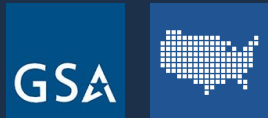


Better Government Leadership Meeting

Where are we now?

May 10, 2017



Individual



Organizational/Systemic?

User Outcomes



Mission Outcomes?

Agency



Whole Government?

**Innovators/Early
Adopters**



Everyone?

Assumptions & Principles

User Assumptions

1. Who is the user?
 - a. Mid-Level Manager (In and out of the government)
 - b. Senior Executive (Lifer)
 - c. New to government (Short-timer)
2. What problems does our product solve?
 - a. Adoption of new approaches to solve problems, improve the core processes of government, and foster innovation is low in the Federal government. Many don't know that these approaches exist or lack the support needed to use them effectively.
 - b. We focus on individual goals, which would then lead to systemic changes
3. When and how is our product used?
 - a. Our product will allow our user(s) to contextualize innovative practices that they could apply to their work and hear stories of how others have done their work to pave the way for innovation to happen
4. What features are important?
 - a. Stories of HOW these were done
 - b. Connect to the Innovation community within the government
5. How should our product look and behave?
 - a. Should be a virtual component and an in-person component
 - b. Mentorship is a critical component to innovating

Mission Assumptions

1. We believe our customers have a need to discover and use innovative approaches.
2. We believe that these needs can be solved through a toolkit and mentorship.
3. Our initial customers will be mid-level managers looking to make a change to the work they do every day.
4. We believe the #1 value a customer wants to get out of our service is: how has innovation driven change in other organizations so that we can sell innovation to our leadership
5. We believe the customer can also get these additional benefits:
 - a. Tips on how to pitch, educate, and sustain your ideas
 - b. Case studies to share with their leadership
6. We believe we will acquire the majority of our customers through:
 - a. Community of Practice/Word of mouth
 - b. Communications campaign
7. We believe our biggest product risk is:
 - a. Fear of taking risks in the new Administration (to stick our necks out too far)
8. We will solve this through:
 - a. Aligning with the Office of American Innovation and to get buy in from the community
9. What other assumptions do we have that, if proven false, will cause our project to fail?
 - a. ??

Better Government Principles 1-3

1	<p>Think holistically: from the beginning, focus on problems as well as the measurable outcomes you hope to achieve. Think like an entrepreneur: constantly seek out problems to be solved, and focus on outcomes that you can measure. Get to the true heart of the problem you're trying to solve and start building a solution.</p> <p>Evaluate our return on investment and let data drive decision making and tell your story. Once you've identified your measurable outcomes, monitor progress and make the case for continued innovation. Quantitative and qualitative data should be used in future decisions.</p>
2	<p>Improve and learn continuously, embrace change and be flexible Believe that things can always get better and YOU can always get better. Seek feedback, embrace the inevitable change and be like Gumby.</p> <p>Bias towards prototyping and experimentation; being okay with failure Create quick, low-barrier experiments to test out various assumptions about the way forward in a smart way. Measure results, and improve. Fail in small increments, learn, and incorporate insights to make a better end product.</p>
3	<p>Identify and use proven methods that deliver more effective and efficient results and apply them to your work. Think freely about how to get from point A to point Z--don't accept the status quo. Don't believe "that's the way we've always done things. Question your methods and think about how you can do your work better. Everyone is held accountable for innovating Create incentives and a sense of urgency for government employees to innovate, encourage government and the public alike to collaborate towards meaningful solutions.</p>

Better Government Principles 4-6

4

Collaborate with partners inside and outside government We are all more connected than ever before, and government cannot solve its problems alone. Work with other agencies, teams and organizations to accomplish your mission.

Foster a culture of communications and sharing, Tell your stories openly: stories of success and failure. Foster two-way communication whenever possible with your stakeholders. Share information and thoughts freely. Embrace all forms of diversity, be inclusive and fair The best ideas don't come from just ourselves, but from a collection of other's ideas that make for a better "big" idea. Everyone should have a voice and be heard. Make an equitable environment for all.

5

Keep the customer at the center of your design Take the time to define and understand the customer you're trying to reach. Measure your customer's journey through your program, project, product, or initiative and always seek to improve the customer experience.

6

Innovation is not a one-size-fits-all approach. Innovation and creativity is a messy process and is not the same every time. Innovations can be small an impactful, and systemic change is long and slow. Be deliberate about the kinds of innovations you want to do. Learn from others, but forge your own path.

Initial Structure (Dec 2016)

Update: OSTP Reports



= 75% Draft (Released)



= Not Yet Released

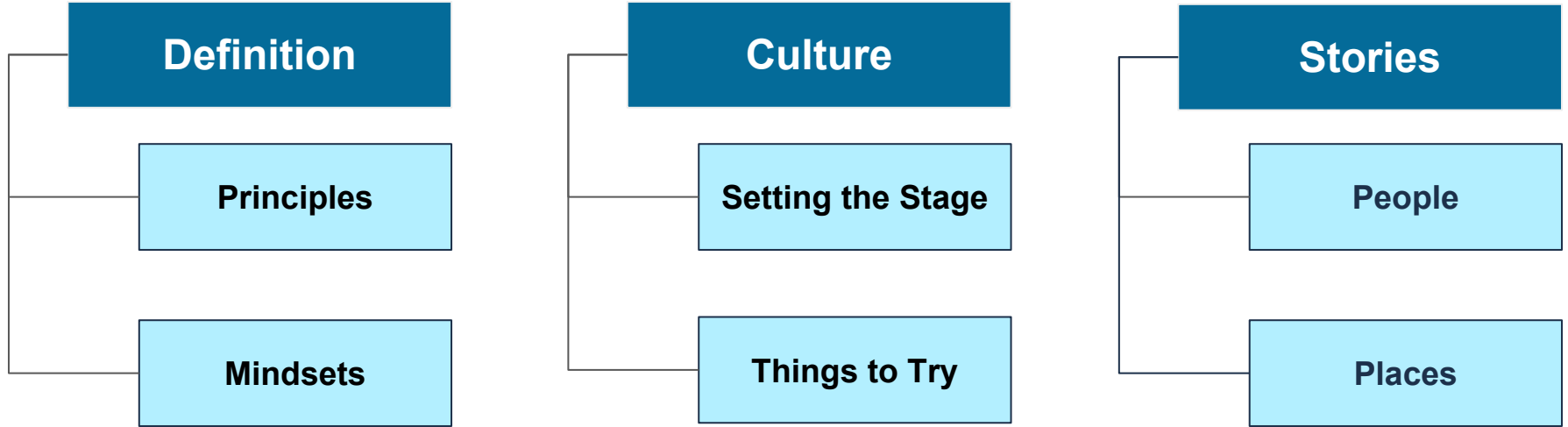


= Partial Draft (Not Final or Released)

- **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
 - **Grand Challenges**
 - Prizes and Challenges
 - 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

Better Government Content Map



Better Government Culture

Setting the Stage

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

- Building Innovation Confidence
 - Pitching and Building Trust
 - Executing
 - Sustaining
- Developing Existing Talent
- 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
- Data + analytics (open and closed)
- Accelerator Models
- Hackathons
- Dealing with Wicked Problems

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"

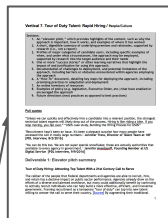
"Recruitment hasn't been an issue. It's been a pleasant surprise how many people have accessed the call in really large numbers." Jennifer Tress, Director of Talent Team at 18F [PDL interview, 8/2/2016]

"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

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

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

Demo of Live Site

DEMO of Better Government **Toolkit Website**