



U.S. DIGITAL SERVICE

Equity Delivery

U.S. DIGITAL SERVICE // WINTER 2024

Hello.

We're the USDS Equity Delivery Team, and we're on your side.



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What is equity?

“The consistent and systematic **fair, just, and impartial treatment** of all individuals, including individuals who belong to underserved communities that have been denied such treatment”

Executive Order 13985

“The absence of **unfair and avoidable differences in lived outcomes** (and their determinants, including social determinants) among population groups defined socially, economically, demographically or geographically.”

World Health Organization



Equity is everyone's job.

*"Advancing equity is not a one-year project – it is a **generational commitment** that will require sustained leadership and partnership with all communities."*

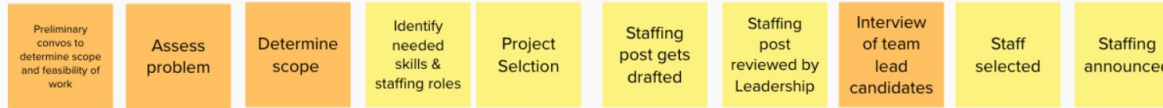
President Joe Biden



This work can be overwhelming. We're here to help.

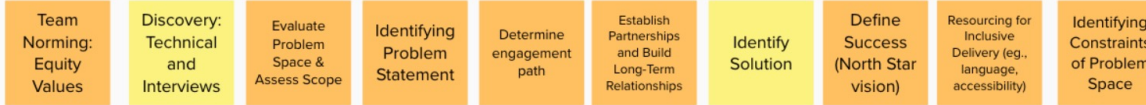
Where Equity Matters

Scoping



Staffing

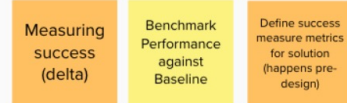
Planning



Delivery



Evaluation



Establishing Longevity



Operational Support



Tools You Can Use

A Closer Look

Reach Burden Spectrum

Why? USDS teams can benefit from adjusted problem statements that maximize reach and minimize burned for the people we serve.

Desired outcome: Challenges teams to consider different levers of change and do a risk-benefit analysis among them.

Who's using it? FFS IVaaS, HHS Grants.gov, CMS Cybersecurity, Project Toolkit, CX Disaster Relief

Positionality

Why? USDSers need better awareness of the limitations of their own perspectives to deliver equitable outcomes.

Desired outcome: Prompts teams to reflect on their lived experiences and highlights gaps and opportunities between the team's experience and the communities being served.

Who's using it? USDS Leadership, HRSA OPTN, FFS IVaaS, CX 0-5

Participation Spectrum

Why? USDS teams don't have a simple and meaningful way to evaluate the integrity of public participation.

Desired outcome: USDS teams develop a North Star for the timing, burden and purpose of public participation.

Who's using it? HRSA OPTN, SSA*, CX 0-5, DOJ NLEAD



Keep going

Looking for tools and resources?

→ [Equity Git Repo](#)

Have a question or something you want to troubleshoot?

→ [Submit a request](#)

Your Equity Toolkit for Project Delivery

Are you interested in advancing your team's equity-centered practices? This guided set of tools was created to support you and your team in the adoption of practices that improve equity delivery with our agency partners.

TL;DR -- Here for the Equity Toolkit Soft Launch?

Our Dec 4 soft launch comprises 3 elements:

- [Three flagship tools](#) generated by the USDS Equity Team, directly for USDS project teams--to start using now.
- This Github Repo, which provides project teams with a broader grounding on equity in the context of our work--including [key definitions](#), the [historical context](#) of equity work within the federal government, and [extra resources](#).
- The USDS Equity team is now making itself available for 30-min consultations. Schedule one [here](#).

Overview

"Advancing equity is not a one-year project – it is a generational commitment that will require sustained leadership and partnership with all communities."

President Joe Biden

The U.S. Digital Service (USDS) recognizes the critical importance for the civic technology workforce to deliver on equity in its work to transform the way government serves the American public.

Did you know? USDS was mentioned in [Section 7 of Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities](#) as a critical component in promoting equitable delivery of government benefits and equitable opportunities for the American public.

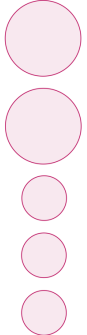
You can strengthen how we pursue equity in our work--there are many ways to get started. To help you and USDS teams advance the delivery of equity, the USDS Diversity, Equity, Inclusion, and Accessibility Council (DEIA-C) developed a very initial version (V0) of an Equity Toolkit in Spring 2023, which has since been updated to a brand new V1 with three new flagship tools, as of December 2023. The V1 toolkit looks to equip USDS project leads, teams, and agency partners with a starter set of tools to develop products and services that deliver incrementally on equity. The USDS Equity Delivery team believes that no matter your role, equity is a part of the job and encourages continuous efforts to improve upon centering equity in our work.



Discussion

Appendix

Participation Spectrum



Q1: When did the team start engaging participants?	Before communicating the solution	Before deciding how to implement the solution	Before deciding the design of the solution	Before identifying the solution	Before deciding how to define success	Before deciding how to frame the problem	Before deciding what problem to prioritize
Sounds like:	"How will we explain the solution to the audience?"	"How will the solution be created and supported behind the scenes, and who will help create it?"	"What should the finer details of the final solution look like? How will the audience experience it?"	"What kind of thing should we create to solve the problem? What needs to exist when all is said and done?"	"What are the goals and objectives we seek? What does success look like and what will indicate if we've achieved it?"	"What is the most important or pressing aspect of the issue we've identified? What is the core of the problem we want to change?"	"Of all the issues we can focus on now?"
Q1 Score:	1	2	4	6	7	9	10

Q2: How were participants engaged?	Informed: Team gives participants information to help them understand the problem, options, or solutions	Researched: Team asks participants for information that can be used later to develop analysis, options, or decisions	Consulted: Team asks participants for feedback on analysis, alternatives and/or decisions	Involved: Team works directly with participants to ensure their input is understood and integrated	Collaborated: Team partners with participants to develop options and identify preferred solutions	Empowered: Participants make final decisions
Sounds like:	"We will keep you informed."	"We will ask about your thoughts and experiences but cannot fully share our thought process."	"We will keep you informed, listen to your feedback, and let you know how your input influenced the decision."	"We will work with you to ensure your input is reflected in the alternatives we develop, and let you know how your input influenced the decision."	"We will incorporate your input into the alternatives we develop, and into the final decision, to the maximum extent possible."	"We will go with whatever you decide."
Q2 Score:	0	2	4	6	8	10

Q3: How much do you agree with the following: "It was easy to learn about this participation opportunity."	Strongly agree → 10 Agree → 8 Neither agree nor disagree → 5 Disagree → 2 Strongly disagree → 0
Q4: How much do you agree with the following: "This participation opportunity made participants feel positive."	Strongly agree → 10 Agree → 8 Neither agree nor disagree → 5 Disagree → 2 Strongly disagree → 0
Q5: How much do you agree with the following: "It was easy to fulfill the demands of participating."	Strongly agree → 10 Agree → 8 Neither agree nor disagree → 5 Disagree → 2 Strongly disagree → 0

$$\left(\frac{?}{Q3} + \frac{?}{Q4} + \frac{?}{Q5} \right) / 3 = \frac{?}{\text{Participant Cost}} \quad \left(\frac{?}{Q1} \times \frac{?}{Q2} \times \frac{?}{?} \right) / 10 = \frac{?}{\text{Participant Cost}} = \frac{?}{\text{Participation Score (out of 100)}}$$

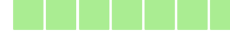
What strikes you about the results of this exercise?



What plays can we make to move the needle?



What's an action your team can commit to in light of this discussion?



Given our problem statement, what plays can we make to move the needle on our team's scores with this stakeholder?



What is an action our team can commit to - no matter how big or small - in light of this discussion?



What feels like a realistic short term commitment we could make before leaving today?



What feels like a realistic long term commitment (maybe even with some lead time) that we could make before leaving today?

