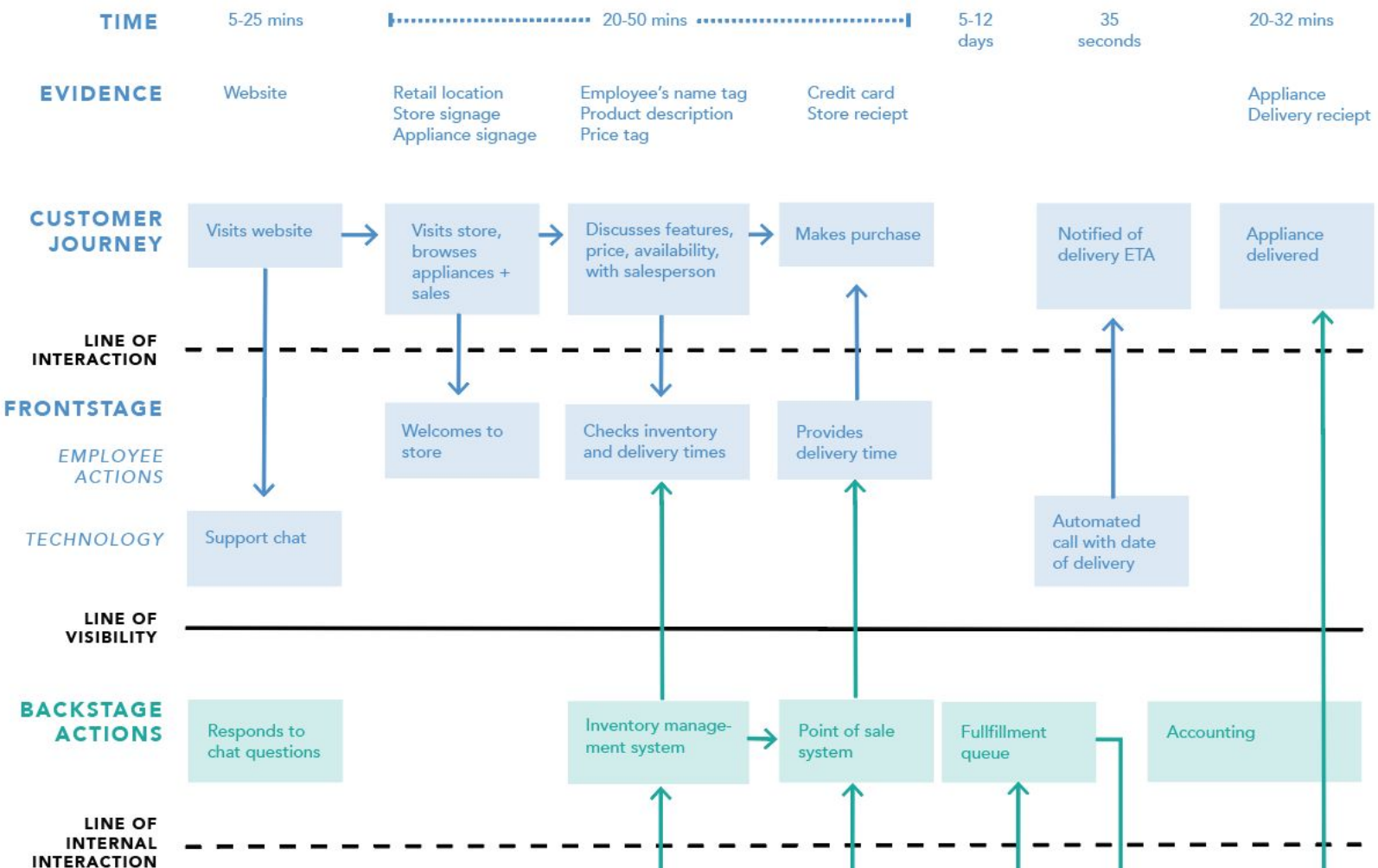
Workflows, procedures, or rules needed to perform the service successfully

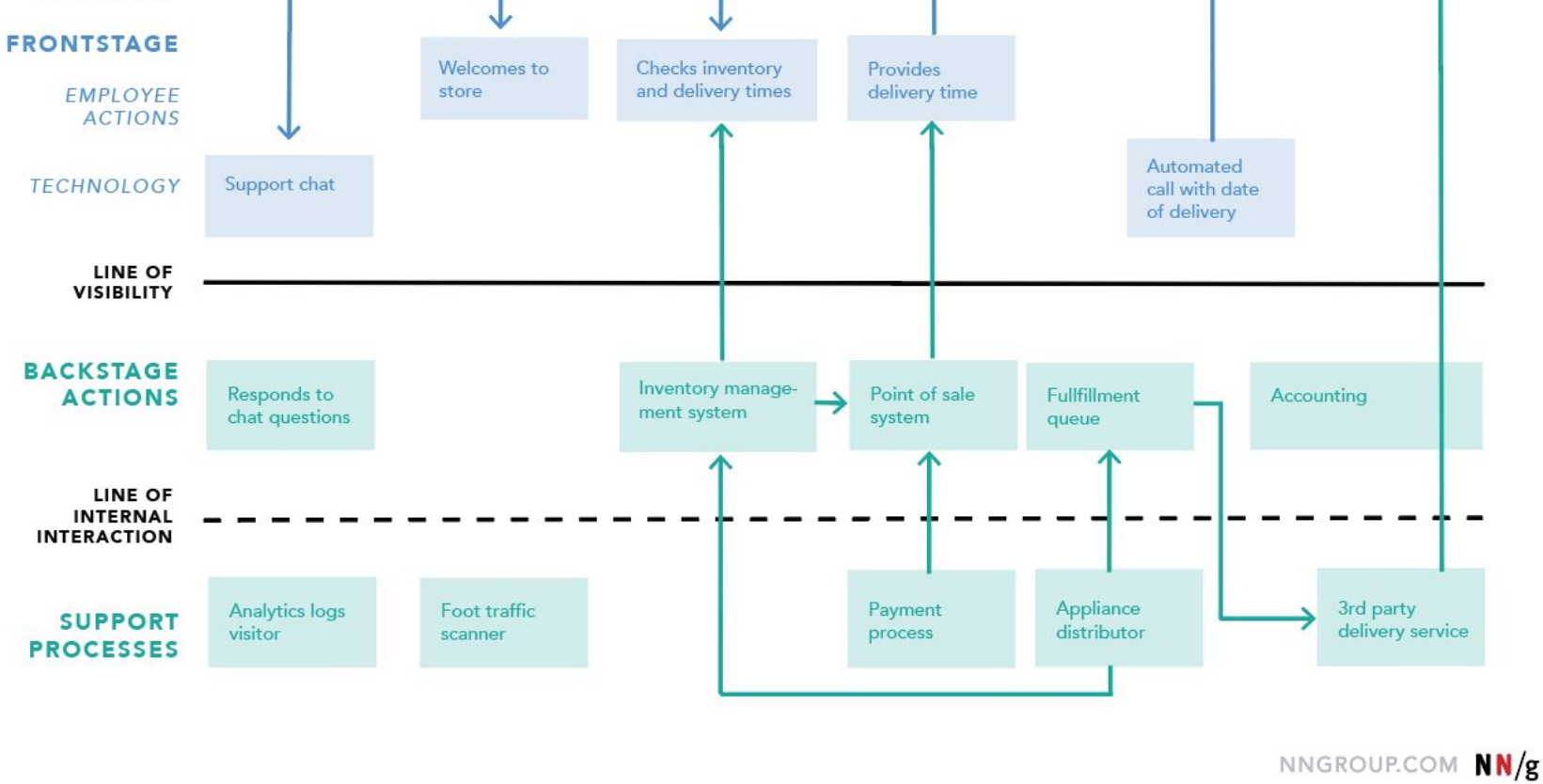
PEOPLE

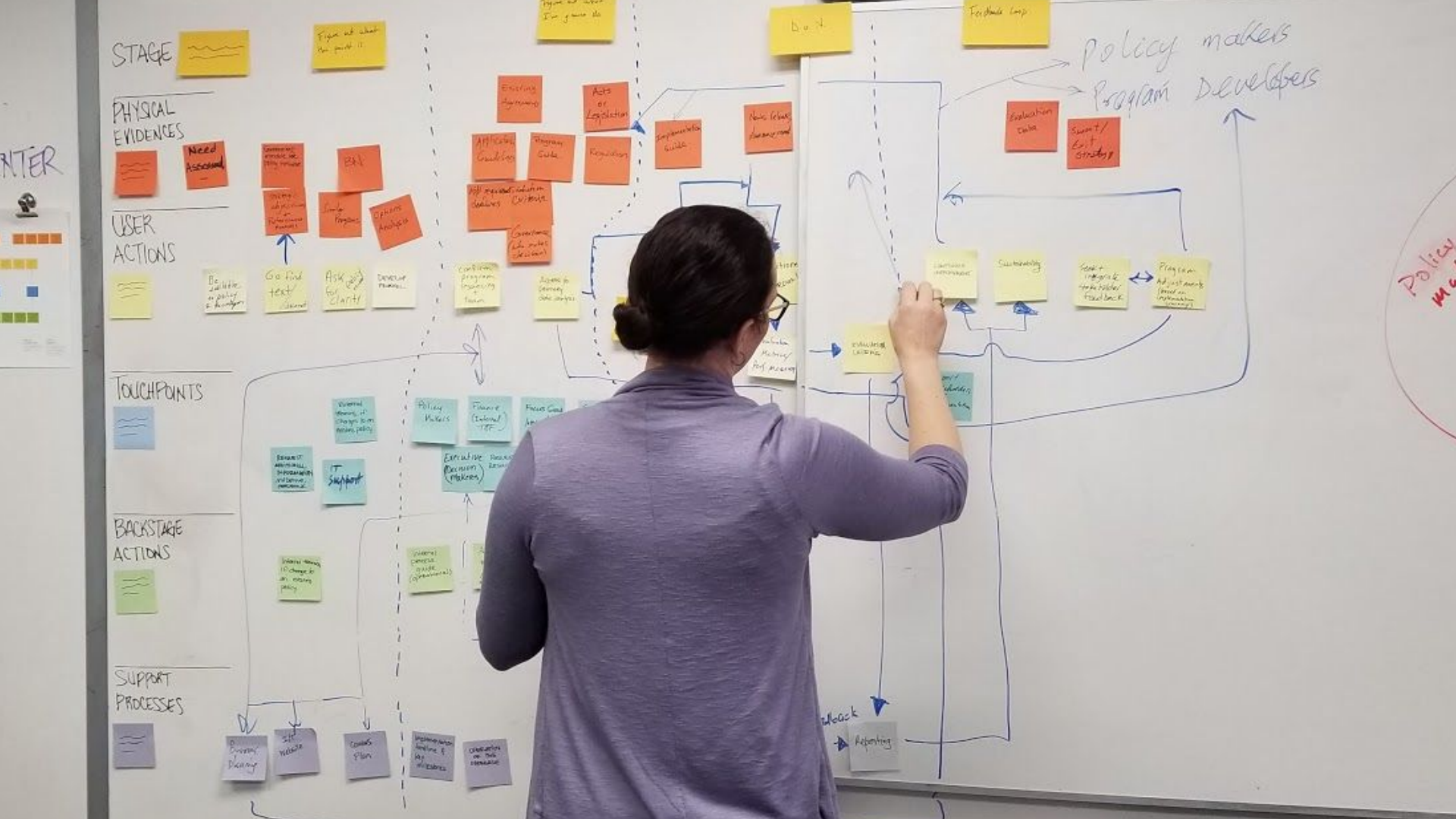
Anyone who creates, uses, or is indirectly affected by the service




EVIDENCE
CUSTOMER JOURNEY
LINE OF INTERACTION
FRONTSTAGE
EMPLOYEE ACTIONS
TECHNOLOGY
LINE OF VISIBILITY
BACKSTAGE ACTIONS
LINE OF INTERNAL INTERACTION
SUPPORT PROCESSES
NNGROUP.COM NN/g


TIME
5-25 mins
20-50 mins
5-12 days
35 seconds
20-32 mins
EVIDENCE
Website
Retail location
Store signage
Appliance signage
Employee's name tag
Product description
Price tag
Credit card
Store reciept
Appliance
Delivery reciept
CUSTOMER JOURNEY
Visits website
Visits store, browses appliances + sales
Discusses features, price, availability, with salesperson
Makes purchase
Notified of delivery ETA
Appliance delivered
LINE OF INTERACTION
FRONTSTAGE
EMPLOYEE ACTIONS
Welcomes to store
Checks inventory and delivery times
Provides delivery time
TECHNOLOGY
Support chat
Automated call with date of delivery
LINE OF VISIBILITY
BACKSTAGE ACTIONS
Responds to chat questions
Inventory manage-ment system
Point of sale system
Fullfillment queue
Accounting
LINE OF INTERNAL INTERACTION


FRONTSTAGE
EMPLOYEE ACTIONS
TECHNOLOGY
Support chat
Welcomes to store
Checks inventory and delivery times
Provides delivery time
Automated call with date of delivery
LINE OF VISIBILITY
BACKSTAGE ACTIONS
Responds to chat questions
Inventory management system
Point of sale system
Fullfillment queue
Accounting
LINE OF INTERNAL INTERACTION
SUPPORT PROCESSES
Analytics logs visitor
Foot traffic scanner
Payment process
Appliance distributor
3rd party delivery service


STAGE
PHYSICAL EVIDENCES
Need Assessment
USER ACTIONS
Go find text
Ask for clarity
TOUCHPOINTS
Policy Makers
BACKSTAGE ACTIONS
SUPPORT PROCESSES
Policy makers
Program developers
Reporting

CURRENT STATE ASSESSMENT

How does design show up in the current policy process?

Working Assumptions

- Current policy cycle provides rational framework for developing policy.
- Older systems are simply no longer able to cope with the tremendous changes that are reshaping the world around us. **Government needs to keep up with the speed of change.**
- We see attempts in the form of digitization, automation, incremental process improvements, external contracting as signals of government trying to keep up.
- Growing disconnect between citizen expectations and government action.

Current State of Design & Policy

- Service Design is typically restricted to service delivery and implementation.
- Implementation teams work with limited context and feedback.
- Little room for collaboration with policymakers once it reaches implementation.

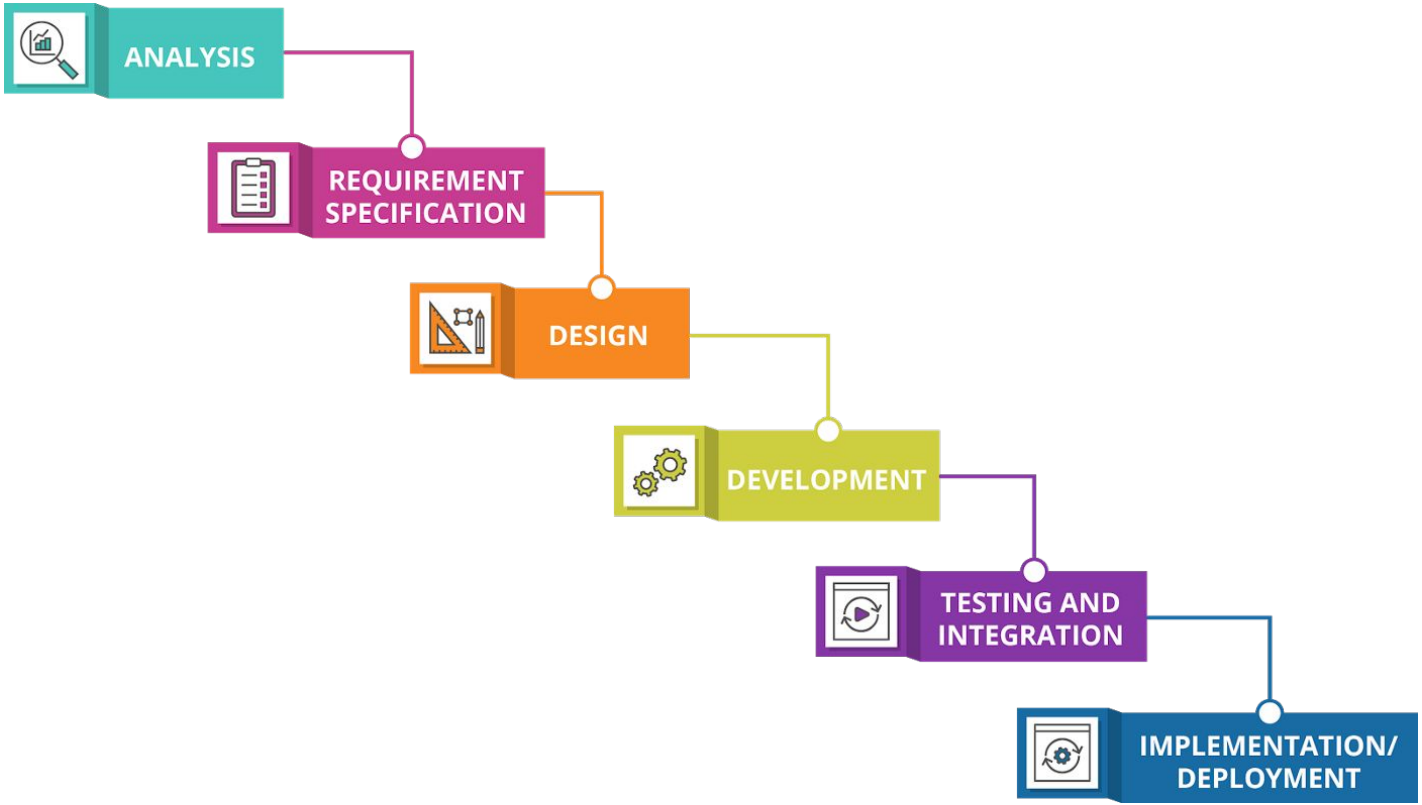
Limitations & Assumptions

- Increasingly reactive environment.
- Lack of qualitative research and evidence of lived experience.
- Dependent on hand-offs between siloed teams, leaving little room for collaboration.
- Inability to address the practical on-the-ground needs of implementation teams and providers.

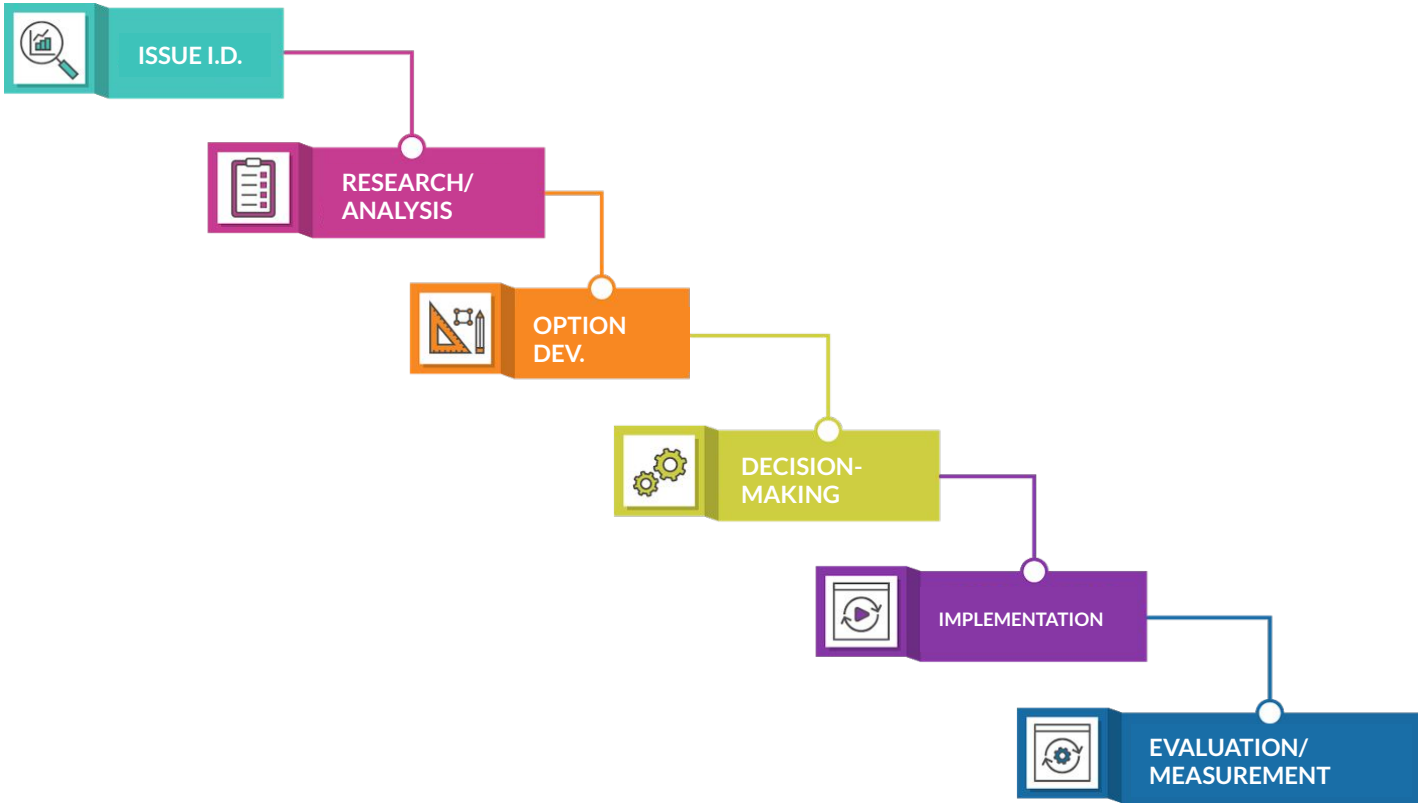
Limitations & Assumptions

- Decisions made with recommendations that are not tested or prototyped in the real world.
- Evaluation rarely informs learning.
- **Primarily focused on the production of documents, rather than the production of outcomes.**

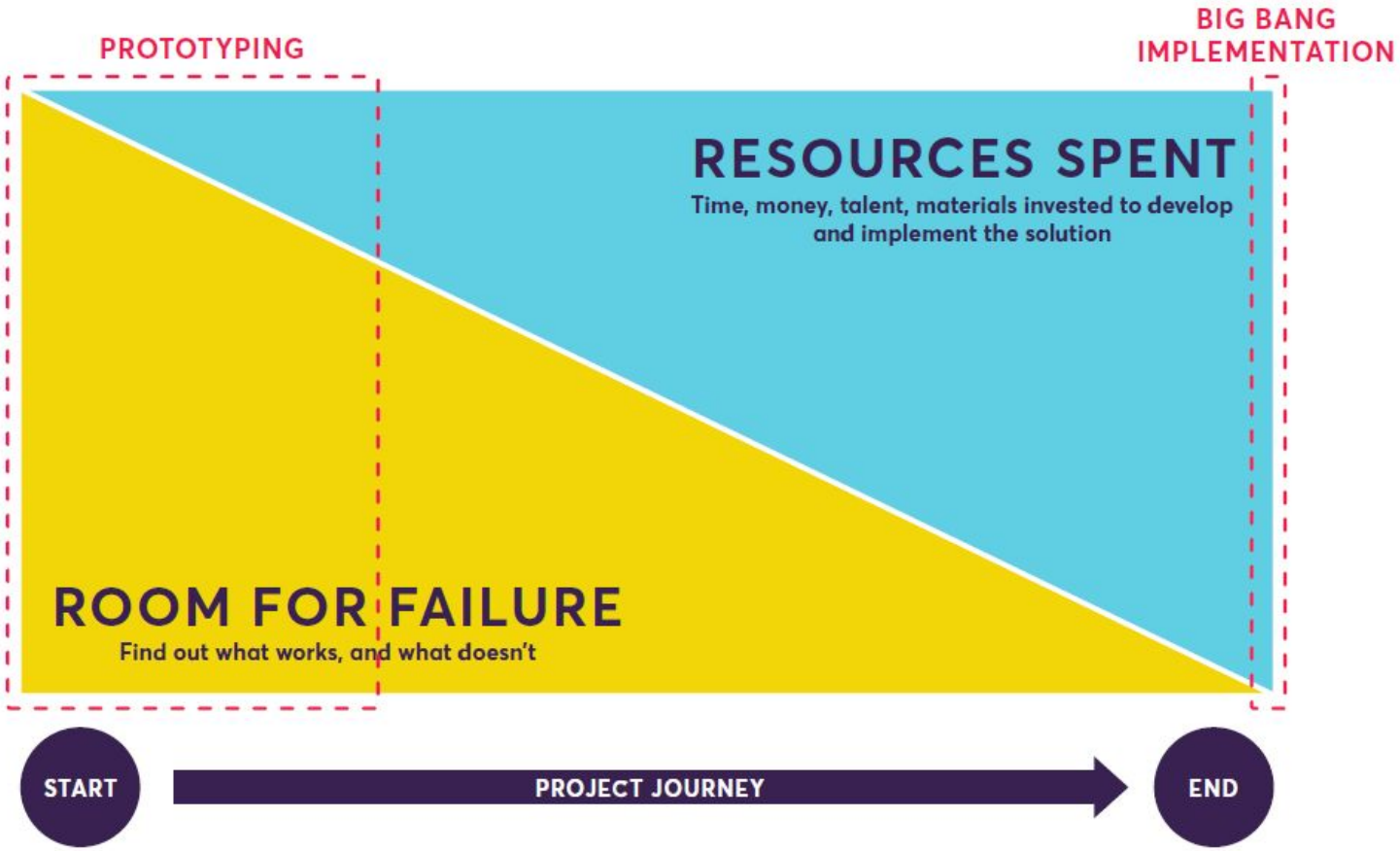
Waterfall Methodology

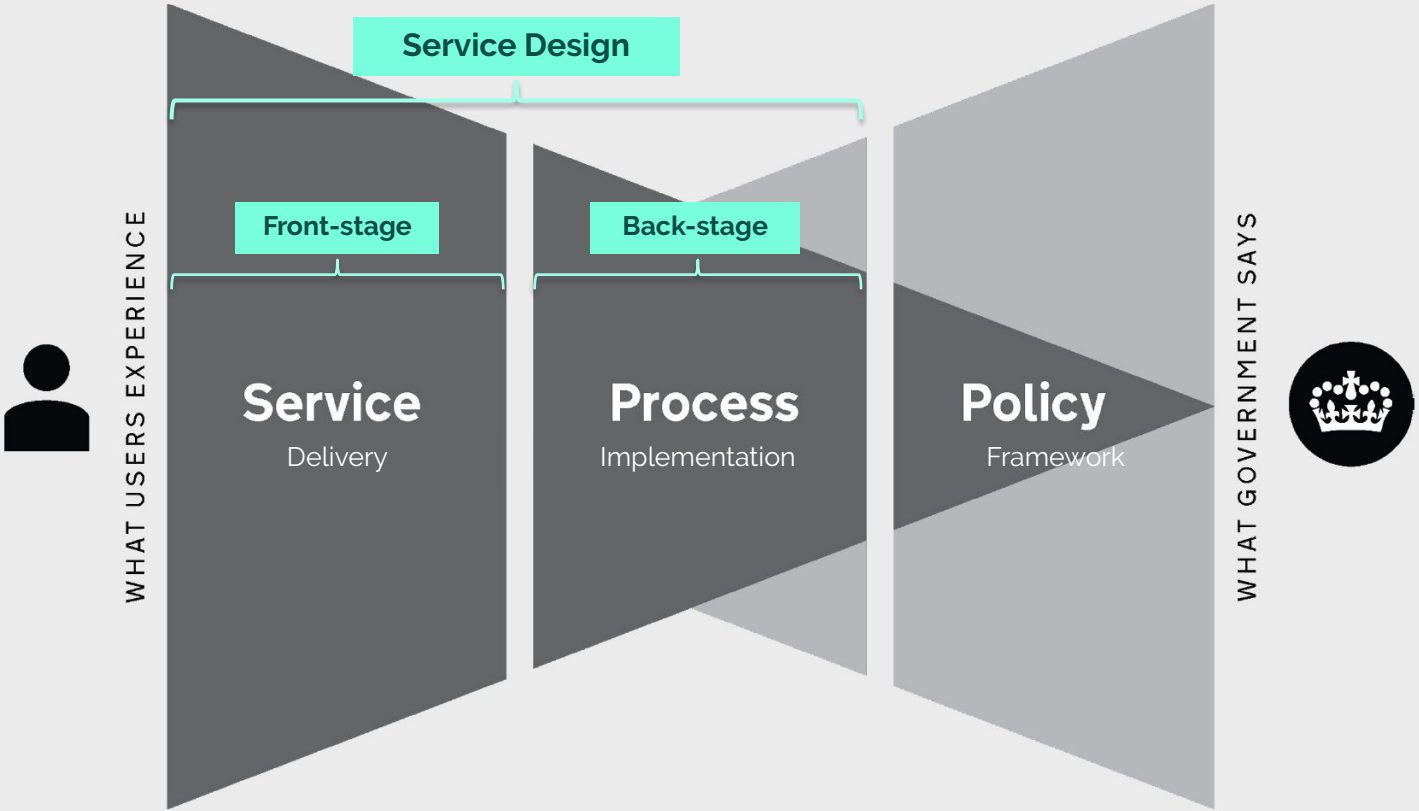


Waterfall Policy Methodology



Iterative/Agile Methodology


PROTOTYPING
BIG BANG IMPLEMENTATION
RESOURCES SPENT
Time, money, talent, materials invested to develop and implement the solution
ROOM FOR FAILURE
Find out what works, and what doesn't
START
PROJECT JOURNEY
END



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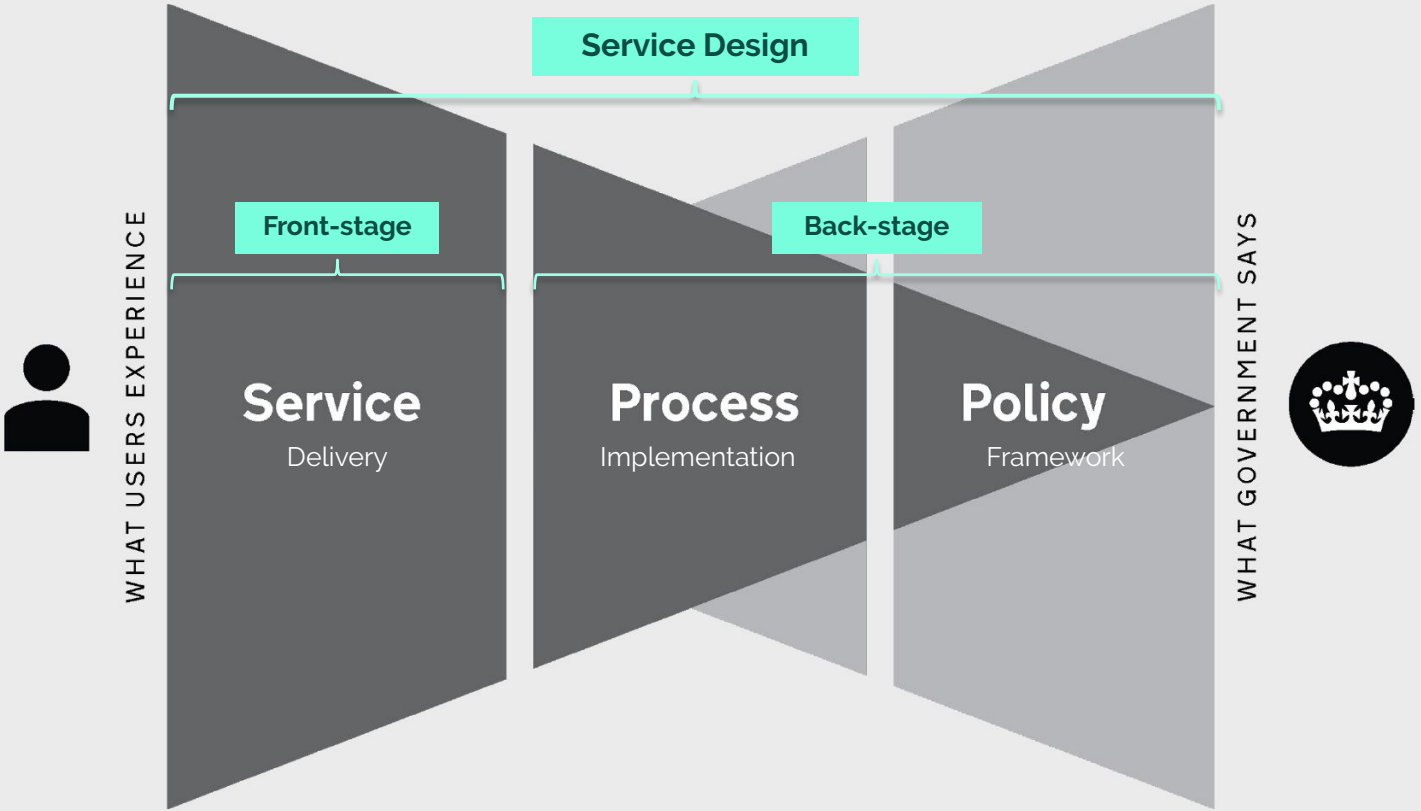

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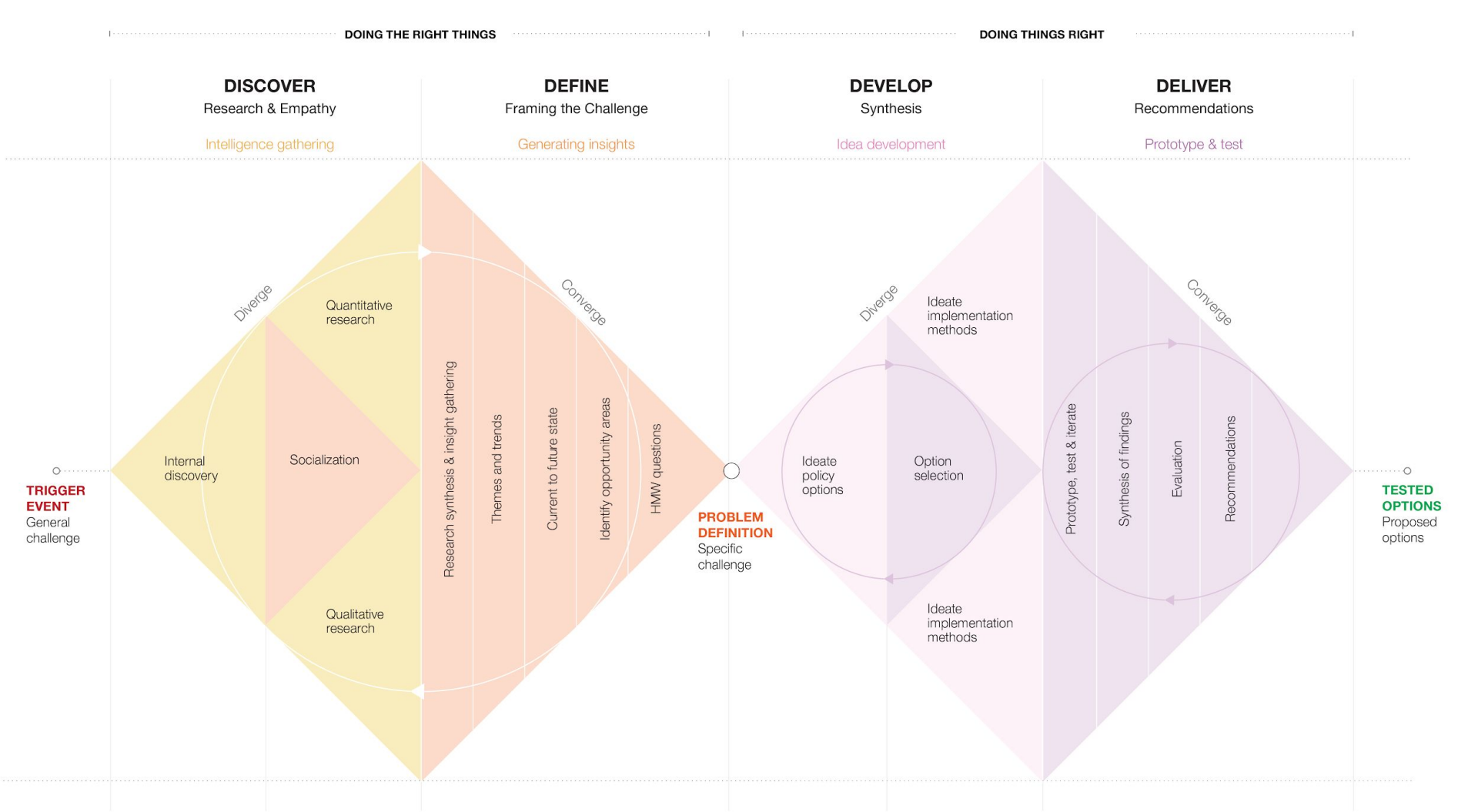
REFRAME

Policymaking **is** human-centred design.

WORKING HYPOTHESIS

Policy-as-a-Service is an iterative, user-centred approach that integrates policymaking, design and implementation to deliver better quality outcomes for citizens, employees, and stakeholders.


DOING THE RIGHT THINGS
DOING THINGS RIGHT
DISCOVER
Research & Empathy
Intelligence gathering
DEFINE
Framing the Challenge
Generating insights
DEVELOP
Synthesis
Idea development
DELIVER
Recommendations
Prototype & test
Diverge
Quantitative research
Internal discovery
Socialization
Qualitative research
Converge
Research synthesis & insight gathering
Themes and trends
Current to future state
Identify opportunity areas
HMW questions
TRIGGER EVENT
General challenge
PROBLEM DEFINITION
Specific challenge
Diverge
Ideate implementation methods
Ideate policy options
Option selection
Ideate implementation methods
Converge
Prototype, test & iterate
Synthesis of findings
Evaluation
Recommendations
TESTED OPTIONS
Proposed options

EVIDENCE & ACTIVITIES

Internal Discovery
- Organizational inquiry
- Existing policies
- Cross-ministerial coordination
- Trend analysis
- Secondary research

Qualitative Research
- Contextual interviews
- Ethnographic research
- Observation
- User journey mapping
- Participant recruitment
- Cultural probes
- Service safari
- Surveys

Quantitative Research
- Literature review
- Desk research
- Jurisdictional scans
- STEEP analysis
- Stakeholder mapping

Socialization
- Partnerships (internal, external)
- Team assembly
- Stakeholder engagement

Generating Insights
- Systems mapping: current state
- Systems mapping: future state
- User personas
- Prioritization
- "How might we...?" framing
- Crowdsourcing
- Horizon scanning
- Value proposition

Problem Definition
- Key challenge/questions
- Strategy
- "How might we..."
- Opportunity areas

Ideate Policy Options
- Rapid brainstorming
- Mindmapping
- Participatory workshops
- Journey mapping
- The Anti-Problem
- Mash-up

Option Selection
- Prioritization
- Affinity mapping
- Rose/bud/thorn
- Dot voting
- SWOT analysis
- GBA+ analysis

Ideate Implementation Methods
- Brainstorming
- Participatory workshops
- Journey mapping
- IT architecture planning
- Strategy

Prototype & Test
- Physical prototyping
- Digital prototyping
- Storyboarding
- Service blueprinting
- Role playing
- Service rehearsals
- Experience prototyping
- Table-top prototyping
- Futures scenarios
- Gamification
- MVP (minimum viable product)
- Evaluation programme

Tested Options
- Synthesis
- Recommendations

PARTICIPANTS

Challenges & Tensions of Adoption

- Applicability of design methods to policymaking
- Executive leadership adoption and endorsement
- Making time and space for upstream design thinking
- Design management, leadership and mentoring
- Engaging with end-users instead of intermediaries/proxies
- Reconciling government mandates with citizen-informed priorities
- Design research as a low-risk, critical form of engagement

How might...

- the reframing of policy as a form of service change our attitudes, behaviours and beliefs?
- integrating human-centred design reshape the conduct of public policy from static regulation to iterative collaboration?
- closely integrating policy makers with delivery teams improve outcomes for the public?

PROTOTYPE

Let’s test this thing!

Save the Bees!

Large commercial agri-businesses in southern Alberta have adopted a new type of pesticide. However, smaller agricultural businesses – specifically honey farms - are noticing rapidly decreasing bee populations as a result.

The Alberta BeeKeepers Commission is calling for a ban on the pesticide and asking the Government of Alberta to intervene in order to save the bees from further risk of extinction and maintain Alberta's position as the #1 honey producer in Canada.

FOR GROUP DISCUSSION

ROSE

What advantages or opportunities exist for working with this type of approach?

BUD

What potential might this approach offer for tackling existing policy challenges?

THORN

What disadvantages or obstacles might exist with this type of approach?

FOR SELF-REFLECTION

What's Sticking?

What's Promising?

What's Puzzling?

Upcoming Events

SDX Holiday Social

Fun times in the Action Lab in the evening. Signature drink included!

Get your tickets on Eventbrite!

Dec. 17, 2019

Hacking Service Design

Exploring formal & informal workarounds to implementing service design

January 21, 2020

HAPPY HOLIDAYS

Wishing you and yours a wonderful holiday season!

TERM OF THE DAY: **POLICY**

Public policy formulates a course of action (or inaction) for the government that is implemented through various tools.