# Better Government "Meta" Ambassadors Challenge Solving tough problems using innovation

Bethany Blakey, Performance Improvement Council Julia Begley, Consumer Financial Protection Bureau October 11, 2017



## **Better Government Challenge Co-Creation**

Welcome and Overview (45)

Scoping Endeavor + Tweak (45)

BREAK (10)

Designing Structure + Tweak (75)

What's next? (15)

## By the end of the session we will:



Understand the better government movement



Create context for the ambassador program



Co-create a design challenge framework to solve gov't problems



Develop action plan for pilot for repeatable challenges (Pilot = Ambassadors Program)

# Better Government Introduction

**Amy Wilson, Better Government Movement Lead** 

### **FOSTER YOUTH** EXPERIENCE MAP

#### **KEY**

Critical moments when families can be supported instead of stigmatized

typically prioritized by the system:

Safety Permanency

Wellbeing

This is not always a linear path, and every experience is complex. Kids can cycle backwards from right to left at any time.

#### Alleged maltreatment is reported. CPS responds **Potential Feelings** Guilt, fear, embarrassment Potential Drivers Feels like I'm at fault, parents/ caregivers projected onto me Family Strengthening Opportunities · For low risk cases, meet with families and assess what their needs and wants are to connect

Opportunities them to community partners for Inform caregivers about youth health in-home support Include a parent partner coach assessment

Youth Agency Opportunities Be transparent about what is

happening Talk to youth about their feelings & wants/needs

Social worker

takes child for a

Potential Feelings

**Potential Drivers** 

Hiding what happened

Family Strengthening

medical exam

Fear, anxious.

reflective

guilt, shame

Youth Agency

Opportunities

· Provide a

health

care.

behavioral

assessment &

trauma-informed

番

Placed with a foster family

**Potential Feelings** Powerless, scared, distrustful, threatened, hypervigilant

Potential Drivers Going home, staying safe, self-protection, comfort, survival strategy, PTSD

Family Strengthening Opportunities · Provide supportive framework of understanding about the biological family to the foster family. Help fosters understand what's driving youth behavior.

**Youth Agency Opportunities** · Be transparent with youth about

the process. Work with youth to create a family-centered plan that addressess their needs & wants. 曲 Reunified

Resentment, anger,

Potential Drivers

parent authority, fear of

Family Strengthening

· Work with family to

develop a reunification

plan and reintroduce

child back into the

home gradually.

possibly relief

Less respect for

what's to come

Opportunities

Figuring out how to get along with family and belong in the new environment Potential Feelings

Potential Feelings Acceptance, opportunistic, new beginnings

Potential Drivers Self-preservation familiarity hiding the past, achieving normalcy

Family Strengthening Opportunities · Offer as much information about the process, each persons' role, and how individual decisions can

affect the outcomes. Enable co-parenting and co-planning for the future.

Youth Agency Opportunities Make a plan for the youth to achieve a feeling of safety & work towards wellbeing.

Visits with original caregiver(s)

Potential Feelings

Anger, sadness, frustration

Potential Drivers Disappointment and/or resentment in parents for "letting this happen"

Family Strengthening Opportunities Allow parents small opportunities to be

> co-parents during visits. & provide a comfortable environment Youth Agency

**Opportunities** Allow space for young people to work through their feelings

Reunified with family

Potential Feelings Resentment, anger, possibly relief

Potential Drivers Less respect for parent authority, fear of what's to come

Family Strengthening Opportunities Work with family to develop a reunification plan and reintroduce child back into the home gradually.

曲 : Aging out of the system if system fails to achieve permanency for youth

> **Potential Feelings** Lonely, isolated, rejected, forgotten Who am I?

Potential Drivers Survival, connection, purpose, PTSD, Figuring out my identity post-foster care, processing the emotional burden of my case history

> Youth Agency Opportunities Provide young people with a gradual introduction to adulthood by developing skills, learning responsibilities over

time, i.e. staggered rent payments. Help young people understand the consequences of mistakes when they aren't in the system.

Give young people the resources (like therapy and mentors) to process and redefine their identity outside of the system



is a reall

at school

learning

Experiencing potentially abusive, neglectful, traumatizing or chronically stressful home life

Potential Feelings Fear of revealing feelings, denial, stressed, aware

**Potential Drivers** Trying to cover up, not wanting to accept reality, trying to protect my family

**Family Strengthening Opportunities**  Involve schools in supporting families: supplying mental health services, food pantries, washer and dryer and day care

for teen parents Leverage the knowledge within communities and neighborhoods to help provide resources.

Youth Agency Opportunities · Connect with youth through front-end community services.

High risk maltreatment confirmed and removed from home

Potential Feelings Guilt, fear, abandonment, neglect

**Potential Drivers** 

Control, safety, familiar connections

Family Strengthening Opportunities · Plan removals in advance when possible with the family, empowering them to be part of the removal process

(i.e. help reassure and pack for the young person) Include a parent partner at the

removal to provide guidance. Youth Agency Opportunities · Try not to do removals in the middle

of the night. · Give youth time to adjust to new

surroundings before returning to school.

 Be transparent about the process. Refrain from using punitive language that makes the youth feel like they are in trouble (i.e. detention = bad, senaration = better)

personal

protected.

belongings are

Be clear about

process and

discuss their

court report.

next steps in the

needs and wants

before writing the

田 :: Placed in a transitional care facility Potential

Feelings Relieved, alone. out of place

Potential Drivers Being in unfamiliar surroundings Youth Agency **Opportunities** Ensure that

home Opportunities · Find ways to enable

> Youth Agency Opportunities · Even if there are hard truths to hear in court it's best for the child to be

> > present if possible

**PLACEMENT & TRANSITION** 

田 :: Placed with kinship quardian **Potential Feelings** Concerned, guilty, suspicious

Case goes to family court to decide if a child is reunified or enters foster care

**Potential Feelings** Uncertain, afraid. angry

**Potential Drivers** Anger towards parents for "letting this happen" Alternatively, fear of returning to a harmful

Family Strengthening

advocates to collaborate.

· Provide guidance about trauma & an understanding of foster care. Youth Agency Opportunities · Prioritize kinship placements.

曲論 Placed with foster family or in group home facility

**Potential Drivers** 

Self-preservation, survival, identity

Family Strengthening Opportunities

**Potential Feelings** Fear, anxiety, depression, impatience

Potential Drivers Place to lock my things, safety. Ways to eat/drink and get what I need when I get there Youth Agency Opportunities

· Connect youth with other youth in care for mentorship and guidance. Provide safe places for their things.

田論

with a mediator.

₩: Youth continues going to in care school

Potential Feelings Labelled

Potential Drivers Wanting to keep foster status protected

Family Strengthening Opportunities Help the family make a plan for how they will handle talking about their

involvement with

the system. Youth Agency Opportunities Assist youth in strategies for talking with friends and teachers

about being in

the system.

Youth becomes a parent while

**Potential Feelings** 

Affection for child, lost **Potential Drivers** Wanting to keep child while still being in care

Youth Agency Opportunities Help young parents understand the

consequences of failing to provide adequate care for their children. Education on sexual health, contraception.

domestic violence & healthy relationships. Allow space for young parents to make mistakes.

出 :: Adopted into a new family

**Potential Feelings** Relief, uncertainty, gratitude

**Potential Drivers** Figuring out new identity versus old identity, feeling of debt

Youth Agency Opportunities Make sure young person feels positive about the situation.

Make an effort to understand young person's existing family and close relationships.

: Continuously moved to a new foster or group home = failure of system to achieve permanency

> **Potential Feelings** Anger, guilt, shame, sadness Potential Drivers Feeling lost and angry, manipulating

to be removed from homes Youth Agency Opportunities # - Talk to youth about why they might be acting out and help them learn healthy coping skills & consequences.

Trying to learn how to be self-sufficient without a strong support system or opportunities to develop practical life skills

Potential Feelings I may not know how to form a healthy relationship; What does my network look like now? I'm more than just a foster kid...

What's my identity? Potential Drivers Survival, basic needs, making the "right" decision, wanting to feel valued and respected

Youth Agency Opportunities Connect young people to foster youth alumni networks. potentially to older foster

youth mentors. Provide young people with resources and dedicated points of contact when they have questions or concerns

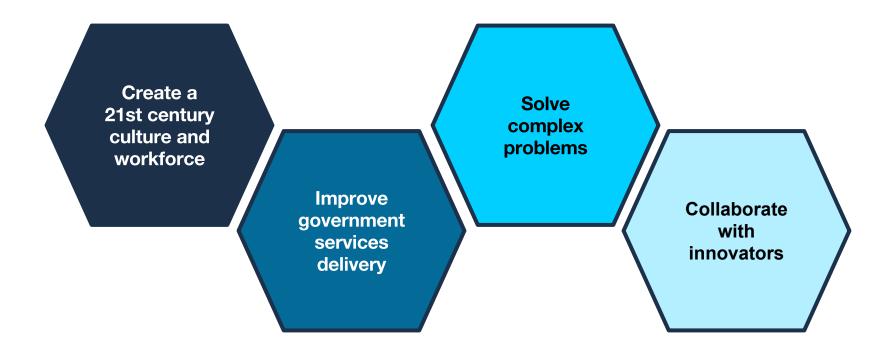








# Better government through innovation.





#### **Create a 21st century culture and workforce**

- Better hiring practices: hiring a Chief Innovation Officer, Tour of Duty hiring
- Improve ways that contracting and acquisitions are done
- **Incentivize people** to innovate and overcome barriers to innovation



### Improve government services delivery

- Design user-centered programs, products and services that speak directly to the public's needs
- Amplify proven innovative disciplines, methods, and tools such as Lean and Agile approaches
- Support creation of innovative labs, programs, and services; hire top talent to lead innovation
- Encourage data-informed decision making and evidence-based approaches to contribute to your story



### Solve complex societal and governmental problems

- Identify and pursue grand challenges to address national priorities and tackle societal problems
- Lessen siloed thinking across government and encourage cross-agency collaboration
- Address common government challenges and share expertise
- Lead research and design to solve current challenges and to solve the challenges of the future



### Collaborate with innovators outside government

- Harness the creativity of the public through incentivized competitions/challenges
- Empower innovators with open and machine-readable Federal data
- Launch high-impact multi-sector collaborations

# Ambassadors Program Context

### **Ambassador Program Leads:**

Bethany Blakey, Performance Improvement Council Julia Begley, Consumer Financial Protection Bureau

## **Ambassadors Program Timeline**



Better Government Design-a-thon

Break-out session to discuss an ambassador program



**Discovery Sprints** 

Sprints related to initial ideas on purpose, goals and strategy for Ambassador Initiative



## Ambassador Initiative Refine-a-thon

Review & feedback on draft Ambassador Initiative strawman

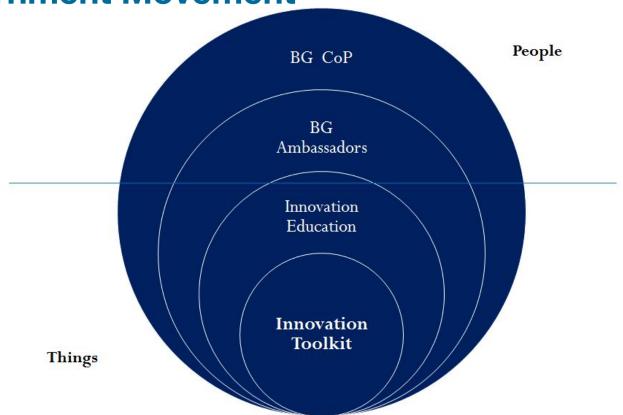
Developed concept for using a Challenge to develop program MVP



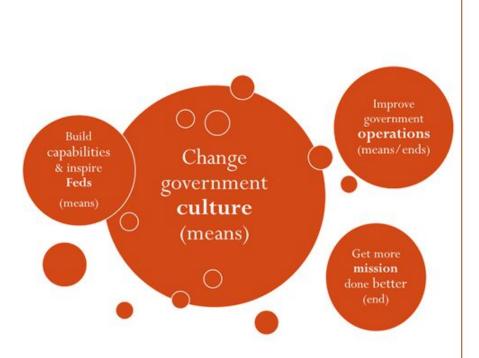
### Designing the Ambassadors Challenge

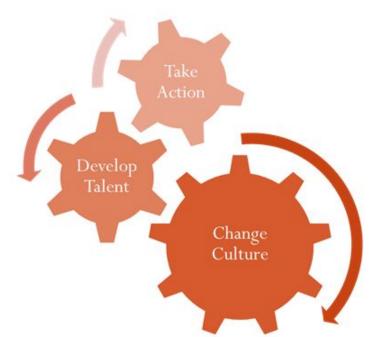
Plan the Ambassadors
Challenge where the first
group of ambassadors
design the MVP of the
program themselves

**Ambassador Program in context to the Better Government Movement** 



## **Ambassador Program Purpose**





### **Problem to Solve**

- Design Challenge "How Might We" question: How might we create a human-centered Better Government Ambassadors Program?
- Problem/Product Owners: Julia Begley and Bethany Blakey
- Challenge Goal: To design a forward-thinking, human centered Ambassador Program that supports, amplifies, and evangelizes innovation across government.
- Partners: Office of Personnel Management, Performance Improvement Council
- **Commitment**: Winning ideas will be implemented throughout the government by the Better Government Ambassadors Program

# DT:DC Summer of Design Debrief

**Brooke Dine, National Library of Medicine** 

## **Summer of Design Overview**

- Our theme: Circular economies.
- The problem we were trying to solve: How to extend the lives of kitchen equipment for residents in the DC/MD/VA region and focused on what happens to restaurant kitchen equipment when restaurants open and close.
- **Partners:** The program was co-sponsored by the Retail Industry Leaders Association (RILA) and the Ellen MacArthur Foundation and Karen Hold leveraged her network so we could talk to sustainability subject matter experts in retail from Coca-Cola, Target, Sears, etc. during the research phase.
- **Program length:** 10 weeks long May 31 through August 2 (pitch night)

## **Summer of Design - Team Expectations**

- Weekly presentations: Karen Hold and others presented every week on design thinking and topics related to that week of work.
- Class meetings: Every Wednesday evening from 6:30 to 9:00 PM. Locations included MAGA Design and WeWork locations in DC. We had access to the Iron Yard on Monday nights to work as a team, but we did a lot of work remotely and at one person's home.

### Team assignments:

- Email sent every Saturday at 12 with homework and details for the next session
- Team assignments were made the second week of class.
- We had 9 teams with 4-6 people per team and a team mentor, who was usually a former student from a previous summer.
- There would be approximately 1-2 hours of homework (videos + book reading) every week plus 3-5 hours of "homework" either individually or with the team.
- Weekly assignments were due at 11:59 on Monday nights and had to be saved to the Google drive for your team. The team mentor would review everything each week and provide feedback to the team.

# Summer of Design - Team Expectations Continued

- Mentoring: Karen provided us with a team mentor, who was available during class and offline to bounce ideas off of and get feedback on our process.
- **Journaling and feedback:** We had to do a journal entry every week to record (due Wednesdays by 3 PM) what went well and what wasn't working. You also had to do an evaluation of your team mates mid-way through the class and at the end. This was a requirement of UVA to get the certificate of completion.
- Sharing ideas: We used Betterific to post ideas for our projects and get feedback from the entire class (we hardly had time to socialize with anyone outside of our teams during the entire summer). Also, each student had an account with NovoEd, which hosted the UVA online course.

### The Pitch

- Practice Pitch: Present your presentation and get feedback -- MAGA Design provided critical feedback and we were able to really turn it around – even though we had only finalized our idea the Saturday before and then went crazy pulling more research and making the presentation look good.
- **Pitch Night:** 7-minute pitch to the judges (RILA, Target, Ann Taylor, UnderArmour, Ellen MacArthur Foundation, MAGADesign). The judges picked the overall winner and the class picked a crowd favorite.

# Today's Design Challenge

**Amy Wilson** 

# Intent for Today: Design a repeatable challenge framework to pilot with the AP

- Bigger picture: How might we develop the structure and process for challenges upon which government-wide agency teams can work on problems to be solved?
- Today's design prompt: Create a <u>pilot</u> design challenge to develop the Better Government Ambassador Program MVP
- Challenge Problem/Goal: Design a Ambassador Program that supports, amplifies, and evangelizes innovation across government.

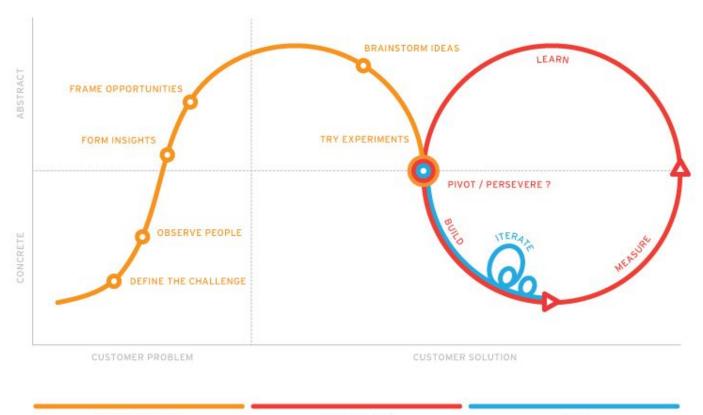
## **Inputs and Assumptions**

- The challenge approach will engage an initial Ambassador cohort in designing the program while offering both learning and practice in the methodologies of Design Thinking/Human-Centered Design, Agile, and Lean Startup.
- We can draw on other design challenges and our experience with innovation processes to jump-start designing the Ambassadors Challenge.
- Framework must be repeatable and scalable across most agencies/bureaus across the government.
- Pilot participants will solve real-world problems to put these ideas/processes into practice for professional development
- Teams should include diverse members, which can include: cross-functional, cross-agency, levels throughout government, ages, genders, mix between early adopter and early majority.

# **Innovative Processes**

**Amy Wilson, Better Government Movement Lead** 

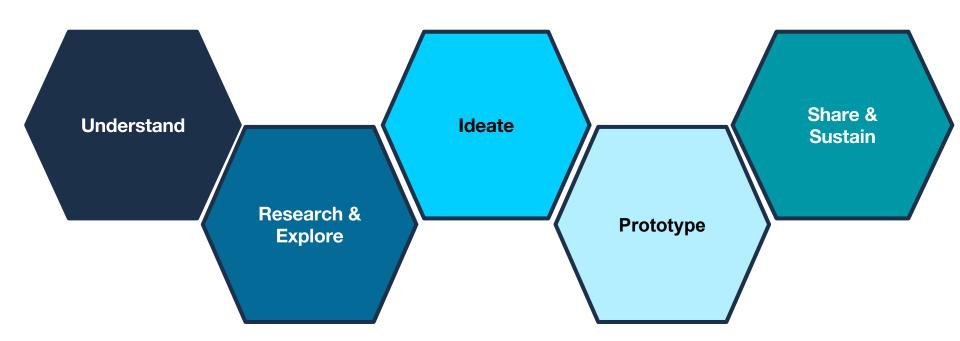
#### DESIGN THINKING DISCOVERS CUSTOMERS



DESIGN THINKING LEAN STARTUP AGILE

Source: Nordstrom Innovation Lab

# **The Design Process in 5 Phases**



## Possible Courses (For All Three)

- Coursera: Getting Started: Agile Meets Design Thinking
- Coursera: Design Thinking for Innovation
- FutureLearn: Getting Started with Agile and Design Thinking
- <u>Product Management with Lean, Agile and System Design Thinking</u> (Starts - Jan 8, 2018)

### Stations around the room

"HCD/DT" "Lean/Lean Startup," "Agile," and "Other" Place on these sheets:

- Topics or principles we should cover for success
- People we should pull in
- Existing resources we should use

# Scoping Larger Endeavor

Bethany, Julia

## **Five Ws and How Stations**

- Who
- What
- Where
- When
- Why
- How

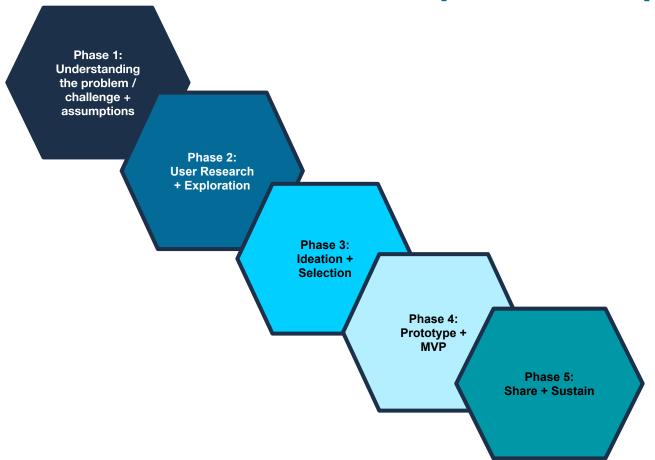
# Share + Tweak Stations

**Amy** 

# Five Innovation Phases Ideation

Bethany, Julia, Amy

## Five Innovation Phases + Group Work Setup



## **Activity 2: Five Innovation Phases Ideation (45)**

In groups, work together with your teams to fill out the worksheets on the following content for your assigned Phase:

- Steps in this Process
- Learning Objectives or Topic Areas
- What challenges should we expect (unique to the public sector)?
- Key Players (e.g. Problem Owner (PO), Users, Mentors, Coaches)
- Inputs
- Outputs
- Time needed for section

# Share + Tweak Process

Bethany, Julia

# The Future: Next Steps

Amy, Bethany, Julia

## **Next Steps and Commitments**

### The WHAT

### Overall program design

- Finalize process/structure and flow through system
- Program marketing materials
- Application form
- Supervisor approval form

### **Curriculum and System Flow**

- Work on core curriculum/resources for HCD/AGILE/Lean
- Reach out to people we need to engage
- Matchup core curriculum elements into an integrated curriculum with flow
- Program manual/syllabus draft

### The HOW

### **Logistics**

- Space
- Learning materials repository
- Project plan

Who will own each of the next steps?

**Better Government Movement** 

# **Stay in Touch!**

**Amy Wilson** 

Amy.Wilson@pif.gov

**Bethany Blakey** 

Bethany.Blakey@pic.gov

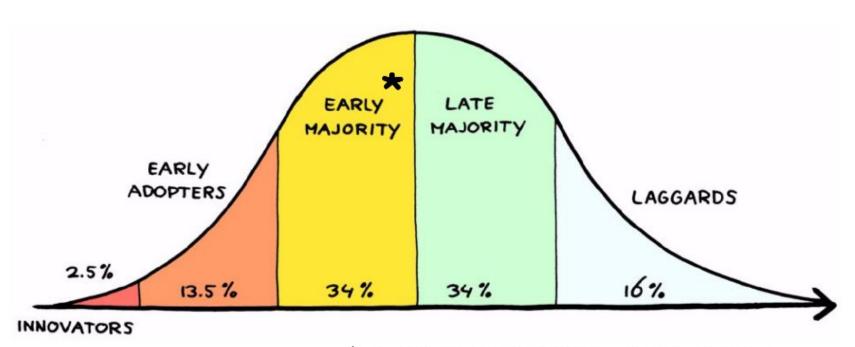
**Julia Begley** 

Julia.Begley@cfpb.gov

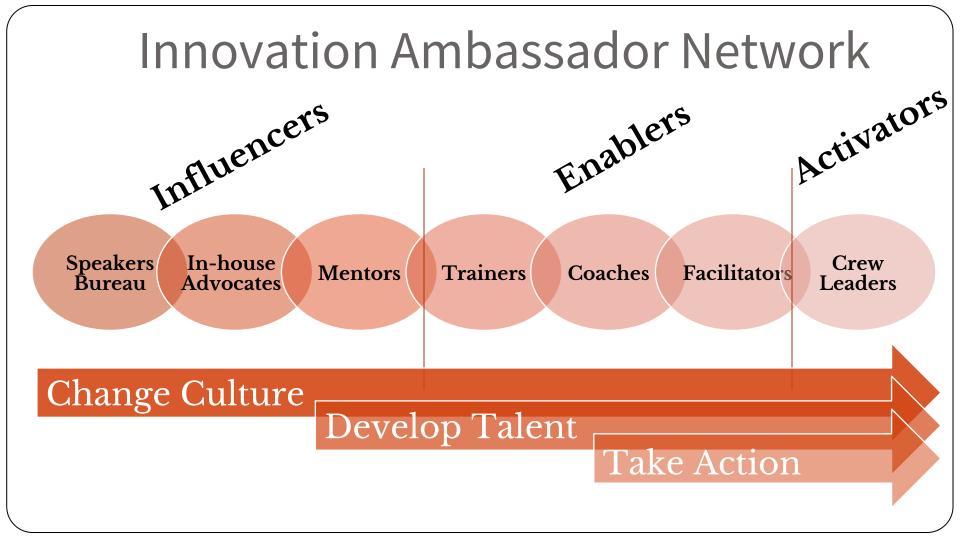


## **Extra Slides**

### **Innovation Adoption Curve**



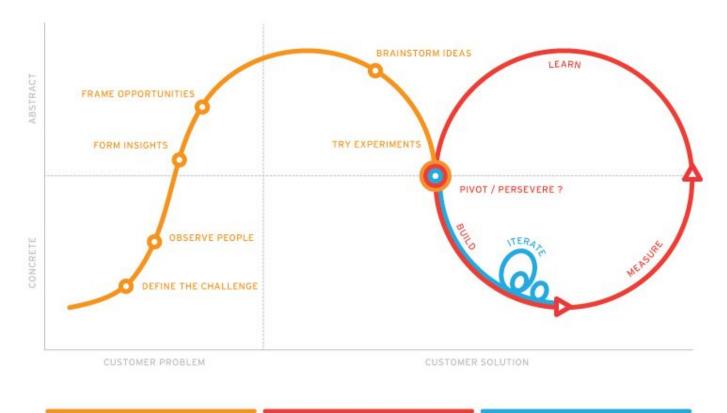
<sup>\* =</sup> target audience for this movement--the tipping point.



## **Innovative Processes**

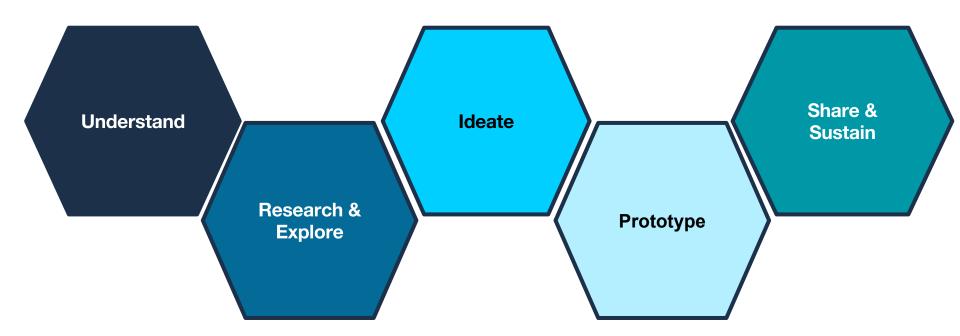
**Amy Wilson, Better Government Movement Lead** 

#### DESIGN THINKING DISCOVERS CUSTOMERS



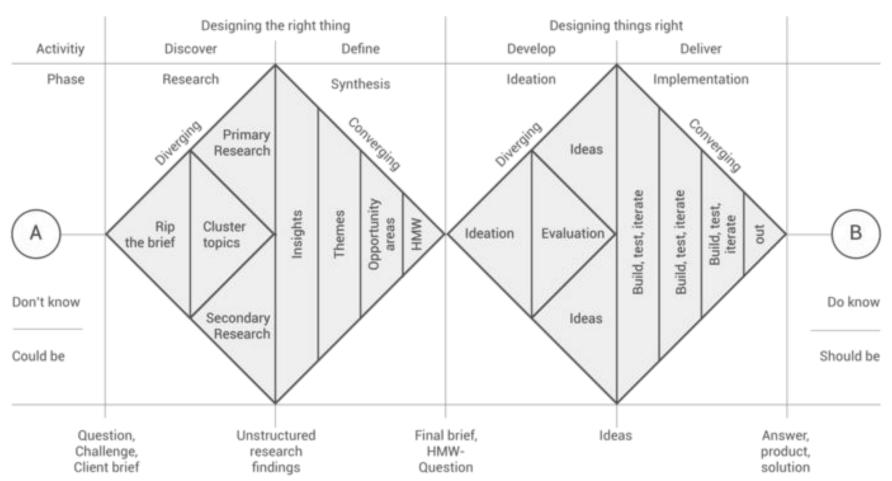
DESIGN THINKING LEAN STARTUP AGILE

### **The Design Process in 5 Phases**



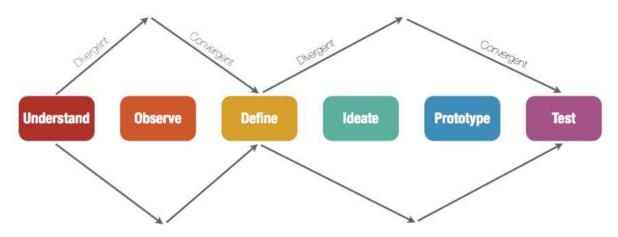
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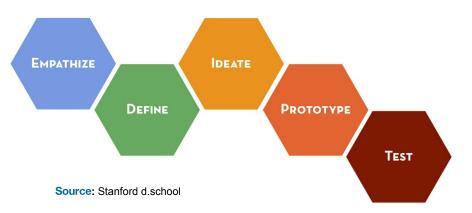
# **Design Thinking**

#### **Creative Process**

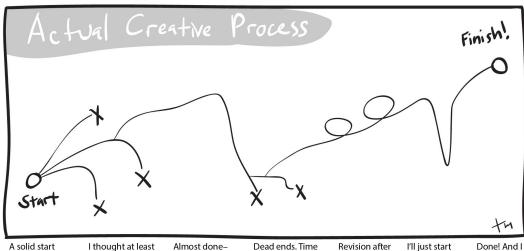


#### Source:

https://www.linkedin.com/pulse/20140722152146-127032-the-dynamic -duo-of-design-thinking-process-improvement/



#### **Creative Process**



to make some

more coffee.

just need a few

minor tweaks...

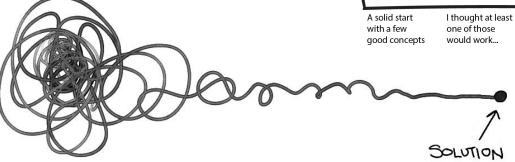
revision...

sending out

resumes now.

forgot to eat

lunch again.



#### Possible Courses (Design Thinking)

- <u>Design Thinking for Innovation</u> (Coursera--UVA Darden)
- Human-Centered Design (UC San Diego)
- <u>Design Thinking and Innovation</u> (UVA Darden)

#### **Better Government Movement**

# Agile

## **Agile**

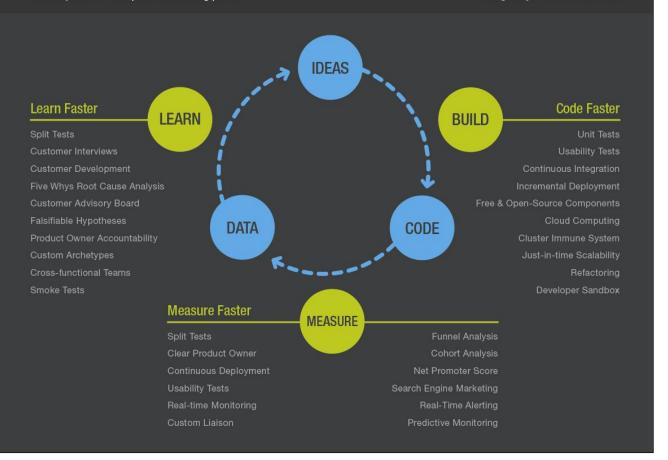


### **Possible Courses (Agile)**

• 18F Agile Guide

# Lean Startup

Created by Eric Ries - startuplessonslearned.blogspot.com



#### Possible Courses (Lean Startup)

- 18F Lean Product Design
- The Lean Startup (Udemy--Creator: Eric Ries (\$10-40))
- How to Build a Startup (Udemy)