

# Better Government Workshop

## Collectively creating our future

March 2017



## Agenda

# Better Government Workshop

1

What is the problem, who are the users?

2

What is a better government?

3

Where have we been?

4

Where are we now?

5

What's next?

# By the end of the session we will:



Outline the problem we're trying to solve and the users of the Better Government Program (15)



Define what comprises a better government (30)



Understand where we've been and shape the Program to our needs (30)



Discuss where we are now and where we're going (with a chance to get involved) (30)

# 1: Problem and User Research

**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.

# **How might we effectively serve the many talented Federal employees who have the motivation and potential to cause change?**

This includes innovation lab leaders and participants, people in fellowship programs, and people anywhere else in the federal government who take formal or informal leadership roles supporting effective new approaches.

# 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 a tool to their toolbox

# Discovery sprint research questions

1. What resources does the target audience need to support their work when trying new approaches?
2. What gaps do they see in the available resources?
3. What are the current ways they look for the kinds of information a toolkit would support?
4. What barriers stop them from using innovative approaches, including barriers to finding key resources?



# 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

# What they need

- Authoritative legal compliance guidance
- Real sample documents as models to reuse and adapt
- Replicable examples with explanations of operational structures + policies
- Concrete examples of how others measure effectiveness and ROI
- Connections to other people who are doing related work
- Support for being effective at leading change

# Where and how they find information

- They reach out directly to the people they have heard might help
- They work closely with stakeholders in their agencies
- They cast a wide net to learn from a broad variety of resources

# Barriers to Innovation

- Government red tape
  - Lack of budget and resources (“doing more with less”)
  - Burdensome and sometimes outdated requirements while complying with the law
  - Requirements from “higher up” authorities frequently block new approaches
- Lack of understanding of or access to the user/customer
- Misunderstanding/mistrust of innovative approaches
  - Fear of doing something new--many don’t want it to survive
  - No incentive to innovation
  - Innovation is digital (it is NOT)
- Political climate
  - Don’t want to make any changes with the new Administration/leadership changeover
  - Innovation seen as partisan work
  - How do you connect with hostile citizens?

# Activity 1: Barriers to Innovation

# 2: Defining Better Government

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



# 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

# Activity 2: Defining a “Better Government”

## Activity 2: What is a “better government”?

- Collaborative
- Transparent
- Participatory
- Responsive
- Resilient
- Citizen-Centered
- Lean & Agile

# Activity 3: Shaping a Better Government

# Who?

- Who is innovating?
- Who is involved? Who isn't involved?
- Who else was involved in the past? Who else wasn't involved in the past? Why?
- Who do we need to include in the future?

# What?

- What does this include? What doesn't it include?
- What else is connected to this? What isn't connected to this?
- What was done about this in the past? What wasn't done about this in the past?
- What form should the final solution take?
- What types of convenings should we do?

# When?

- When do we need to act? When is the latest we can act?
- When previously have we dealt with this? When hasn't this been an issue?
- When have others dealt with this? When haven't others dealt with this?

# Where?

- Where is innovation happening? Where isn't innovation happening?
- Where else are people dealing with this? Where else aren't people dealing with this?



# Why?

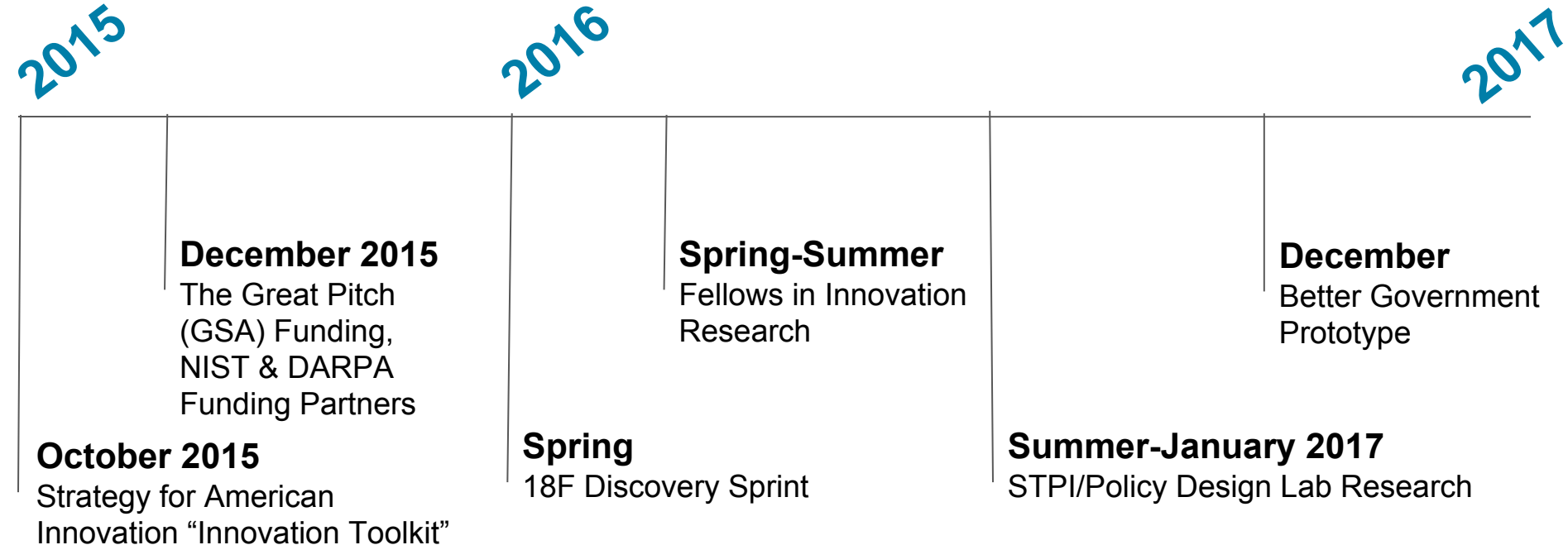
- Why is this important? Why might this not be important?
- Why now?
- Why should we care? Why shouldn't we care?

# How?

- How might we deal with this? How can't we deal with this?
- How has this been handled previously? How hasn't this been handled previously?

# 3: Where have we been?

# Timeline



# Science and Technology Policy Institute/ Policy Design Lab Reports

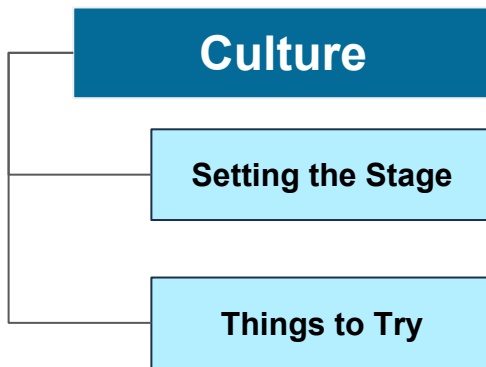
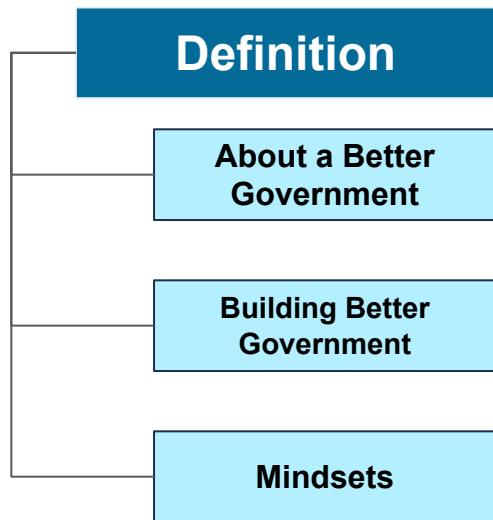
- Deploying Innovations Across Government
- I-Corps
- Mindsets + Methods
  - Human-Centered Design
  - Lean Startups
- Hiring Talent
  - Appoint a “Chief Innovation Officer”
  - Tour of Duty Hiring Models
- Open Innovation
  - Grand Challenges
  - Prizes and Challenges
  - Citizen Science
- Outside Partnerships
  - 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

# Reports Structure

- Overview
  - What it is
  - When and how to use it
- Success stories
- Challenges and how to overcome
- How to adopt and deploy
- Future states
- Relevant Policies
- Additional Resources

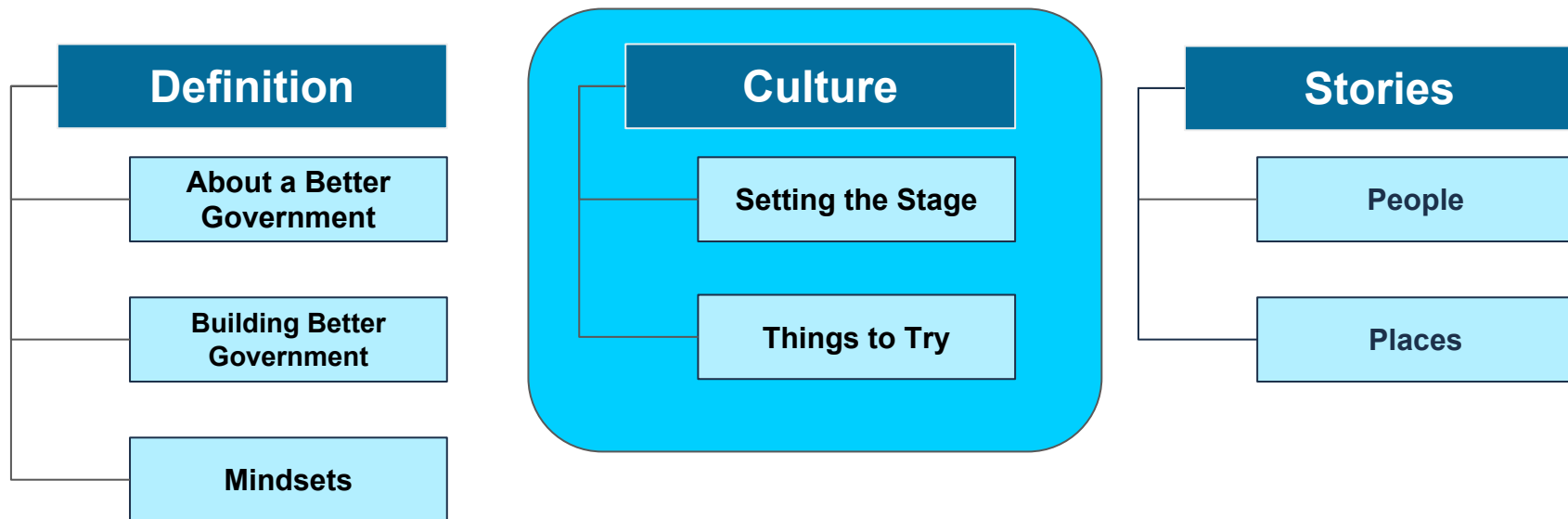
# 4: Where are we now?

# Content Map

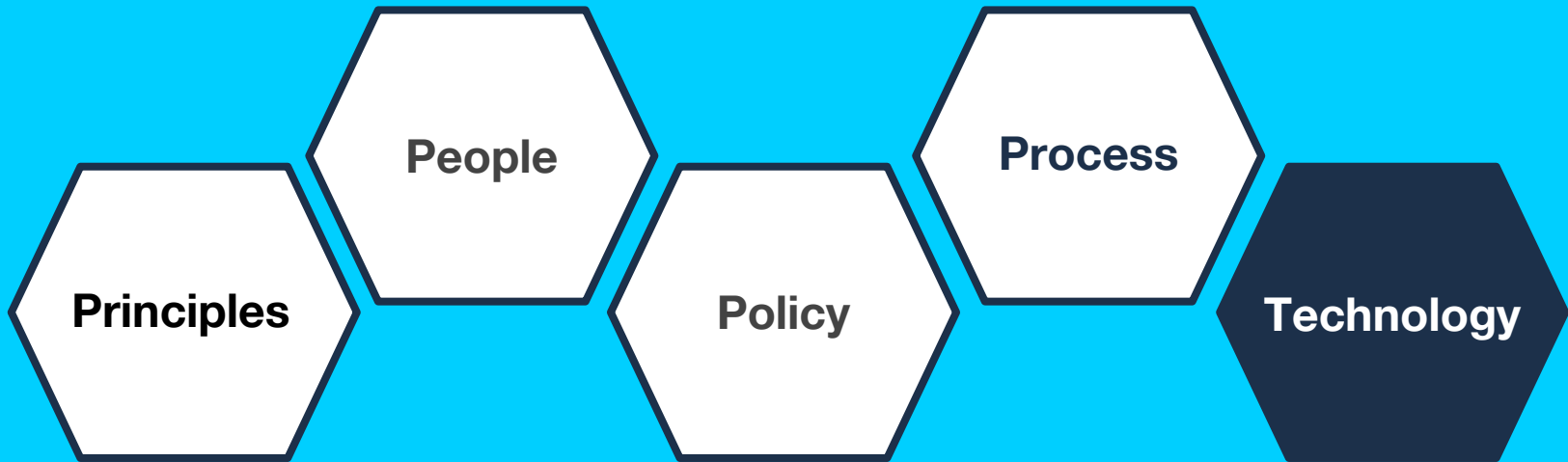




# Content Map



# Government Transformation



# Activity 4: Better Government Culture

# 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.

- 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)

# 5: What's next?

# Release Timeline (Draft)

**Prototype**

**Alpha**

**Beta**

**Live**



December  
30

Spring

Summer

Fall

Internal  
Review

Limited  
Release

Wider  
Release

Full  
Release

# Join the Team!

- Federal interagency team of many agencies
- Leadership Team
  - Define “better government” and set core values/principles
  - Determine stakeholder universe
  - Create early stage wins to secure success for Program
- Information Architecture Team
  - Organize the content into a logical format
  - Test out early prototypes with users
- Content Team
- Design and Development Team (Open Opportunities)

## Next steps

### YOU: Join a Team

- In the chat window, please enter:
  - Your contact information (phone, email)
  - What team(s) you'd like to join
  - Any contact or time preferences
- If you're interested in joining a team after this workshop, email Amy Wilson at:  
[Amy.Wilson@gsa.gov](mailto:Amy.Wilson@gsa.gov) or call (202) 394-9874

### US: Coming Soon

- Consolidate workshop notes/findings to shared document for comment
- Convene leadership team meeting in about two weeks
- Hold next session: GSA Government Transformation plan