Human-Centered Design for Increased Collaboration in Local Government

Facilitated by:

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We offer collaborative frameworks for designing effective public sector organizations, programs & services.
Introductions!
Hi! My name is __________, and...

a. one thing you probably don’t know about me is _____.

b. _____ always makes me laugh.

c. one skill that I really want to develop is ______.
Intro to Human-Centered Design

*Intended Outcome:* Simplify and demystify this useful tool in the context of government programs, processes and services.
Human-Centered Design

- Empathize
- Define
- Ideate
- Prototype
- Test
Human-Centered Design

- An approach to design that involves human input throughout the entire process.
  - Collaborative problem solving
  - Multi-stakeholder engagement
  - Creative experimentation
  - Design *with* not *for* the end user
Public Sector Context

- Greater Complexity and Constraints
- Organizational Hierarchies
- Higher Stakes

And...simply put, government can not choose its customers
What happens when we don’t use Human-Centered Design?
Welcome to the Marketplace

The Health Insurance Marketplace is open! Enroll now in a plan that covers essential benefits, pre-existing conditions, and more. Plus, see if you qualify for lower costs.

CHOOSE YOUR STATE AND WE'LL TELL YOU YOUR NEXT STEPS

If you live in Texas, you'll use this website, HealthCare.gov, to apply for coverage, compare plans, and enroll. Specific plans and prices are available now and coverage can start as soon as January 1, 2014.

If you live in Texas, apply now.
Application of HCD
Case Study: CalVCB
Project Overview and Timeline

**Discovery & Scoping** - August to November

**Human-Centered Design Trainings** - January to February, 2019

- **Intro to HCD** - January 10th
- **Empathy** - January 17th
- **Stakeholder Interviews** - January 24th
- **User Journey** - February 7th
- **Prototyping** - February 21st

**Presentations** - March 6th
Exploring CalVCB-specific challenges

**User Needs**

**Challenge Statement:** CalVCB needs a way to engage and capture advocate requirements, ideas and workloads to successfully transition to CalVCB Online.

**Internal Processes & Procedures**

**Challenge Statement:** Due to extensive verification process and procedures, CalVCB current processing time exceeds the goal of 30 days to process payable bills, which causes undue stress to our claimants.

**Data Collection & Analysis**

**Challenge Statement:** Lack of communication and sharing of data between units has led to inaccuracy in data management, and process sustainability for the agency as a whole.
Exploring CalV CB-specific challenges

**Internal Communications**
**Challenge Statement:** CalV CB should improve internal communication procedures to align with CalV CB core values.

**External Communications**
**Challenge Statement:** Eligibility Determination staff need improved external communication with Los Angeles law enforcement in order to get crime documents to help victims get benefits with CalV CB.
Empathize & Define
Visualize the Journey
Prototype
Present Findings
What participants found **most valuable**

- “Setting aside my personal experiences, biases, frameworks to try to empathize with others.”
- “Seeing coworkers' needs, the obstacles they face, and figuring out possible solutions.”
- “Deep diving into the HCD model with CalVCB-specific issues/challenges/opportunities.”
- “Listening to” / “working with” team members.
PRACTICE: Human-Centered Design
Empathy

NOUN · /ˈɛmpəθi/
Listen and take notes:

Start with **empathy**

1. Ask ‘what’ & ‘who’ questions
   8 mins (Take turns: 4 mins each)

2. Ask ‘why’ questions
   8 mins (Take turns: 4 mins each)

Listen with empathy. Take detailed notes:
Digging Deeper

● Dig deeper to unearth hidden assumptions
  ○ Assumptions often lead us astray because we take them as truths

● Strategy for digging deeper = The Five Whys
  ○ Ask a broad question to start
  ○ Then ask “why” to their response *five times in a row*
  ○ Go for depth; don’t change the subject
  ○ Write down what you hear, especially the insights you gather as you go deeper
How to Listen Empathically

● Listen to truly understand the other person
  ○ Resist the urge to formulate your response
  ○ Avoid applying the lens of your own story

● Listen for feeling, perspectives, and motivations
  ○ Pay attention to both verbal and nonverbal cues
  ○ Confirm your understanding by restating what was said in your own words
Reflect: Using Empathic Listening to Collaborate

“Empathic (from *empathy*) listening gets inside another person’s frame of reference. You look out through it, you see the world the way they see the world, you understand their paradigm, you understand how they feel.”

- Stephen Covey, *The 7 Habits of Highly Effective People*
Benefits of Empathic Listening

● Empathic listening gives you accurate data
  ○ Understand another’s needs and wants
  ○ Diagnose before you prescribe

● Uncover assumptions
  ○ Unconscious assumptions or biases often lead us astray
Start with **empathy**

1. Ask ‘what’ & ‘who’ questions
   - 8 mins (Take turns: 4 mins each)

2. Ask ‘why’ questions
   - 8 mins (Take turns: 4 mins each)

Listen and take notes:

Listen with empathy. Take detailed notes:
Reflect on your **assumptions**

3 What assumptions did you make and why?

How are your assumptions informed by your personal experiences, preferences, and processes?

3 mins

Note your reflections:
Reframe the **challenge**

4 Capture Findings

3 mins

**Needs:**

**Insights:**

5 Define Point of View

3 mins

____________________________________________

(User or Person/Group you’re trying to help.)

needs a way to ___________________________

(Insert most compelling need)

because (or ‘but’ or ‘surprisingly’)

____________________________________________

(Most interesting insight)
Generate **Ideas**

Sketch!

*if you can draw...*

*well then, you can also draw...*
Generate ideas

6 Sketch five different ways to meet your partner’s needs
5 mins

7 Share ideas with your partner & record feedback
8 mins (4 mins each)

Needs:

Insights:
Reflect on **assumptions**

How might checking your assumptions help your design?

3 mins

Note your reflections:
Deliberate and **iterate**

9 Reflect and revise your solution

3 mins

Sketch your new and improved idea:
Prototyping
What is **prototyping**?

- A useful way to explore ideas for solutions and learn more about the people you are designing for.

- Prototypes make your ideas **tangible** and allow people to **interact** with and respond to your ideas in a **more realistic** way than a written or verbal description.
Why **prototype**?

- build to think
- build to learn
- opportunity to fail before emotional, financial, or time investment is too high
Types of prototypes

- **Building** - a physical representation of your solution
- **Experience** - allowing your users to experience something about your solution
Prototype example: building

Challenge Statement
To overcome institutional barriers to higher education, high school students in Stockton, CA need more information and resources about college opportunities.
Prototype example: experience

**Challenge Statement**
Fremont Human Services Dept. needed a way to provide information and applications to community members without making them wait in line.
Prototype **tips**

- Stop planning and just start working with your hands
- Get outside of your head and into the physical world
- “Don’t get ready, get started”
Prototype and test

10 Build your solution with the materials provided (10 mins)

11 Share your solution and get feedback (8 mins) (4 mins each)

+ What worked:

- What could be improved:

? Questions:

★ Ideas:
Share your **prototype**!

- Challenge Statement
- Needs + Insights
Thank you!

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