Content design community day, London 12/3/20

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Content design community day, London, 12/3/20

Agenda

1. Leadership priorities – Simon Bramble
2. Simon King – head of UCD
3. Micro-behaviours and micro-aggressions – David Evans
4. Rich pictures – Elli Panagopoulos, senior UR on UC Van Damme
5. If you were 10 times bolder – Andy Long
6. Brexit content at BEIS – Steve Thomas, HM Land Registry
7. What is Content Ops, and what does it mean for DWP? – Andy Long
8. Content for case management systems – John Turnbull

Leadership priorities – Simon Bramble

Met Mel and Andy last week to iron out priorities. Very formative right now.

Establish strong content influence to shape strategy.

First job on Service Strategy team. Validate the list of life events, are they a thing? Then work out how to use language that users use.

Devise over-arching strategy so users can get through services more easily.

Broadening responsibilities. Part one:

Create one content design team – services and GOV.UK

Working on a business case for Nic Harrison and Tamara Brook (operational delivery director?)

Part 2: focus on UC. Make sure all content is user-centred and abides by principles. Could mean new roles. Questions to John T.

Part 3: Andy's role in Content Ops and community building. More later.

Simon King – head of UCD

Intro from Simon on his background, and a bit about what dept is doing in general. Where we're going in terms of UCD and professions. Entirely selfishly, what Simon can learn from us and improve.

Previously ran an innovation consultancy, working in banking, ecommerce, travel, comms for big orgs like BBC

Thought DWP was interesting proposition. Nowhere else where you can do things at such incredible scale. Opportunity to have a significant impact on how people live. E.g. going from booking holidays in previous role (Booking.com) to making sure people can feed their kids.

Putting together new reference architecture that underpins services to meet user needs.

Interesting inflection point to do different things. In coming years, we'll do things that are wholly different to what we've done in past.

Spending review. 2-day meeting last week. Everyone is talking about customer view. "We've certainly won the battle for people's minds. Now we need to put that into practice."

Unless we make significant step-change in user journeys, dept will not be able to meet its other goals. When people get this, it will open it up for us.

Interesting story: Danish equivalent of DWP. Did research on all data points about people finding new jobs. Most effective data point: ask someone how long it'll take them. Most interesting thing in spending review meeting.

"We need to design things with people; not for people."

We have a difficult job in UCD. Need to be part of our teams, but also be the challenging voice and the voice of the customer. Also need to innovate.

Understanding that in the past, content came last. Many bodies in DWP may wish this was still true. But now content comes first (he didn't say this last bit explicitly…).

We're all service designers here. Obvs we have excellent professional service designers, but it crosses into content design too. Very keen for us all to own services and be empowered to use service design tools and techniques.

Kicking off innovation lab, 'dojo' – already in place in architecture team.

One team, one voice in terms of UCD.

Simon McKinnon couldn't be more behind us becoming more UCD-focused as an organisation. And Nic Harrison. Very supportive of plans.

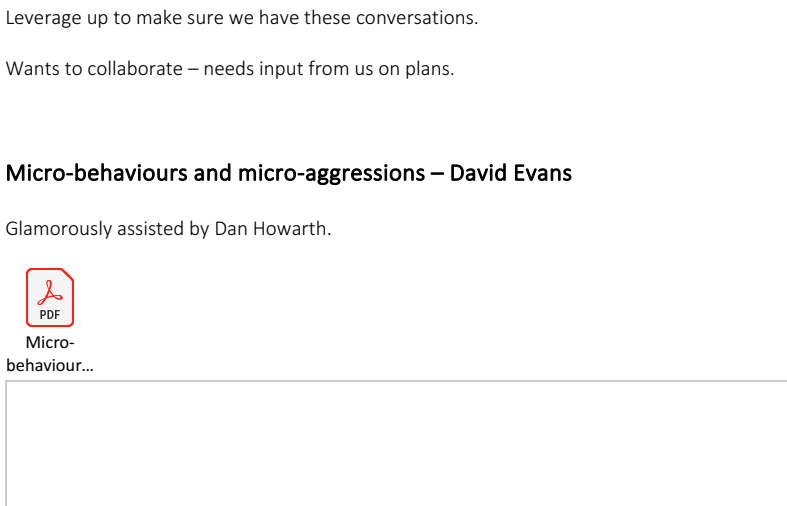
Leverage up to make sure we have these conversations.

Wants to collaborate – needs input from us on plans.

Micro-behaviours and micro-aggressions – David Evans

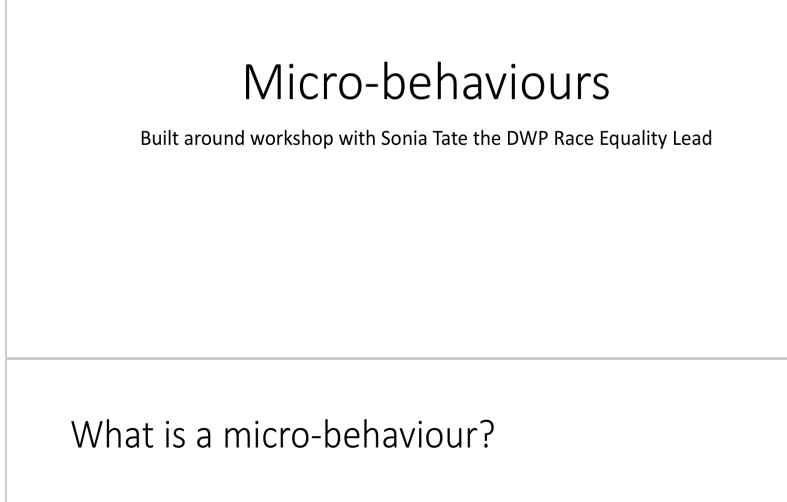
Glamorously assisted by Dan Howarth.

Micro-behaviour…



Micro-behaviours

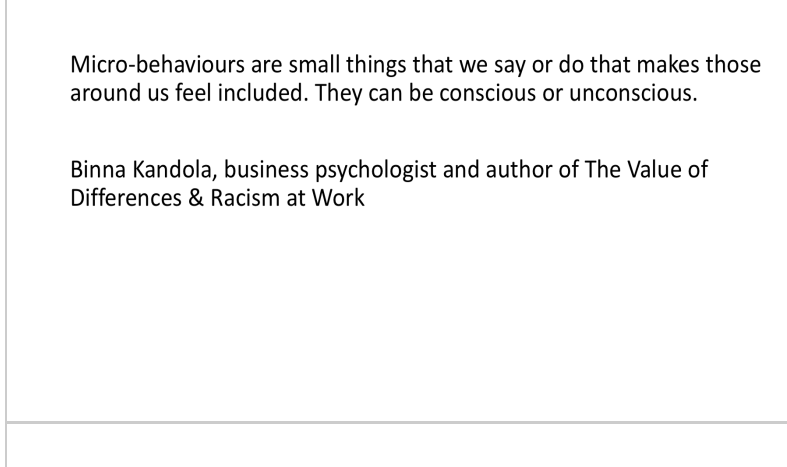
Built around workshop with Sonia Tate the DWP Race Equality Lead



What is a micro-behaviour?

Micro-behaviours are small things that we say or do that makes those around us feel included. They can be conscious or unconscious.

Binna Kandola, business psychologist and author of The Value of Differences & Racism at Work



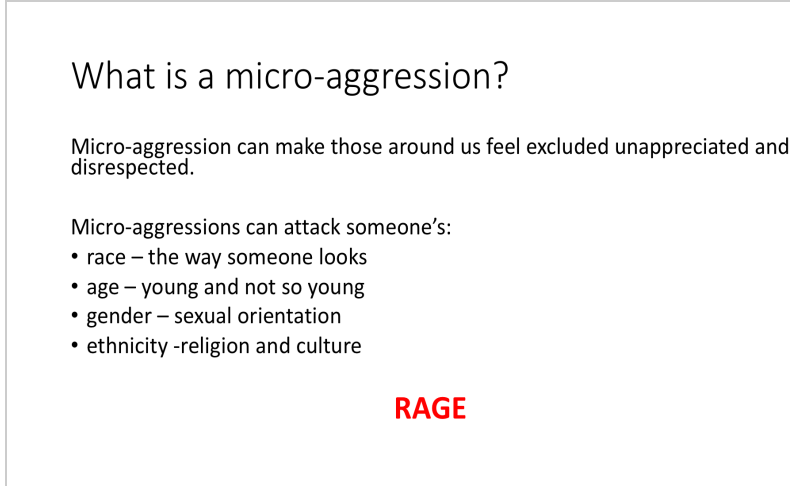
What is a micro-aggression?

Micro-aggression can make those around us feel excluded unappreciated and disrespected.

Micro-aggressions can attack someone's:

- race – the way someone looks
- age – young and not so young
- gender – sexual orientation
- ethnicity -religion and culture

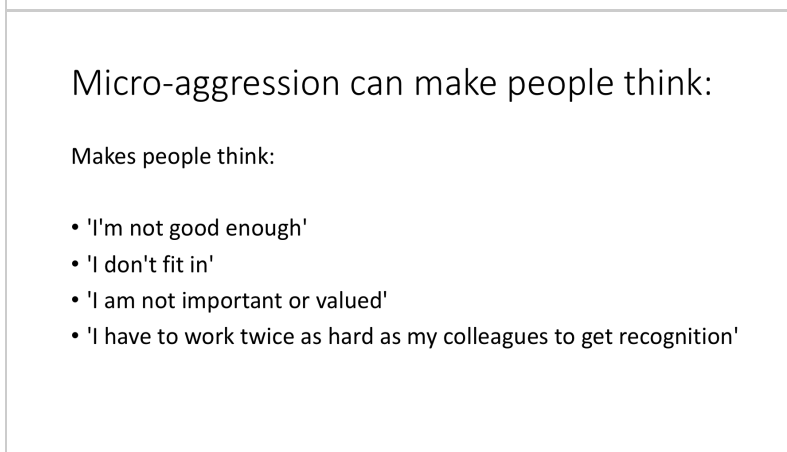
RAGE



Micro-aggression can make people think:

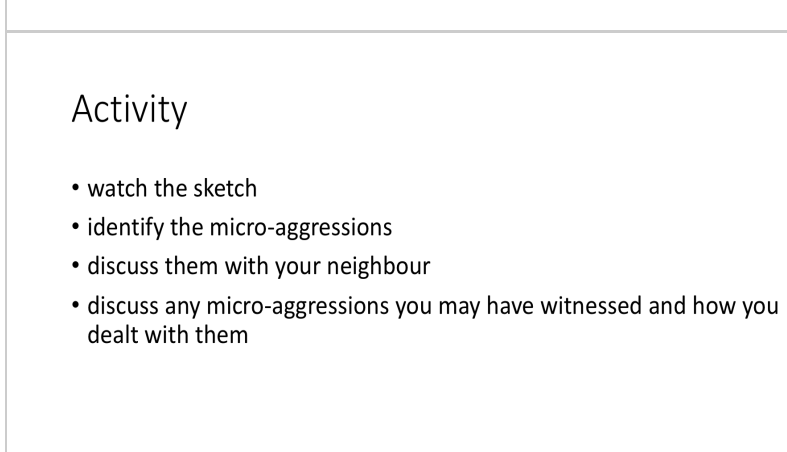
Makes people think:

- 'I'm not good enough'
- 'I don't fit in'
- 'I am not important or valued'
- 'I have to work twice as hard as my colleagues to get recognition'



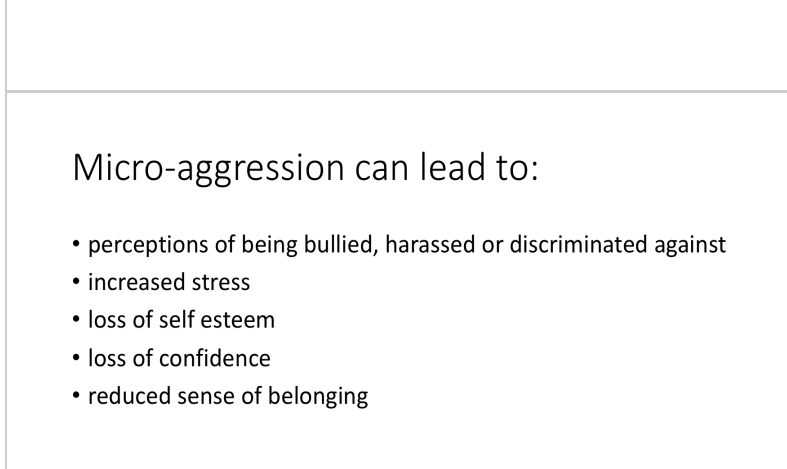
Activity

- watch the sketch
- identify the micro-aggressions
- discuss them with your neighbour
- discuss any micro-aggressions you may have witnessed and how you dealt with them



Micro-aggression can lead to:

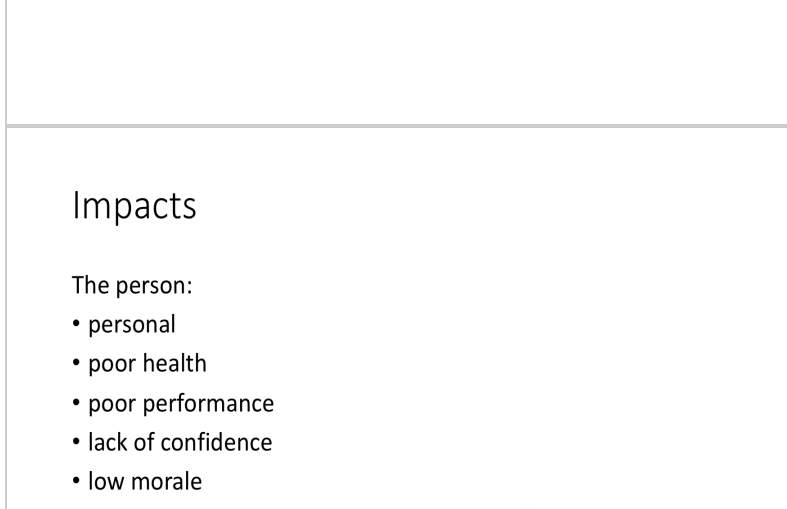
- perceptions of being bullied, harassed or discriminated against
- increased stress
- loss of self esteem
- loss of confidence
- reduced sense of belonging



Impacts

The person:

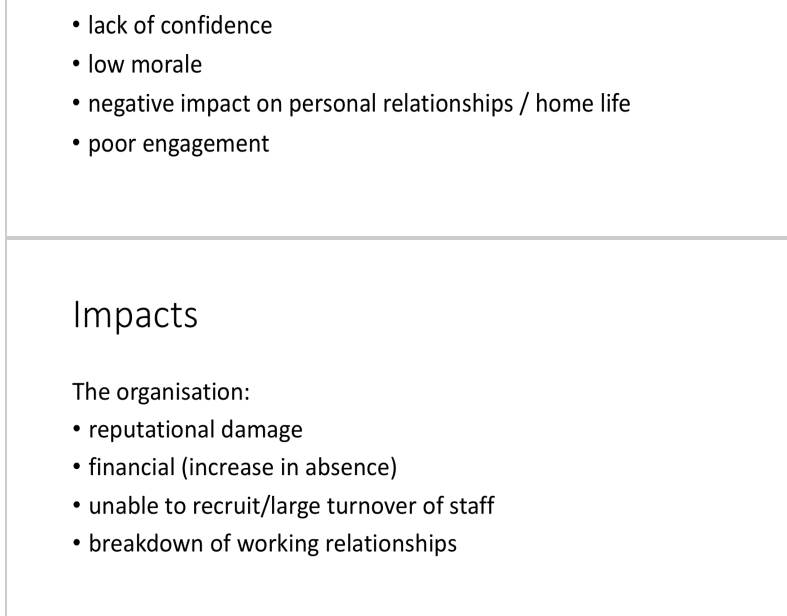
- personal
- poor health
- poor performance
- lack of confidence
- low morale
- negative impact on personal relationships / home life
- poor engagement



Impacts

The organisation:

- reputational damage
- financial (increase in absence)
- unable to recruit/large turnover of staff
- breakdown of working relationships



DWP sources of help

- Mental Health First Aiders (MHFA) –
  https://intranet.dwp.gov.uk/page/ashdown-house-mental-health-first-aiders
- Employee Assistance Programme –
  https://intranet.dwp.gov.uk/section/working-dwp/human-resources/work/health/employee-assistance-programme
- PAM Life –
  https://intranet.dwp.gov.uk/page/pam-life-dwps-free-interactive-wellness-solution
- Wellbeing –
  https://intranet.dwp.gov.uk/section/working-dwp/human-resources/wellbeing
- Diversity and Inclusion –
  https://intranet.dwp.gov.uk/section/working-dwp/human-resources/wellbeing

Micro-aggression bingo sketch:

Scene: DWP office. Dan arrives for work and sits at a desk with David in front of two laptops.

Dan – Morning Dave

David – Morning Skids[1].

Dan – My name's Dan. And that happened once, nearly 10 years ago.

David – Whatever. Hey, it's my birthday today.

Dan – Twenty-one again is it? What did you get, some new shellac for your gramophone?[2]

David – Very funny. I got this (produces a large religious cross and places it on the table). [3]

Dan – I see Jane in accounts is the new head of department finance.

David – Wasn't she and, you know, the finance director …[4]

Dan – No.

David – She doesn't even have one degree. [5]

Dan – That's true. She's got two. A First Class Honours degree in Applied Mathematics and an MA in Chinese.

David – From Nottingham Trent University[6].

Dan – A former polytechnic.

David – Exactly.

Dan – What are you working on?

David – I've put together this micro-aggression script for the next Content Design Community Day.

Dan – (Looks across at David's laptop and comments as David scrolls through). That's not funny. That's not funny. That's not funny. This has to be the worst script I've ever read. I can't even see any micro-aggressions in it.[7]

David – I'm thirsty. Make a cup of tea will you – a cup of Yorkshire tea. I don't want any of that foreign fruit tea rubbish.[8]

Dan – Alright. Keep your hair on. Although it's a bit too late for that.[9] Biscuit?

David – What have you got?

Dan – Ginger nuts.

David – I hate gingers.[10]

Dan – Me too.

David & Dan – (raise tea mugs) Cheers!

[ends]

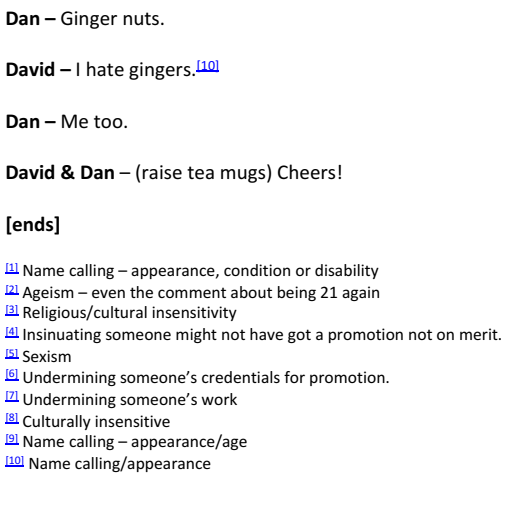
[1] Name calling – appearance, condition or disability
[2] Ageism – even the comment about being 21 again
[3] Religious/cultural insensitivity
[4] Insinuating someone might not have got a promotion not on merit.
[5] Sexism
[6] Undermining someone's credentials for promotion.
[7] Undermining someone's work
[8] Culturally insensitive
[9] Name calling – appearance/age
[10] Name calling/appearance

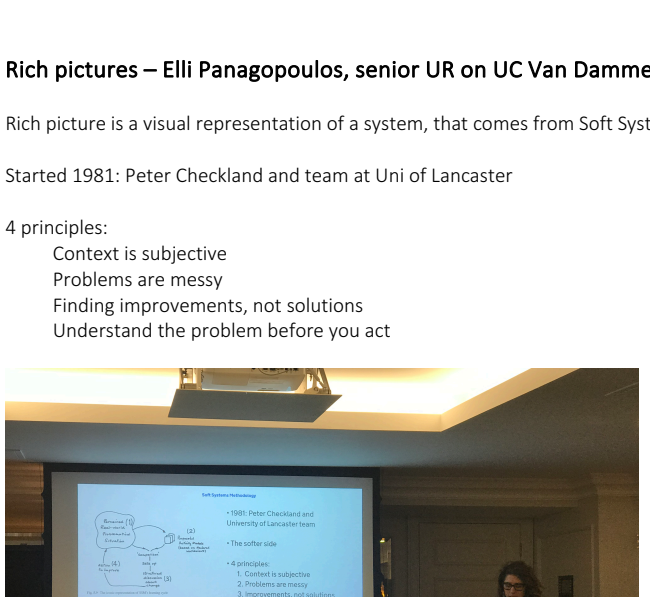
Rich pictures – Elli Panagopoulos, senior UR on UC Van Damme

Rich picture is a visual representation of a system, that comes from Soft Systems Methodology.

Started 1981: Peter Checkland and team at Uni of Lancaster

4 principles:
Context is subjective
Problems are messy
Finding improvements, not solutions
Understand the problem before you act





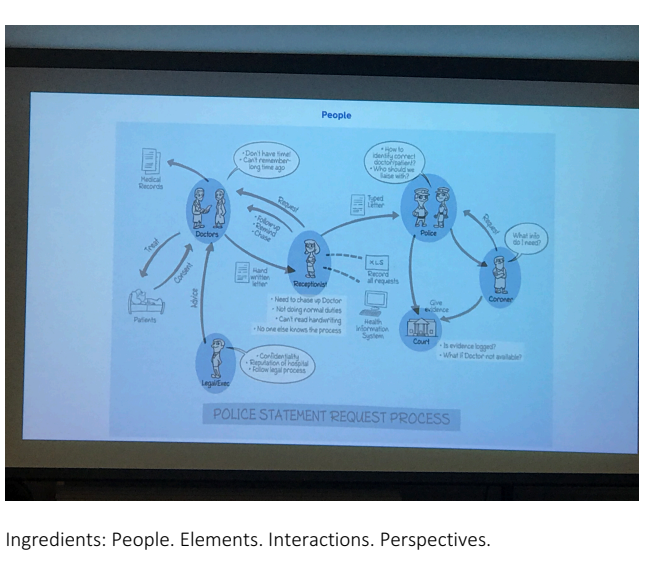
Ingredients: People. Elements. Interactions. Perspectives.

Walkthru of rich picture example, 'police statement request process'.

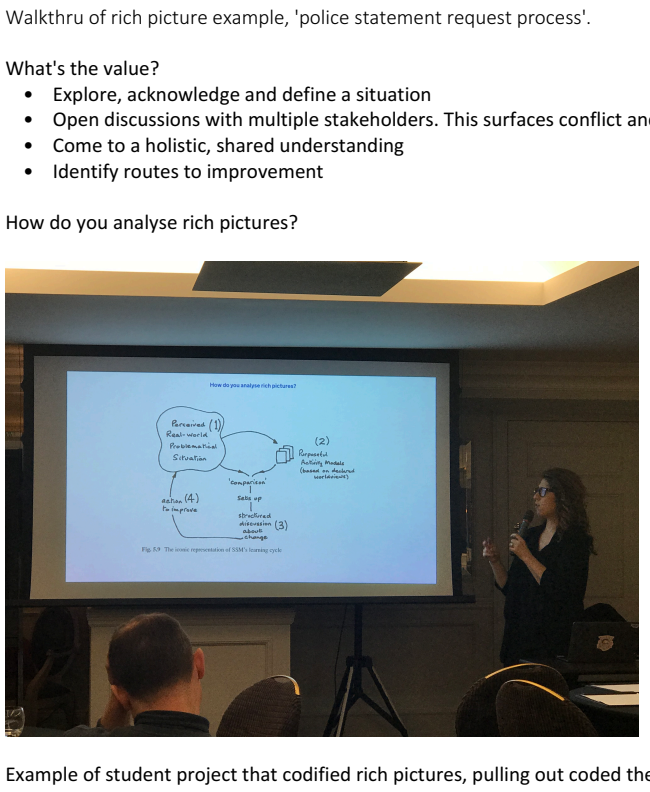
What's the value?

- Explore, acknowledge and define a situation
- Open discussions with multiple stakeholders. This surfaces conflict and fosters empathy
- Come to a holistic, shared understanding
- Identify routes to improvement

How do you analyse rich pictures?



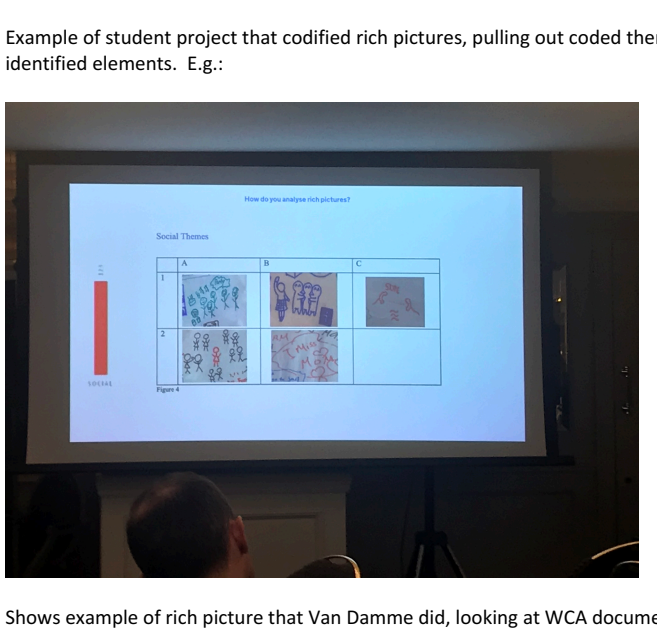
Example of student project that codified rich pictures, pulling out coded themes. Used a table and then identified elements. E.g.:



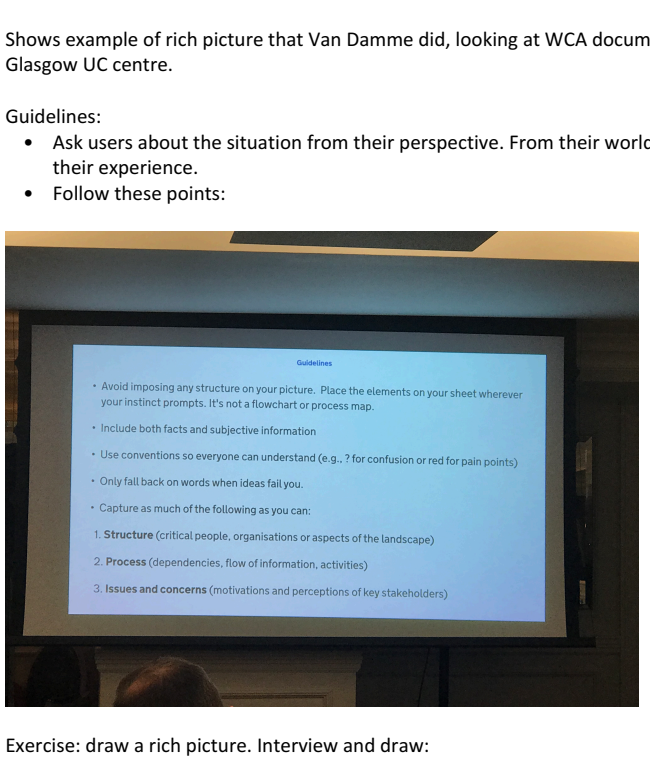
Shows example of rich picture that Van Damme did, looking at WCA document management process in Glasgow UC centre.

Guidelines:

- Ask users about the situation from their perspective. From their worldview – and unfiltered version of their experience.
- Follow these points:



Exercise: draw a rich picture. Interview and draw:



Instructions

Turn to the person next to you. Use the paper and pens/sharpies in front of you.

THE QUESTION

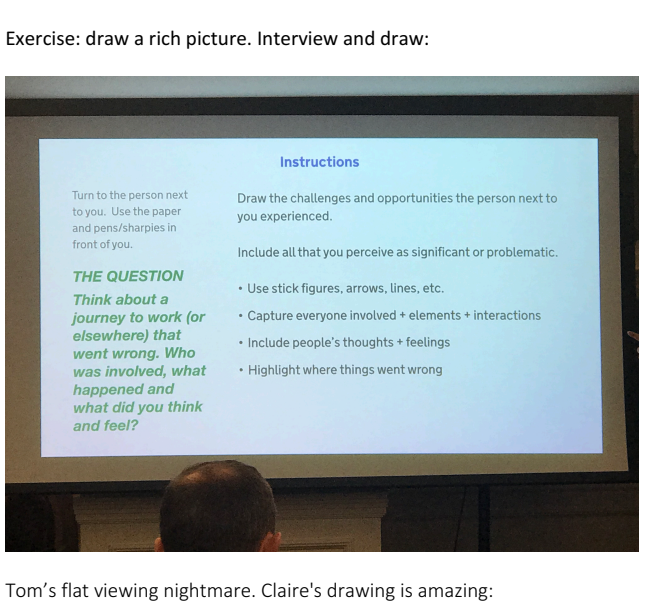
Think about a journey to work (or elsewhere) that went wrong. Who was involved, what happened and what did you think and feel?

Draw the challenges and opportunities the person next to you experienced.

Include all that you perceive as significant or problematic.

- Use stick figures, arrows, lines, etc.
- Capture everyone involved • elements • interactions
- Include people's thoughts • feelings
- Highlight where things went wrong

Tom's flat viewing nightmare. Claire's drawing is amazing:



If you were 10 times bolder – Andy Long

25/10 crowd sourcing activity.

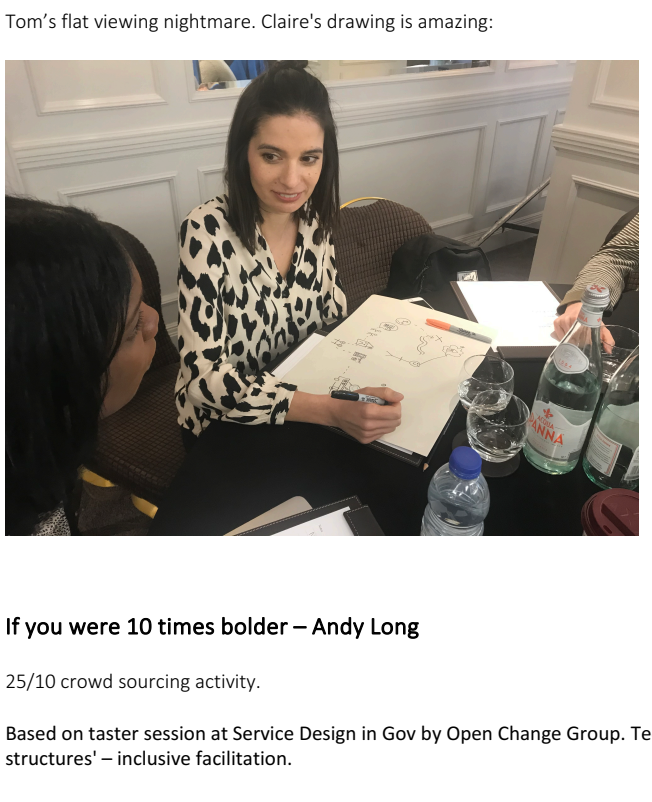
Based on taster session at Service Design in Gov by Open Change Group. Technique called 'liberating structures' – inclusive facilitation.

Rapidly generate and sift a group's most powerful, actionable ideas.

One idea per card: "What one good thing could we do to embed user-centred content design at DWP?"

Need a big group. Swap card. In pairs, discuss and mark out of 5. Swap and do this another 4 times.

At end, add all scores up. Pick out highest scoring cards.

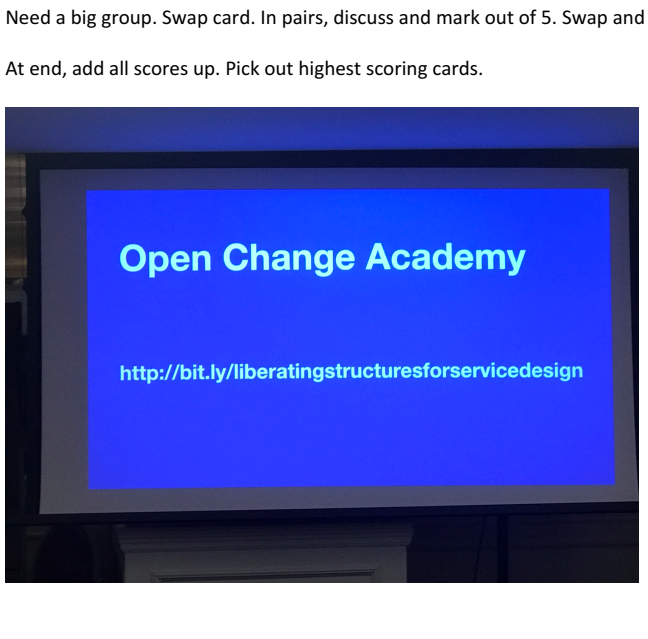


Open Change Academy

http://bit.ly/liberatingstructuresforservicedesign

Brexit content at BEIS – Steve Thomas, HM Land Registry

Problem identified in user research:



Did 2 x GDS content sprints, covering 200 GOV.UK pages.

Sprints aimed to:

Goals

The sprints aimed to:

- remove policy and political-based content
- separate user needs (create new pages)
- remove ambiguous language (avoid if)
- create a clear action

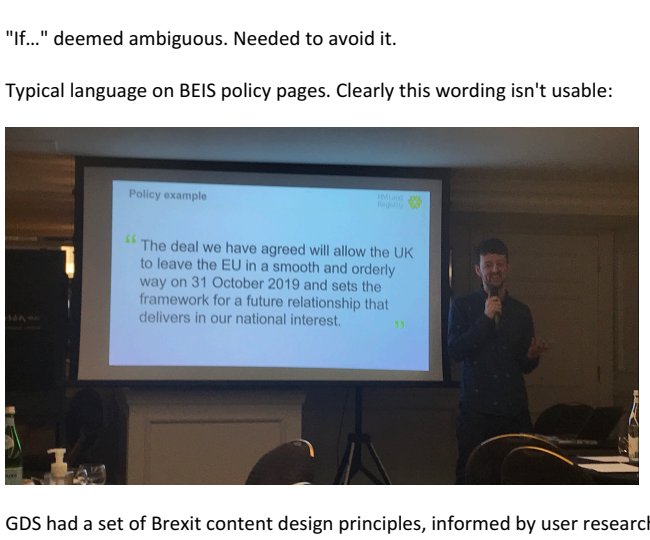
"If…" deemed ambiguous. Needed to avoid it.

Typical language on BEIS policy pages. Clearly this wording isn't usable:

Policy example

"The deal we have agreed will allow the UK to leave the EU in a smooth and orderly way on 31 October 2019 and sets the framework for a future relationship that delivers on our national interest."

GDS had a set of Brexit content design principles, informed by user research. These were cross-gov (BEIS and DIT used them). Applied these to content sprints:

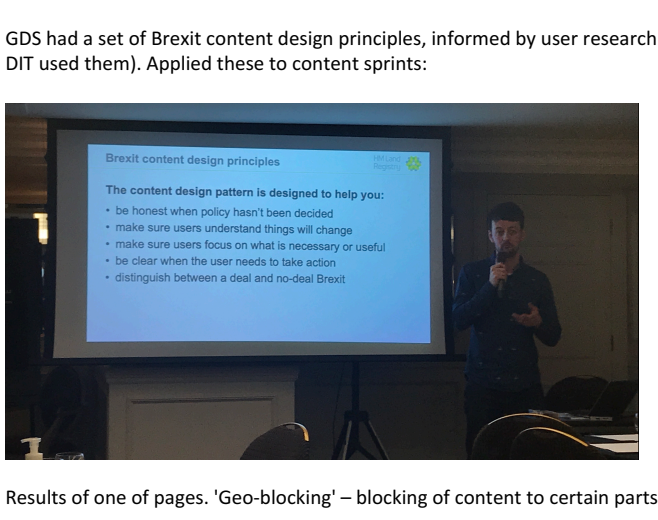


Brexit content design principles

The content design pattern is designed to help you:

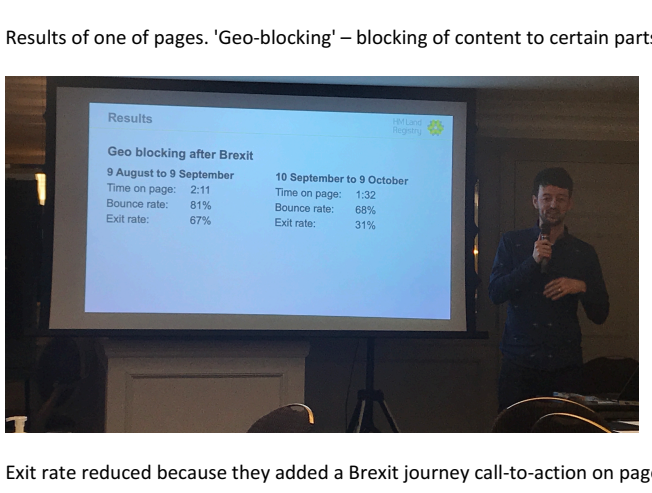
- be honest when policy hasn't been decided
- make sure users understand things will change
- make sure users focus on what is necessary or useful
- be clear when the user needs to take action
- distinguish between a deal and no-deal Brexit

Results of one of pages. 'Geo-blocking' – blocking of content to certain parts of UK.



Exit rate reduced because they added a Brexit journey call-to-action on page.

What Steve learned:

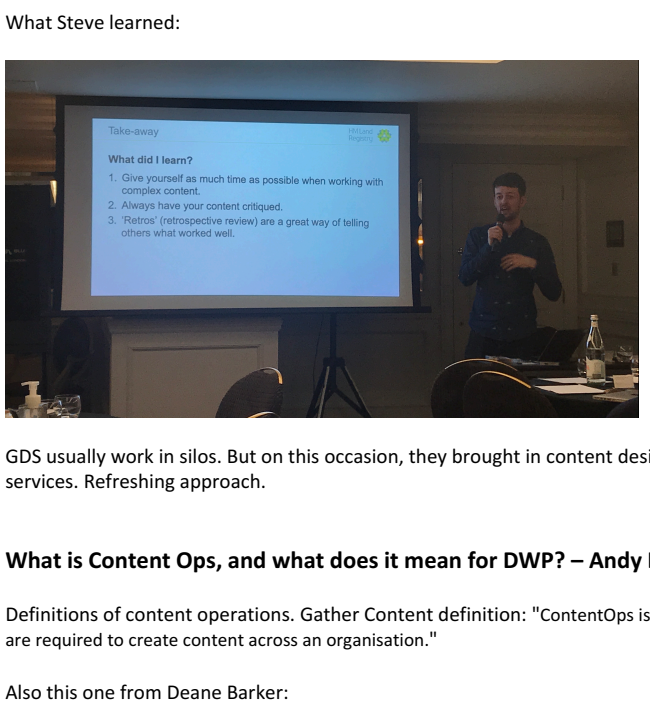


GDS usually work in silos. But on this occasion, they brought in content designers and policy from depts and services. Refreshing approach.

What is Content Ops, and what does it mean for DWP? – Andy Long

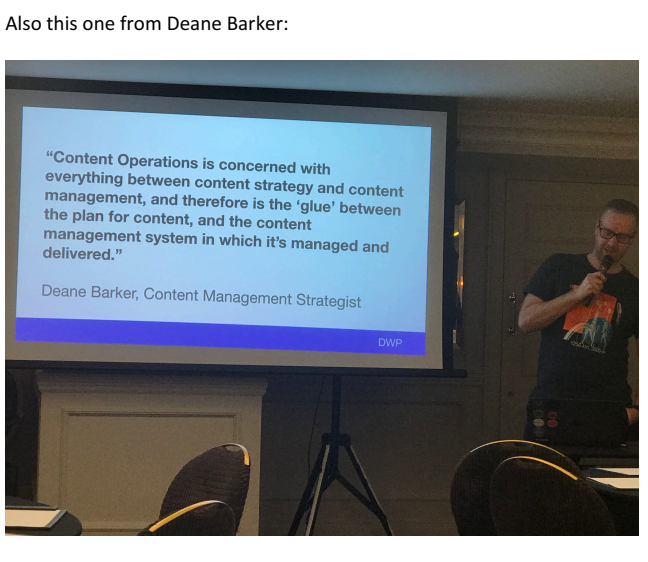
Definitions of content operations. Gather Content definition: "ContentOps is the infrastructure and processes that are required to create content across an organisation."

Also this one from Deane Barker:

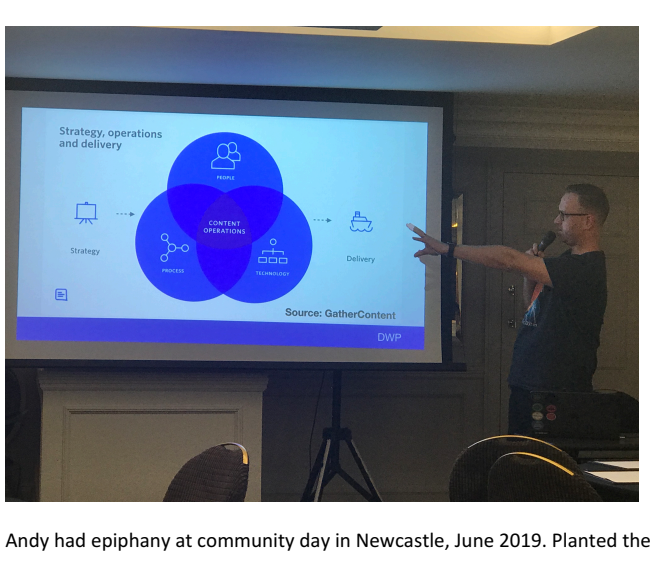


"Content Operations is concerned with everything between content strategy and content management, and therefore is the 'glue' between the plan for content, and the content management system in which it's managed and delivered."

Deane Barker, Content Management Strategist



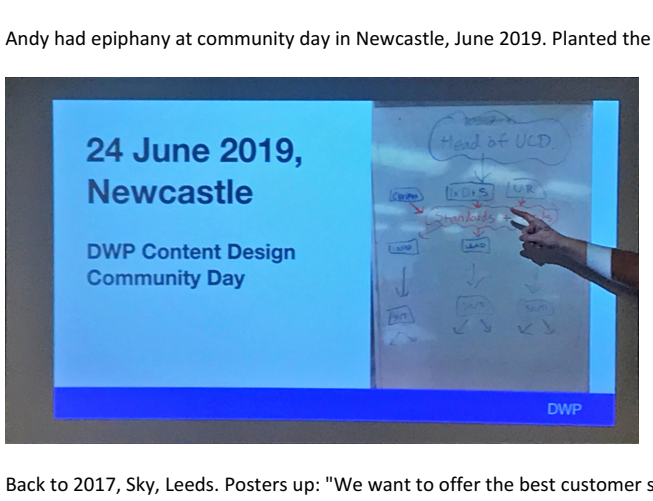
Andy had epiphany at community day in Newcastle, June 2019. Planted the seed:



24 June 2019, Newcastle

DWP Content Design Community Day

Back to 2017, Sky, Leeds. Posters up: "We want to offer the best customer service in the country by 2020." – but staff weren't given the tools to do this.



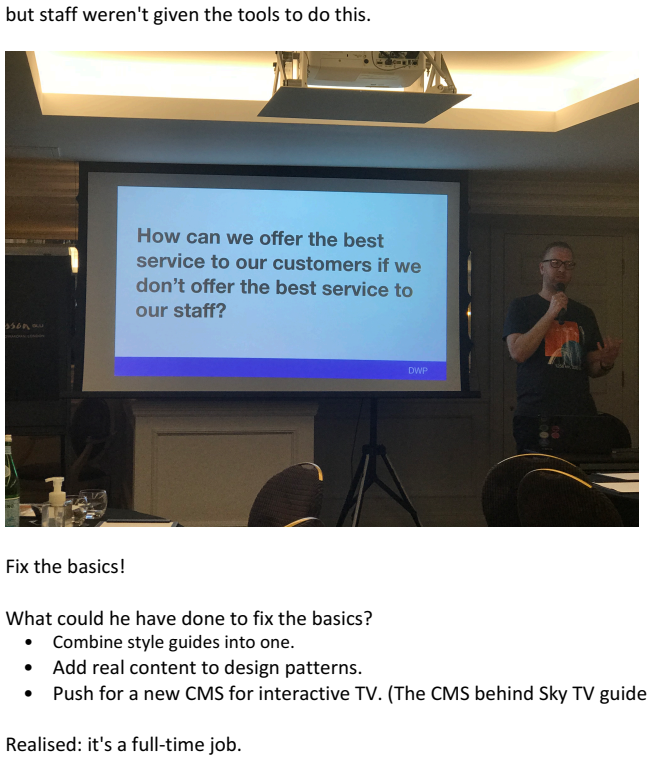
How can we offer the best service to our customers if we don't offer the best service to our staff?

Fix the basics!

What could he have done to fix the basics?

- Combine style guides into one.
- Add real content to design patterns.
- Push for a new CMS for interactive TV. (The CMS behind Sky TV guide was built by a developer in 1996)

Realised: it's a full-time job.



How can we design services for citizens properly if we don't offer the best support and service to our people?

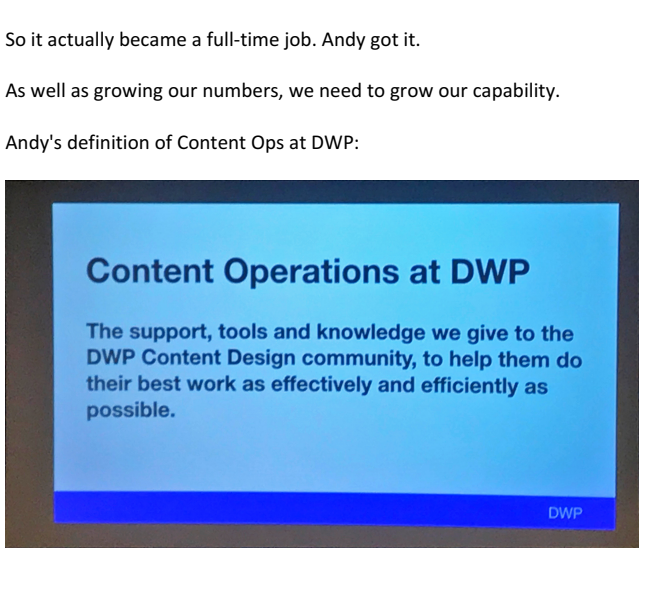
So it actually became a full-time job. Andy got it.

As well as growing our numbers, we need to grow our capability.

Andy's definition of Content Ops at DWP:

Content Operations at DWP

The support, tools and knowledge we give to the DWP Content Design community, to help them do their best work as effectively and efficiently as possible.



What we've done so far:

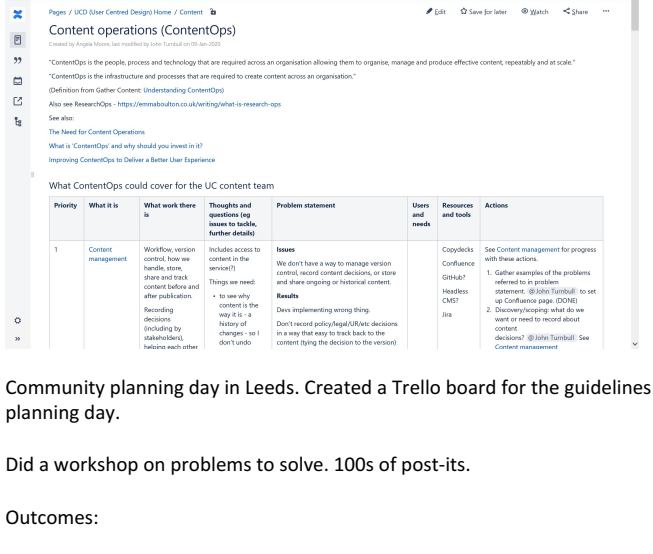
UC have had a head start on defining Content Ops. See page on UC Confluence:

Content operations (ContentOps)

Community planning day in Leeds. Created a Trello board for the guidelines we started to define at the planning day.

Did a workshop on problems to solve. 100s of post-its.

Outcomes:



Outcomes

Let's go back to the future:

- Make content designers feel supported.
- Better access to information – Confluence or intranet, etc. Ideas in flight across UCD practices via Gav Elliot, but may produce something content design-specific in the interim.
- Skills and experience audit.
- Mentoring / support scheme. Identify where people are strong so we can learn from each other and all skill up.
- Experts in certain areas – go to Joe Bloggs for advice on discovery, etc.
- Improved comms – regular newsletter, etc.

Learning and development:

- Work with L&D team and BOOTS to map out training request process. BA community have done this. Might not be able to change it, but we can improve the way we navigate it.
- Introduce a centrally-managed user-centred design library. DWP has a library service we could use.
- Explore designing and delivering our own training courses.

Onboarding:

- UC content design team. Deborah Stephenson and Angela Moore have made leaps forward.
- Alignment with interaction and service design – Mikey Cattell.
- Share best practice with other practices.

Content management:

- Work more closely with UC content team and Simon Bramble
- Explore using headless CMS

Andy's going to treat this as a discovery: What are the problems I'm trying to solve?

- Speak to as many content designers as poss
- Look for gaps in our assumptions
- Speak to other depts and orgs.

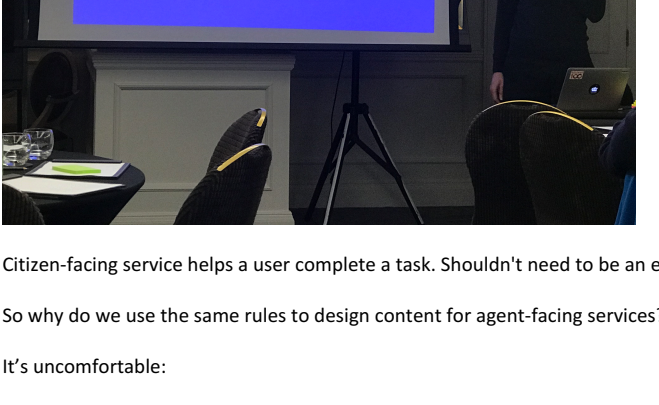
Next steps:

- Write problem statements for each problem.
- Review language we use: content ops, onboarding, etc
- Choose areas to test.
- Once proven, scale up
- Not once and done

Andy will need help. It'll take time, be patient.

Content for case management systems – John Turnbull

On behalf of Angela Moore.



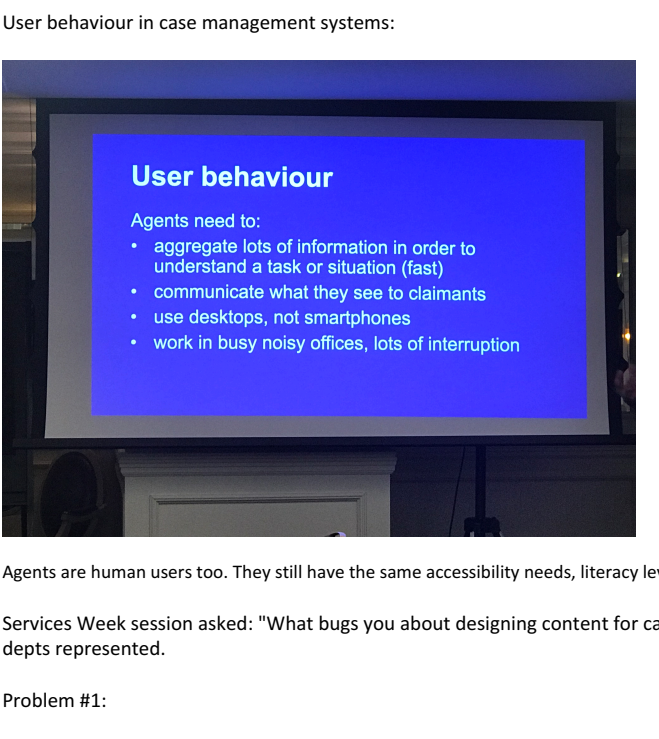
Case management systems are different to citizen-facing services

Citizen-facing service helps a user complete a task. Shouldn't need to be an expert to use the service.

So why do we use the same rules to design content for agent-facing services?

It's uncomfortable:

User behaviour in case management systems:



User behaviour

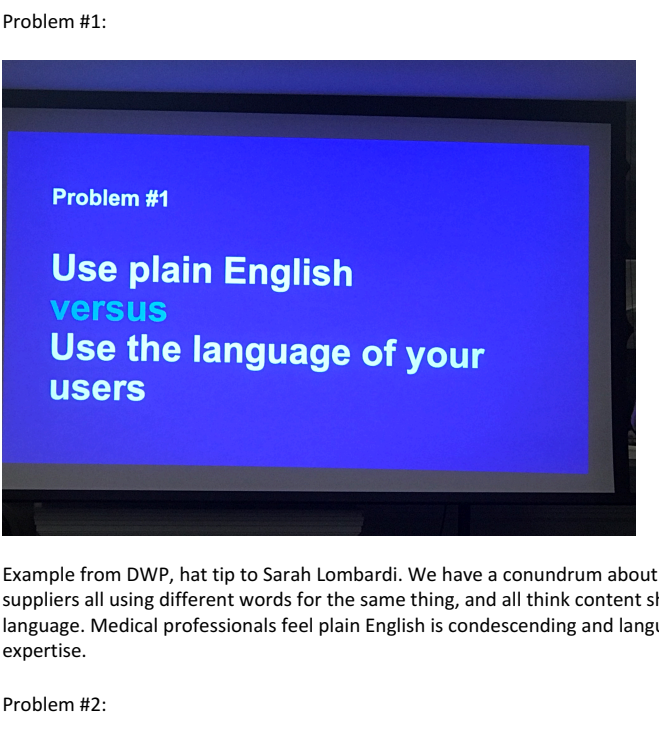
Agents need to:

- aggregate lots of information in order to understand a task or situation (fast)
- communicate what they see to claimants
- use desktops, not smartphones
- work in busy noisy offices, lots of interruption

Agents are human users too. They still have the same accessibility needs, literacy levels, human behaviours.

Services Week session asked: "What bugs you about designing content for case management systems?" 7 depts represented.

Problem #1:



Problem #1

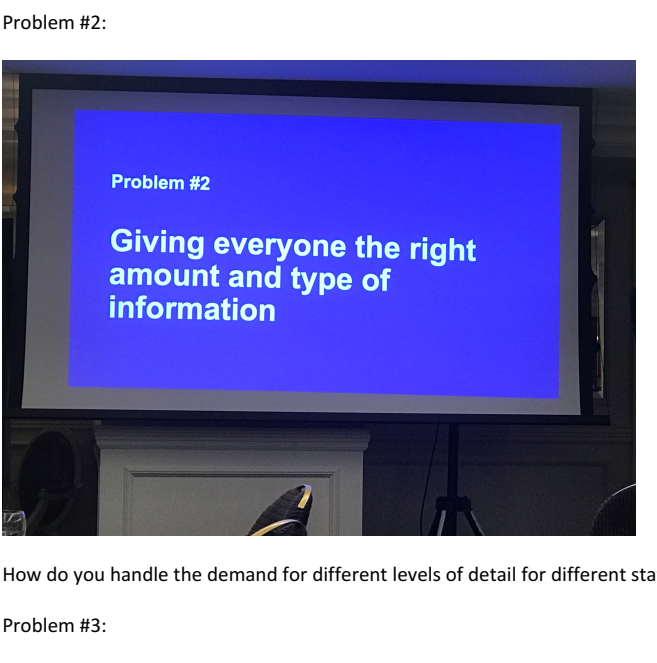
Use plain English

versus

Use the language of your users

Example from DWP, hat tip to Sarah Lombardi. We have a conundrum about 4 different health assessment suppliers all using different words for the same thing, and all think content should be in their domain language. Medical professionals feel plain English is condescending and language should reflect their level of expertise.

Problem #2:

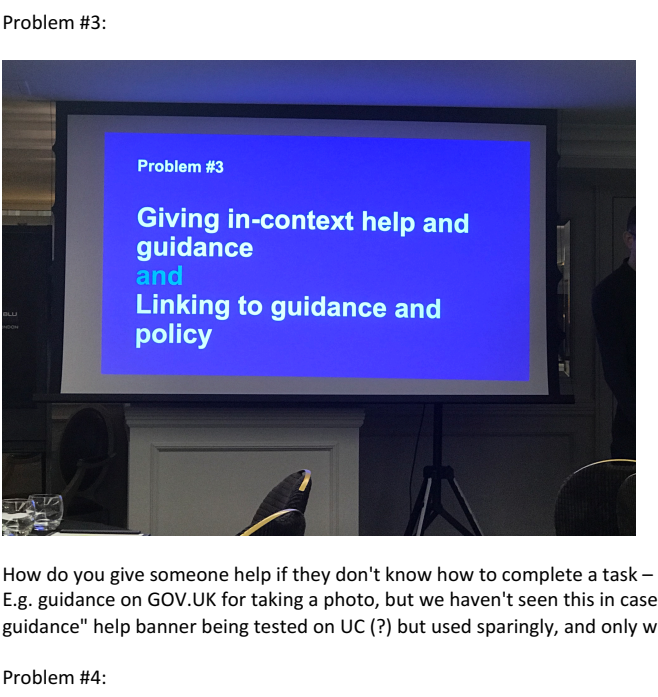


Problem #2

Giving everyone the right amount and type of information

How do you handle the demand for different levels of detail for different staff users, all in the same screens?

Problem #3:



Problem #3

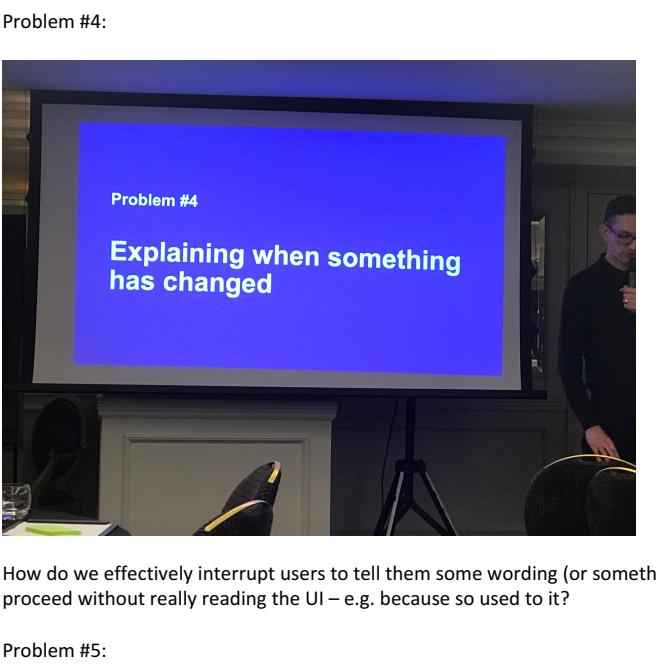
Giving in-context help and guidance

and

Linking to guidance and policy

How do you give someone help if they don't know how to complete a task – or link to guidance, policy, etc. E.g. guidance on GOV.UK for taking a photo, but we haven't seen this in case management systems. "Read guidance" help banner being tested on UC (?) but used sparingly, and only when a new feature is released.

Problem #4:

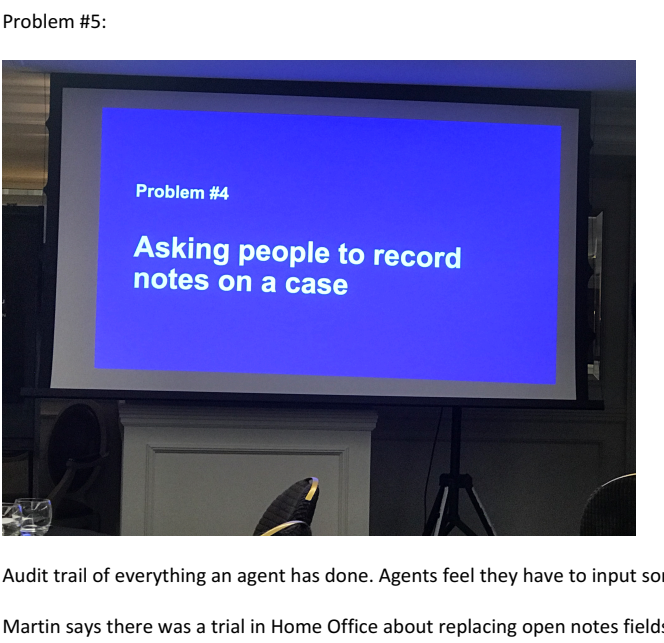


Problem #4

Explaining when something has changed

How do we effectively interrupt users to tell them some wording (or something else) has changed, if they proceed without really reading the UI – e.g. because so used to it?

Problem #5:



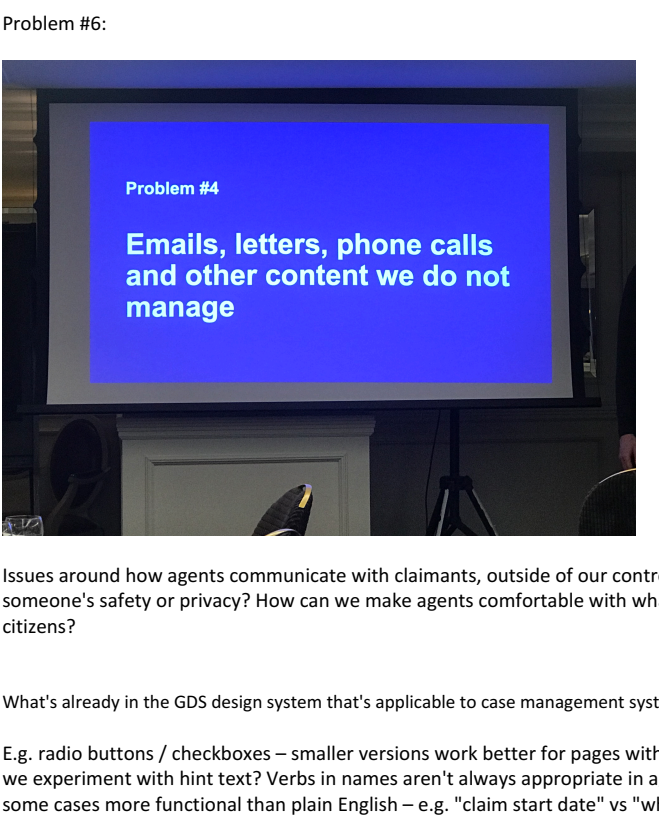
Problem #4

Asking people to record notes on a case

Audit trail of everything an agent has done. Agents feel they have to input something if there's a text field.

Martin says there was a trial in Home Office about replacing open notes fields with structured data. But how do you start structuring something that people tend to type in their own style?

Problem #6:



Problem #4

Emails, letters, phone calls and other content we do not manage

Issues around how agents communicate with claimants, outside of our control. Might they compromise someone's safety or privacy? How can we make agents comfortable with what they're communicating to citizens?

What's already in the GDS design system that's applicable to case management systems?

E.g. radio buttons / checkboxes – smaller versions work better for pages with more complex information. Can we experiment with hint text? Verbs in names aren't always appropriate in agent-facing services. Jargon in some cases more functional than plain English – e.g. "claim start date" vs "when did the claim start?" Confirmation messages should be gently motivating, DWP user said "Don't thank me for doing my job!"

What's next? Speak to Angela. angelamoore@digital.uc.dwp.gov.uk (or Slack)

Martin: there's a 'admin interface' channel on cross-gov Slack that talks about this stuff.