

Better Government Leadership Meeting

Collectively creating our future

April 11, 2017



Agenda

Better Government Leadership Meeting

1

Mission +
Principles
(60)

2

Alpha Toolkit +
training scope
(40)

3

Toolkit current
status (10)

4

Roles +
responsibilities
(10)

5

Next steps
(meeting
cadence) (5)

By the end of the session we will:



Shape principles using insights from last workshop



Collectively align goals and determine objectives



Understand where we are right now with the reports



Discuss team roles and responsibilities

Introductions

- Name, Role
- Agency
- What's your favorite part of your job?

1: Better Gov't Mission + Principles

Problem: A growing number of Federal employees are using new approaches to solve problems, improve the core processes of government, and foster innovation.

However, adoption of these approaches is still low relative to their potential. Many Federal employees do not know that these approaches exist or lack the support needed to use them effectively.

Target audiences

1. **Government mid-level manager with resources (time, money, team) or a desire to be a change agent**
2. Executive champions for change across an organization or agency
3. Outsiders coming into government: an orientation to what has worked to add tools to their toolbox

Persona: Government mid-level manager

- **Manage**
 - Oversees an innovative team, program, or center, often with limited time + resources
 - Do work efficiently and effectively
- **Explore, experiment, cut red tape**
 - Explore how to fit innovative approaches into their office or agency setting
 - Find new ways to work that is new for their agency and sometimes for themselves
 - Broaden their skillset without having to know everything that there is to be learned.
 - Not always able to write freely about their work
- **Persuade and share stories**
 - Convince leadership at their agency to adopt innovative approaches
 - Innovate within the legal and policy bounds of their agency
 - Tell effective stories about how innovative goals are accomplished

Better government
through **Innovation.**

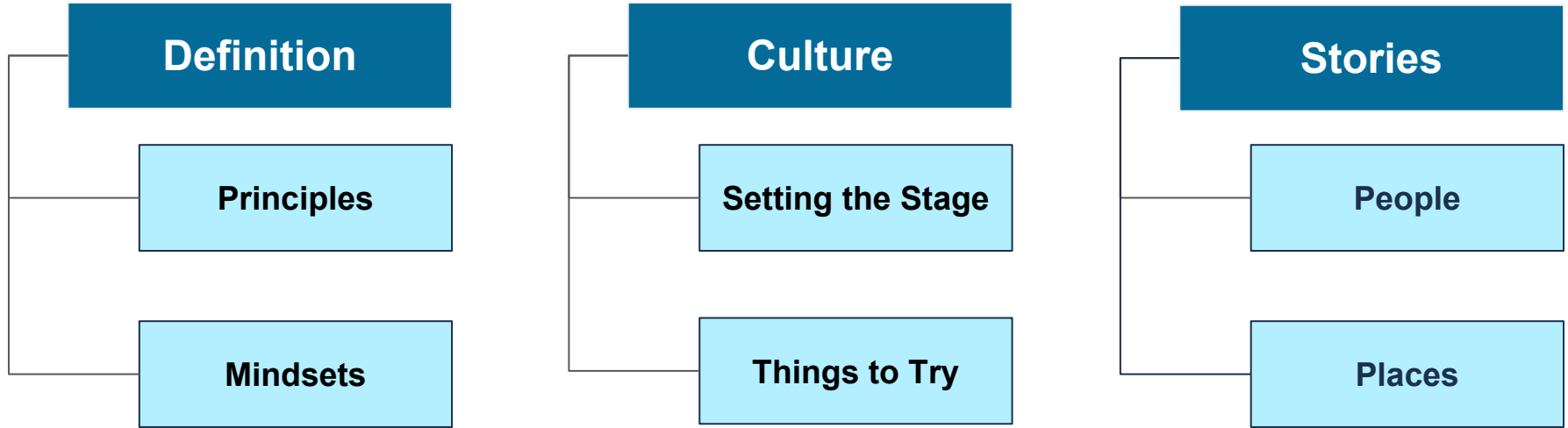
Defining Innovation

Innovation refers to an idea, embodied in a technology, product, program, or process, which is new and creates value. To be impactful, innovations must also be scalable, not merely one-off novelties.

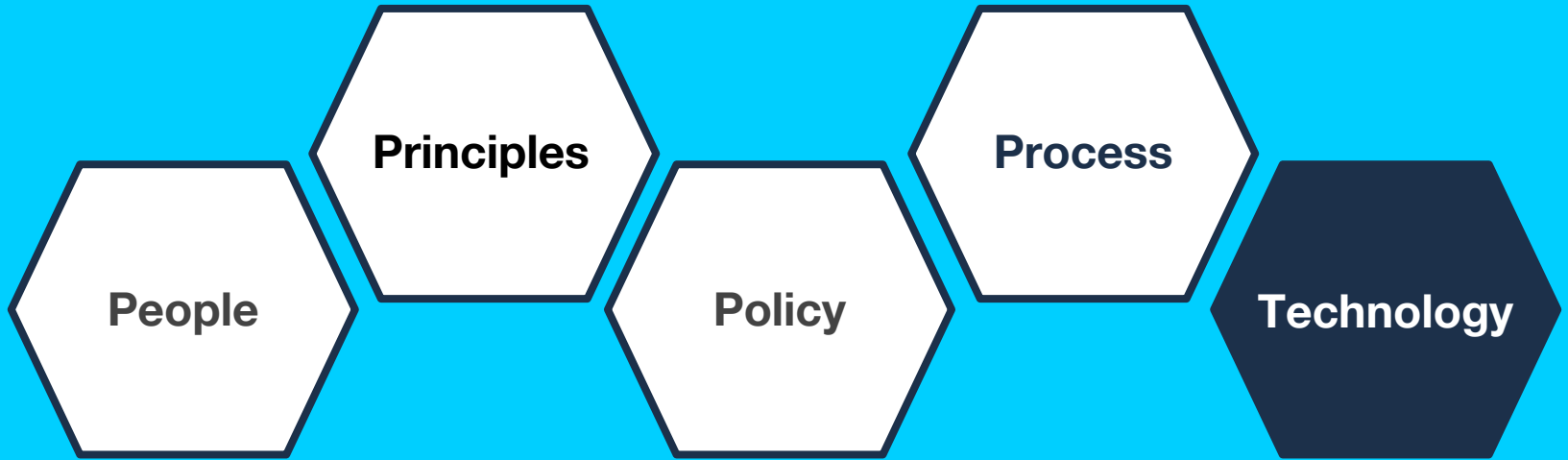
Two broad categories of innovation:

- Innovation to drive economic growth and address national priorities
- Institutional and public-sector innovation

Better Government Content Map



Governance Elements

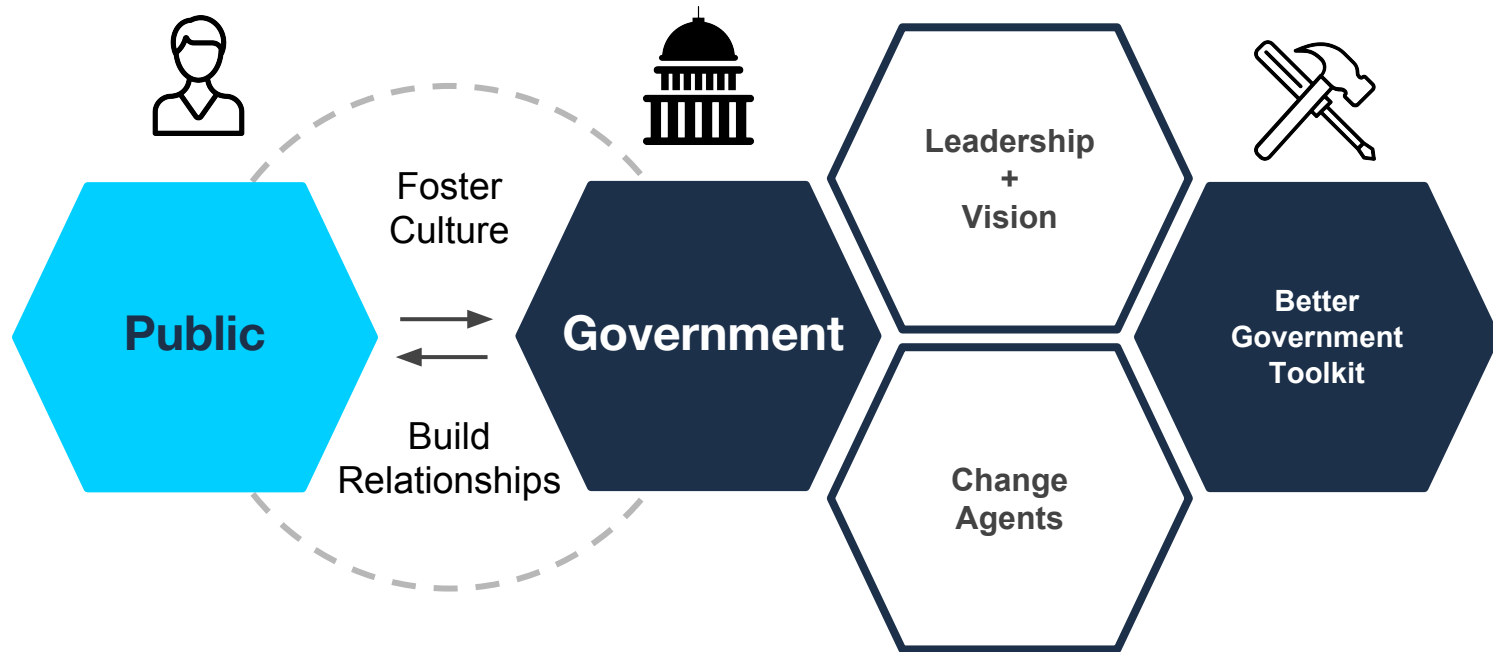


Revised Better Government Mission

We foster a culture of efficiency, effectiveness, and accountability by transforming the way the **people of government** work together, guided by **principles**, with realignment of, or new investment in, **policies, processes, and technology**. With a focus on outcomes, we'll create a more responsive and collaborative modern government, speaking directly toward the public's needs and desires.

ORIGINAL Better Government Mission

Transform the way **people** work together, guided by **principles**, with realignment of, or new investment in, **policies, processes, and technology** to build efficiency and trust in the government.



ACTIVITY: Vision Statement

STEPS

1. Break into groups (Amy will facilitate)
2. Using the [draft vision statement and the words on the principles page](#), write an improved statement (10)
3. Share with the group (5)

Draft Vision Statement

We envision a better relationship between the government and the public. Change should happen first with the government, to shift our thinking to improving our interactions and processes to provide more value to the public. We are continuously improving to become a better government through innovation. We foster a culture of experimentation, using new methods and proven practices to address problems and build effective solutions.

Revised Working Vision Statement

We are a catalyst for improved quality of service to the public. In order to deliver concretely on our missions, we shift our thinking to improving our interactions and processes to provide more value to the public to be an economic driver for the nation.

By collaborating with the public, we better understand their needs and provide efficient and effective solutions through innovation. We will be a leader in trust and accountability as we use new methods and proven practices to create a culture of excellence and data to drive decision-making.

Principle, defined

“A fundamental truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning.”

See: [Digital Service Playbook](#)
[Better Government Principles Content](#)

ACTIVITY: Principles Prioritization

STEPS

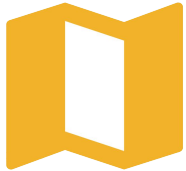
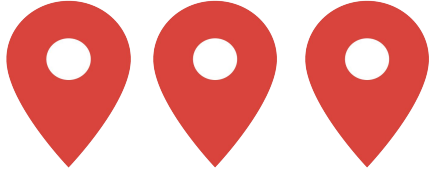
1. Review the list of principles at the bottom of the [Principles Page in GitHub](#)
2. Vote for your top five principles. Place a sticker next to those principles. If online, place a star next to your top 5. (10)
3. Missing a crucial principle? Add a sticky note or edit the document and send to Amy!
4. Share with the group (5)

Revised Better Government Principles

1. Collaborative work with partners inside and outside government (7)
2. Redraft: Identifying and using new methods which deliver more effective and efficient results (Business Process Reengineering) (6) Old Draft: Effectiveness and efficiency; creating navigable pathways; using existing methods more efficiently; no default to the same way of doing things
3. Continuous improvement, learning curiosity and flexibility (added: embracing change and staying optimistic) (5)
4. Measurable outcomes/goals and ROI; results oriented and evaluation (5)
5. Diversity (thought, visible, LGBT, perspectives) and inclusion (added: fairness) (4)
6. Communication and sharing (3)
7. Redraft: Keeping the customer in the middle of service design Original Draft: Providing citizen (agency, team) value; clear articulation of value proposition (3)
8. Prototyping and experimentation; being okay with failure (2)
9. Holistic thinking. Think about problems you're trying to solve and the outcomes you hope to achieve from the beginning. (2)
10. Innovation is not a one-size-fits all approach--can be small or big; Systemic change is long and slow; Innovation is a bit squishy; thinking freely on how we get from A to Z, no rigid thinking. (2)
11. Holding people accountable for innovating (1)

2: Alpha Toolkit and Training Scope

Strategy Methodology



Vision

Why & Where?

Objectives

What?

Strategy/Action

How?

Form of effort and types of convening

Form this effort should take

- Online and in-person
- Guidebook or playbook
- Pilot or demo with proof of concept
- Onboarding: innovation comes from people, not things.
- Adopted and adapted from private sector into public sector

Types of convening

- Virtual meetings
- Action-oriented, focused (solve specific problems) meetings
- Listserv, platform, space for cross-functional communication (e.g. Slack)
- Trainings
- Experimentation of methods

Toolkit and People Side of Better Gov't



Onboarding and Training

Training for leaders and middle managers alike to create a better government

Communities of Practice

Mission hub for sharing, developing and implementing innovative strategies (internal and external)

Mentorship Network

Volunteer experts that advocate for and amplify innovative approaches across government

Open Opportunities - Innovation Edition

Federal employees learn, develop, share skills and collaborate on projects

Rotational Details

Rotates expertise through Better Gov't CoP/GSA TTS to maintain flow of current concepts and fresh perspectives

Who/what is part of this ecosystem?

Internal

- Front line employees with a passion for improvement + agency mission
- Working groups (internal + interagency)
- Small, informal groups
- In specific agencies, in individual innovation labs
- R&D-focused agencies and SBIR/STTR
- Fellows programs
- Leadership to champion cause
- Legal and contracting
- Across siloes and agencies
- Programs (Challenge.gov, Communities)
- Congress

External

- Citizens + public
- Academia + universities
- Large/small/start up businesses
- State + local government organizations
- Interdisciplinary convergence of experts
- Partnerships (tech transfer mechanisms)
- NGOs and nonprofits
- Private sector
- Contractors
- Global networks
- Media

Better Government Goals and Outcomes

Goal

Foster the awareness, adaptation, and adoption of a core set of innovative principles to solve problems and promote a culture of experimentation both within the government and beyond.

Outcomes

- Improve government's ability to solve problems
- Improve government effectiveness
- Increase agility of government
- Deliver better results at a lower cost
- Improve core processes

Defining our objectives and key results

Hypothesis  **Evidence**  **Objective**

Why is this a problem or need?

What evidence (data, anecdotes, experience) do you have that supports that this is a problem?

Include key results (data) that show once the objective is achieved, you can measure effectiveness

Example: Sample Objective

- **Problem:** Managers don't support team members' career development
- **Hypothesis:** Managers never received training, guidance, or preparation on how to manage people
- **Evidence:**
 - Attrition only on teams with managers who never received training
 - The annual survey found that managers of high attrition teams were considered well intentioned but ill equipped to manage
 - Managers were excited and interested to take on the role
- **Objective:** Invest in better developing new managers

ACTIVITY: Alpha Toolkit + Training Statement of Objectives

By September 30, 2017

Team 1: Toolkit

Objective 1:

Key Result

Objective 2:

Key Result

Objective 3:

Key Result

Team 2: Training or Onboarding

Objective 1:

Key Result

Objective 2:

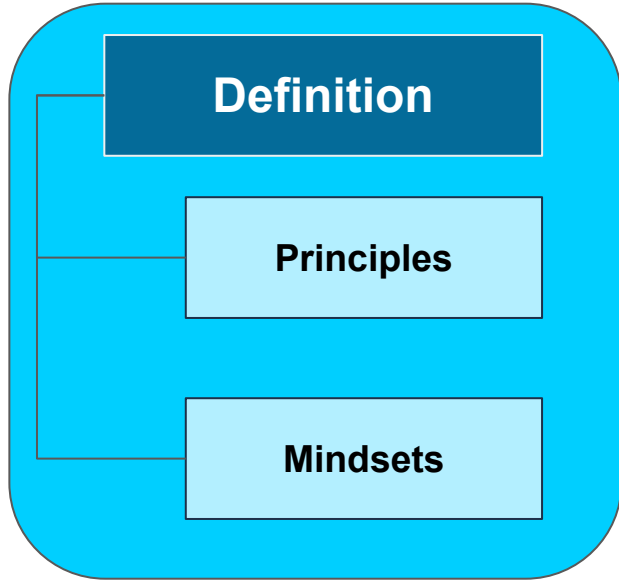
Key Result

Objective 3:

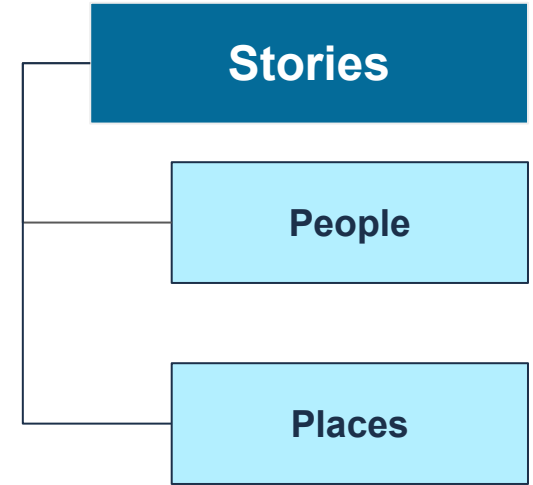
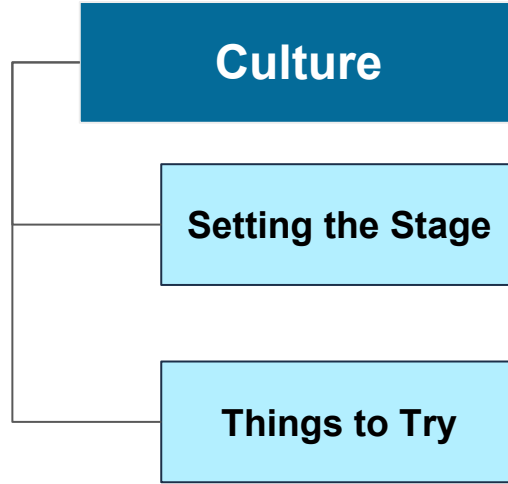
Key Result

3: Toolkit Status

Better Government Content Map



TODAY



NEXT

Better Government Culture: Content Team

Setting the Stage

Approaches to righting the internal plumbing or hacking red tape to lay a firm foundation for a better government.

- Hiring Talent
 - Appoint a “Chief Innovation Officer”
 - Tour of Duty Hiring Models
- Outside Partnerships
 - Public-Private Partnerships
 - Aligning Commitments
 - Engaging Startups and Innovation Labs
- Contracting/ acquisitions

Things to Try

Programs or products that you can use at your agency to further a better government

- Open Innovation
 - Grand Challenges
 - Prizes and Challenges
 - Citizen Science
- iCorps
- Tiered-evidence & Pay for Success grant programs
- Open data + analytics
- Accelerator Models (internal staff)

Update: OSTP Reports



= 75% Draft (Released)



= Not Yet Released



= Partial Draft (Not Final or Released)

- **Deploying Innovations Across Government**
- **I-Corps**
- Mindsets + Methods
 - **Human-Centered Design**
 - **Lean Startup Methods**
- Hiring Talent
 - **Appoint a “Chief Innovation Officer”**
 - **Tour of Duty Hiring Models**
- Open Innovation
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 - Citizen Science

- Outside Partnerships
 - **Public-Private Partnerships**
 - **Aligning Commitments**
 - Engaging Startups and Innovation Labs
- Innovative Approaches to Contracting
- Grant and Evidence-Based Innovation
 - **Evidence-Based (Pay for Success) Policy**
 - **Tiered Grant-making**
- Deep Dives:
 - **Health and Human Services (HHS) Idea Lab**
 - USAID Global Development Lab

Proof of Concept: Tour of Duty/Rapid Hiring

Tour of Duty Talent: Rapid Hiring

Vertical 7. Tour of Duty Talent: Rapid Hiring / People/Culture

Sections:

1. An "elevator pitch," which provides highlights of the content, such as why the approach is important, how it works, and examples of where it has worked
2. A short, digestible summary of underlying premises and rationales, supported by research (i.e., not a report)
3. Profiles of major categories of candidate users, including specific examples of when, and under what circumstances, the approach may be employed, supported by research into the target audience and their needs
4. One or more "success stories" or other learning narratives that highlight the impact of and justification for using this approach.
5. Documentation of challenges to deployment, and potential limitations of the approach, including barriers or obstacles encountered within agencies employing the approach
6. A "How-to" document, detailing key steps for deploying the approach, including promising practices in adaptation and deployment
7. An online inventory of resources
8. Examples of policy (e.g. legislation, Executive Order, etc.) that have enabled or encouraged the approach
9. Future directions (next practices as opposed to best practices)

Pull quotes

"Unless we can quickly and effectively hire a candidate into a relevant position, the strongest technical talent experts will likely drop out of the process. Hiring is like riding a bike. If you stop moving, you fall over." "USDS case study, Building the Hiring Process for USDS"

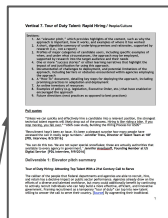
"Recruitment hasn't been an issue. It's been a pleasant surprise how many people have accessed the call in really large numbers." Jennifer Tress, Director of Talent Team at 18F [PDL interview, 8/2/2016]

"You can do this too. We are not super special snowflakes; these are actually authorities that available to every agency in government." Jennifer Anastasoff, Founding Member at US Digital Service [PDL interview, 9/9/2016]

Deliverable 1: Elevator pitch summary

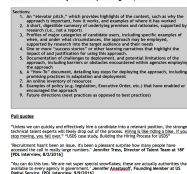
Tour of Duty Hiring: Attracting Top Talent With a 21st Century Call to Serve

The caliber of the people that Federal departments and agencies are able to recruit, hire, and retain has a decisive impact on public sector performance. Agencies already draw on the efforts of a diverse and talented workforce, but many could additionally benefit by continuing to actively recruit individuals who can help build a more effective, efficient, and innovative government. Framing recruitment as a temporary "tour of duty" can tap into new talent willing to answer the call to serve their country. [Source] By augmenting their traditional



Executive Summaries: 3-Minute Read Enough to get basics and discover where to learn more

Vertical 7. Tour of Duty Talent: Rapid Hiring / People/Culture



Primer: 15-Minute Read Deeper dive primer on topic areas (Toolkit Beta)

Vertical 7. Tour of Duty Talent: Rapid Hiring / People/Culture

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Full Report: 1-Hour Read Entire report as a white paper (Toolkit Beta)

3: Team Roles + Responsibilities

Team	Responsibilities	Level of Effort	Notes
Advisory Board	Give focused feedback on progress of leadership team Build support for Better Government Strategy	2 hrs every other week, recurring mtg.	
Leadership (5 people)	Define “better government”, set core values/principles, and determine stakeholder universe Set direction of content and design Create early stage wins to secure success for Program	4 hrs/wk (10%)	Open Opp Posting
Design/ Information Architecture	Develop and document personas for users of the toolkit leveraging documentation from the human centered design workshop and additional interviews, as necessary. Research target audience/user needs Organize content including creation of navigation, wireframing, labeling, and data modeling.	8 hrs/wk (20%)	Open Opp Posting
Content	Take 75% draft versions of reports and convert them into executive summaries Research/structure new content areas for development Develop new content that is identified through the exploration process	8 hrs/wk (20%)	Recruit in mid April
Development	Develop a schedule for development, testing and launch and future product releases. Ensure that critical milestones in the schedule are met. Strive to use common capabilities in creative and innovative ways to solve configuration problems and conditions associated with satisfying requirements.	8 hrs/wk (20%)	Recruit end April

5: What's next?

Next steps

Meeting Cadence

- Next Advisory Board Meeting (two weeks?)
- Next Leadership Meeting is next week

Content + Design Teams Kickoff

- Content team creating executive summaries of five reports
- Design team to develop out personas for each our three target audiences (and others as needed)

Principles + Mindsets

- Consolidate meeting notes on principles into first draft for comment
- Define Better Government mindsets
- Define “Culture” elements