



PUBLIC SERVICE RECOGNITION WEEK

Introduction to Designing Better Government Services

Presented by Patricia Beirne

Lab at OPM

Patricia Beirne

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- 18 years experience as a strategist and educator addressing challenges in complex spaces such as healthcare and global trade, with a focus on building programs and teams that apply systems thinking to the human-centered design process.
- Patty's practice of design leadership leverages the design process to build understanding of complex systemic challenges and shape experiences that will help bring positive transformation on many scales.
- As Principal Designer, she helps to shape the creative strategy of the Lab's portfolio.



The Lab at OPM

We foster innovation through human-centered design (HCD).

We work to:

- teach HCD across the Federal Government
- help deliver innovative solutions to address complex public-sector challenges

Design Is All Around Us

Norman Door



Source: Giphy.com

Design Is All Around Us

“Everyone designs who devises courses of action aimed at changing existing situations into preferred ones.”

- Herbert Simon



Today's Objectives

- Share a brief overview of service design
- Three ways service design can help improve customer experience
- Give you a couple methods to try

Growing Emphasis on the Customer in Government

CX Priority in the Administration

“When the American public interacts with their government, they should get a **simple, seamless, and secure** customer experience that’s on par with top consumer experiences.”

“It is the policy of the United States that, in a Government of the people, by the people, and for the people, improving service delivery and customer experience should be fundamental priorities.”

- President Biden

Reduce Administrative Burden

Executive Order 14058, 12/13/21

- “In recent years, the annual paperwork burden imposed by executive departments and agencies ... on the public has been in excess of **9 billion hours.**”
- “Agencies must work...to design experiences with the Federal Government that effectively **reduce administrative burdens, simplify both public-facing and internal processes to improve efficiency, and empower the Federal workforce to solve problems.**”



PMA Emphasizes Service Design

Priority Area 2

Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience

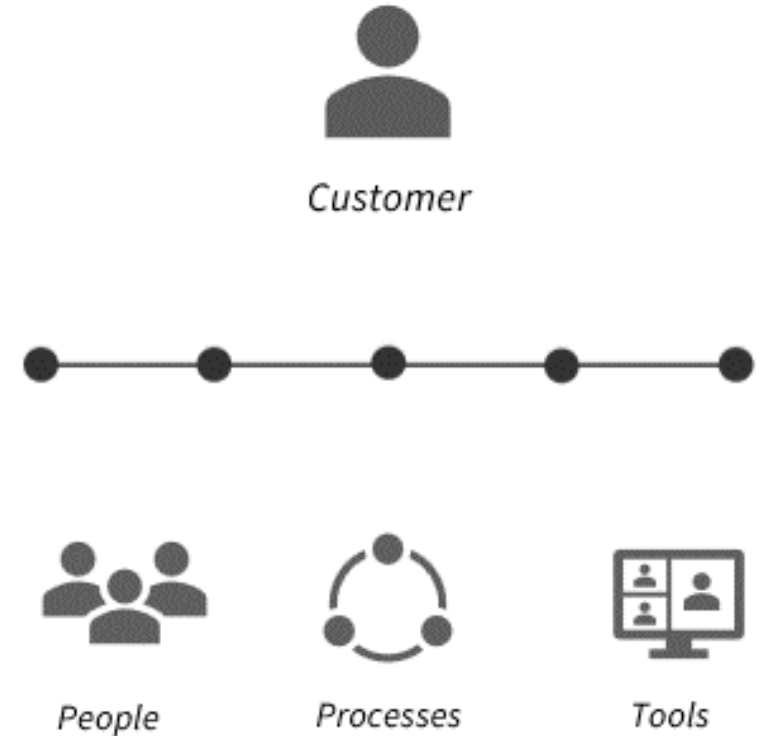
- 1. Improve the service design**, digital products, and customer-experience management of Federal High-Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.



What Is Service Design?

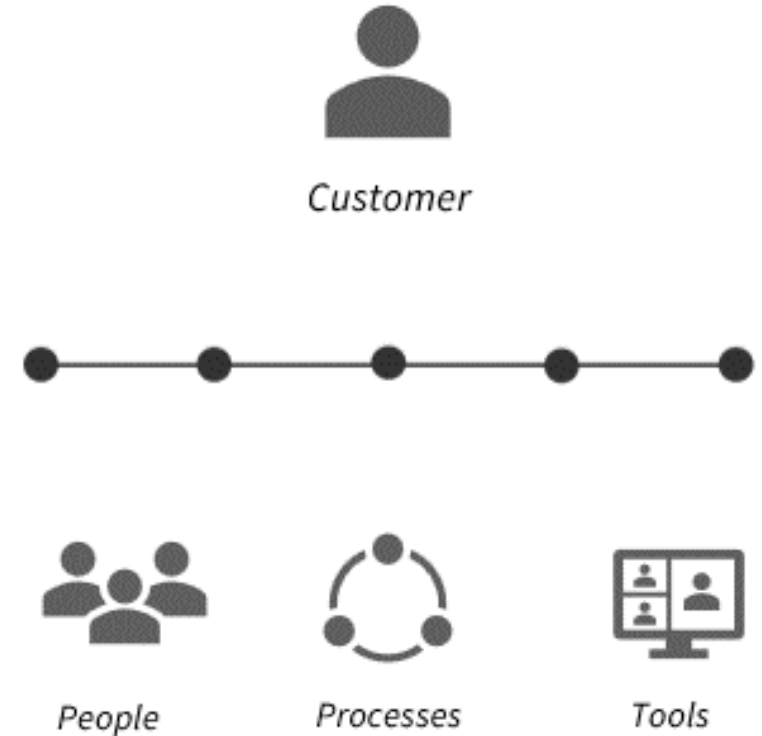
What Do We Mean By a Service?

The **help provided to a customer as they go through the process** of obtaining or using an offering (or complying with a policy).



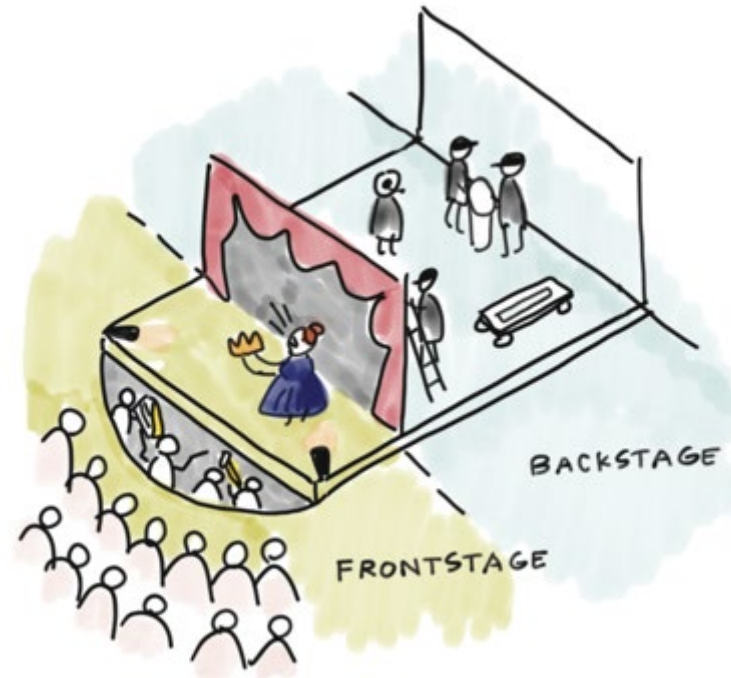
So What is Service Design?

The practice of **optimizing** the **people, processes, and tools** of a service to create a better **customer experience**.



A Metaphor for Service Design: Theater

- The audience is the customer
- Front stage are the actors
- Back stage are the set engineers and directors



NNGROUP.COM NN/g

An Example of Thoughtful Service Design



Status Quo

In the 1930s, Finnish infant mortality was high, and lower income mothers were not getting adequate prenatal care.



Change

Every expecting mother is given a “baby box” with supplies, and the box itself doubles as a safe first crib for babies. Registering for the box also connects mothers with a prenatal care provider.

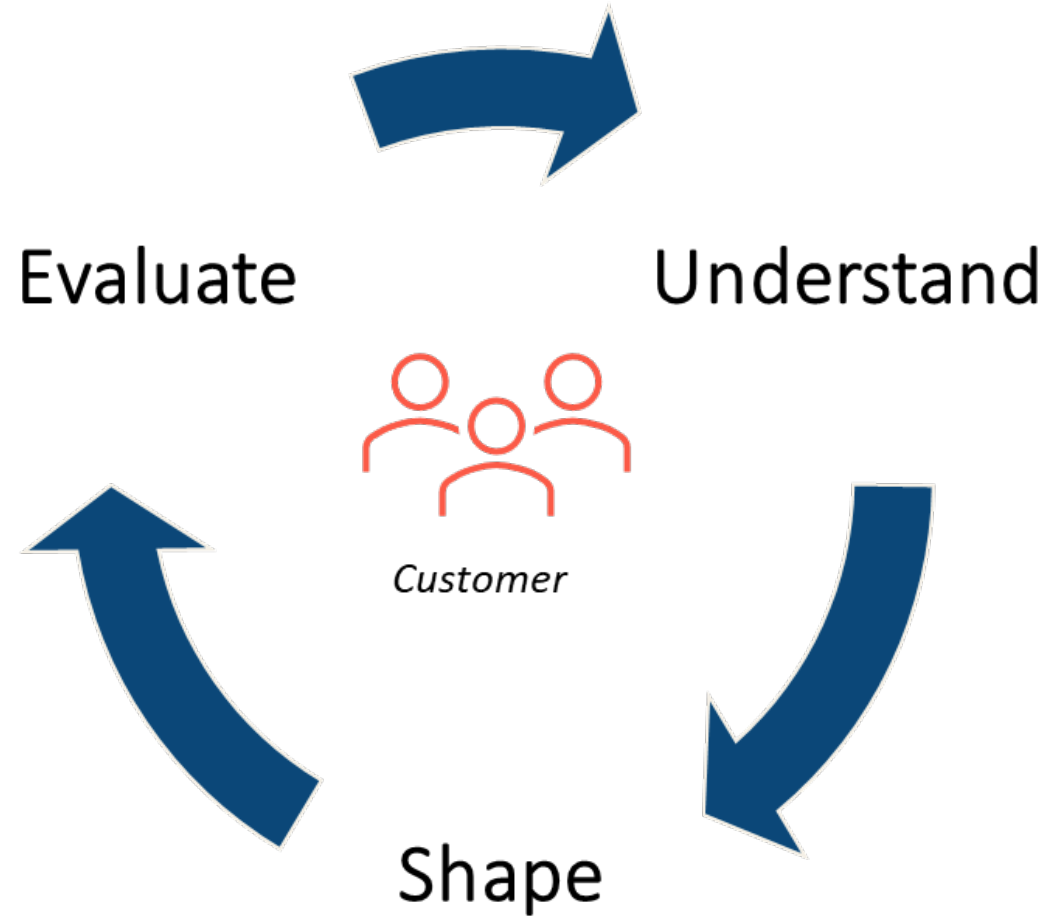
Improved Customer Experience

95% of mothers opt for the baby box and infant mortality in Finland is one of the lowest in the world.

3 Service Design Mindsets

1. Focus on the Customer First

Taking a Customer-Centered Approach to Innovation



“Service design helps organizations see their services from a customer perspective. It is an approach to designing services that balances the needs of the customer with the needs of the business, aiming to create seamless and quality service experiences.”

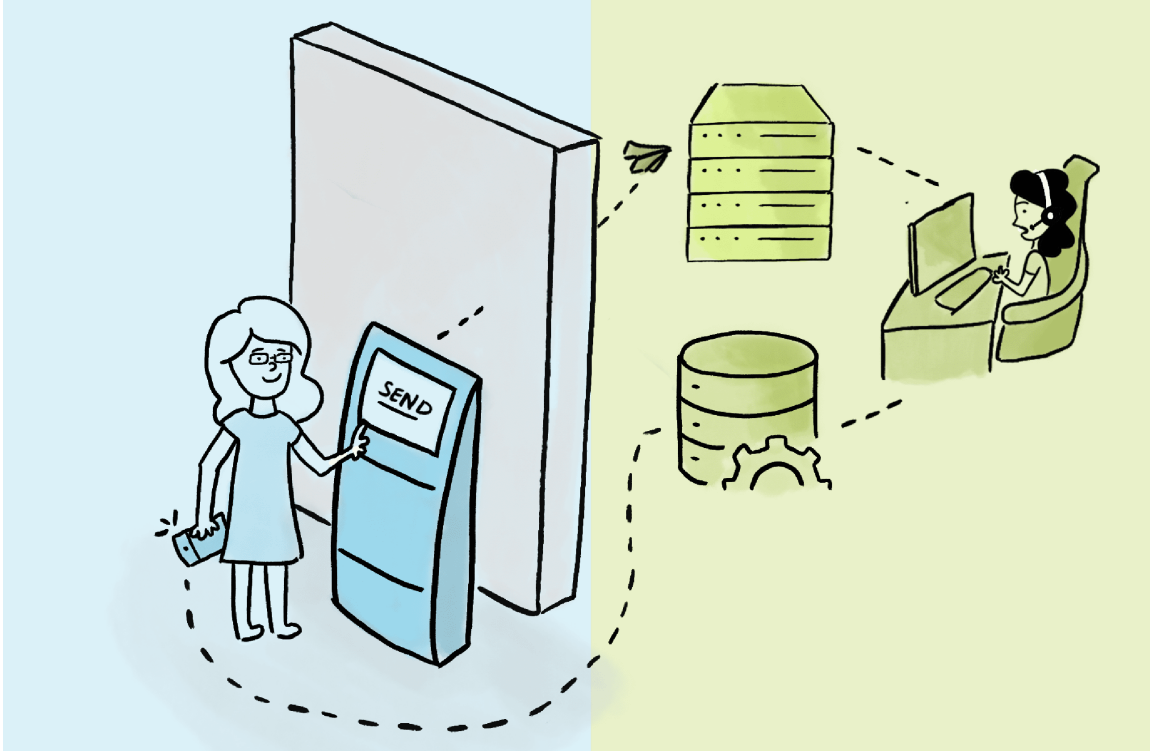
- This Is Service Design Doing

People Don't Experience a Form



Source: NNGroup

People Experience a Service, in Pursuit of a Goal



Source: NNGroup

Life Experiences: Recovering from a Disaster

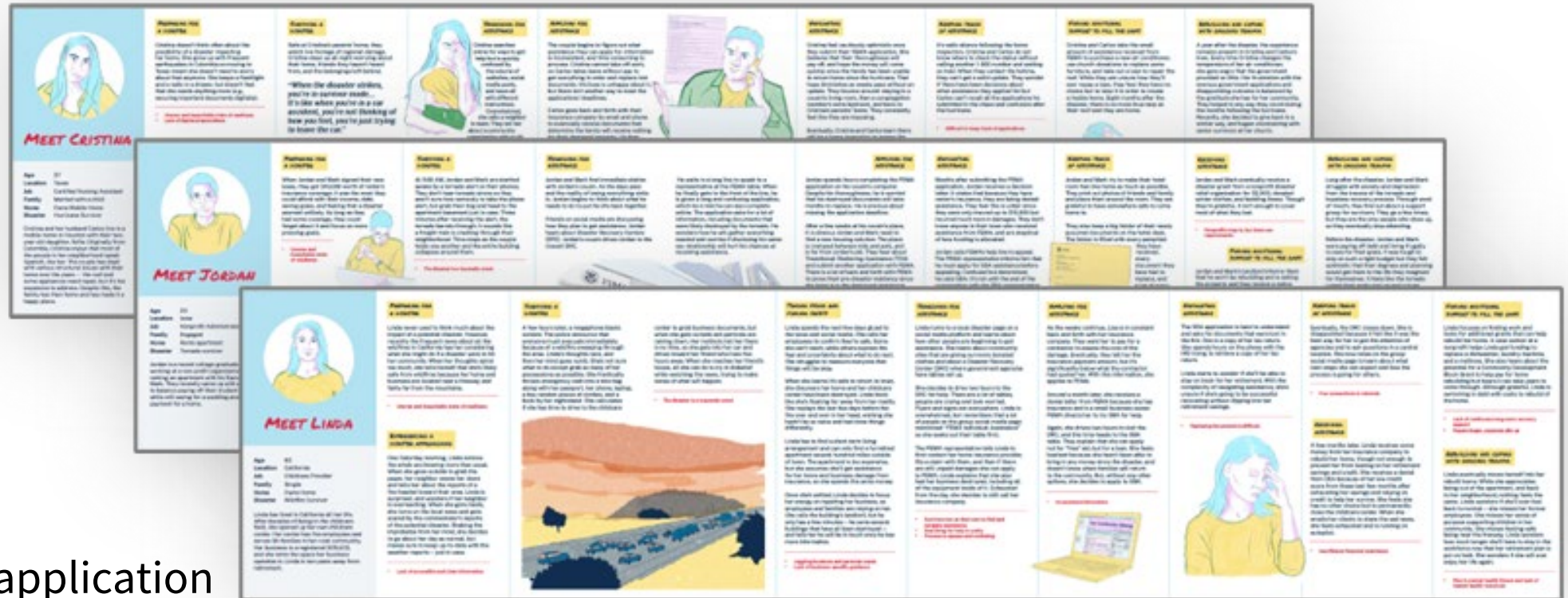
Project Challenge:

How might we provide a less frustrating and more dignified recovery experience for disaster survivors?



SOURCE: THE LAB at OPM

Recovering from a Disaster: Journey Map



Pain Points

- Burdensome application process
- Inconsistent information
- Lack of business-specific support

Source: The Lab at OPM

Activity: Mapping the Experience of Security Screening



Source: Patrick T. FALLON / AFP

Customers?



Source: www.arconas.com

Actions? Thoughts? Feelings?



Source: Andrea Starr | PNNL



Source: Chris Hassan



Source: Joe Raedle | Getty Images

Touchpoints?



Source: Charles Krupa, AP



Source: American Airlines

Mapping the Experience?

Customer: Solo Inexperienced Traveler

Category	Prior to Screening	During Screening		After Screening	
Actions?	Finds entrance to line				
Thoughts?	“This line looks long. How long will this take?”				
Feelings?	Anxious about missing flight				
Touchpoints?	Signage, Barricade rope, Employee at entrance to line				

Mapping the Experience - Examples

Customer: Solo Inexperienced Traveler

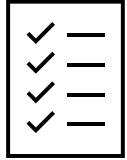
Category	Prior to Screening		During Screening		After Screening	
Actions?	Finds entrance to line	Removes forbidden items	Verifies identity and flight.	Go through scanning of body and belongings	Collect Belongings.	Put shoes, belt back on. Checks Departures.
Thoughts?	“This line looks long. How long will this take?”	“What am I not allowed to take with me? “	“What documents will I need again?”	“I hope I didn’t leave something in my pocket of my bag!”	“Do I have everything?”	“Where’s my gate? Is my flight boarding?”
Feelings?	Anxious about missing flight	Anxious about getting in trouble	Impatient with the many steps.	Anxious about being held up by other passengers.	Anxious about leaving things behind.	Anxious about getting to the plane.
Touchpoints?	Signage, Barricade rope, Employee at entrance to line	Signage. Trash cans.	TSA Agent checking docs, gov’t issued ID	bins, scanner belt. body scanner, TSA Agent, secondary bag search desk.	Bins, signage.	Bench.

Mapping the Experience – Your Turn

Customer: Solo Inexperienced Traveler

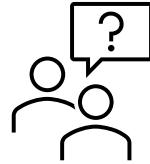
Category	Prior to Screening		During Screening		After Screening	
Actions?						
Thoughts?						
Feelings?						
Touchpoints?						

How to Start Learning About Your Customers?



Surveys

- Good for hearing from large swaths of people.
- Less effective for uncovering insights about underlying motivations.



Interviews

- Good for gaining nuanced, individual perspective.
- More time and coordination.



Observation

- Shows what people really do, not just what they say they do.
- Requires trust and care to be able to be invited in to watch someone.

2. Consider the Whole Service

The Whole Service

NATIONAL

Southwest to reimburse passengers impacted by holiday cancellations

by: Alanna Flood
Posted: Jan 5, 2023 / 04:04 PM EST
Updated: Jan 5, 2023 / 07:28 PM EST



Southwest Says Holiday Meltdown Will Cost It More Than \$1 Billion

The airline, which canceled 16,700 flights before and after Christmas, said it lost \$220 million in the last three months of the year.

 Give this article  



The Whole Service (cont.)

Front Stage

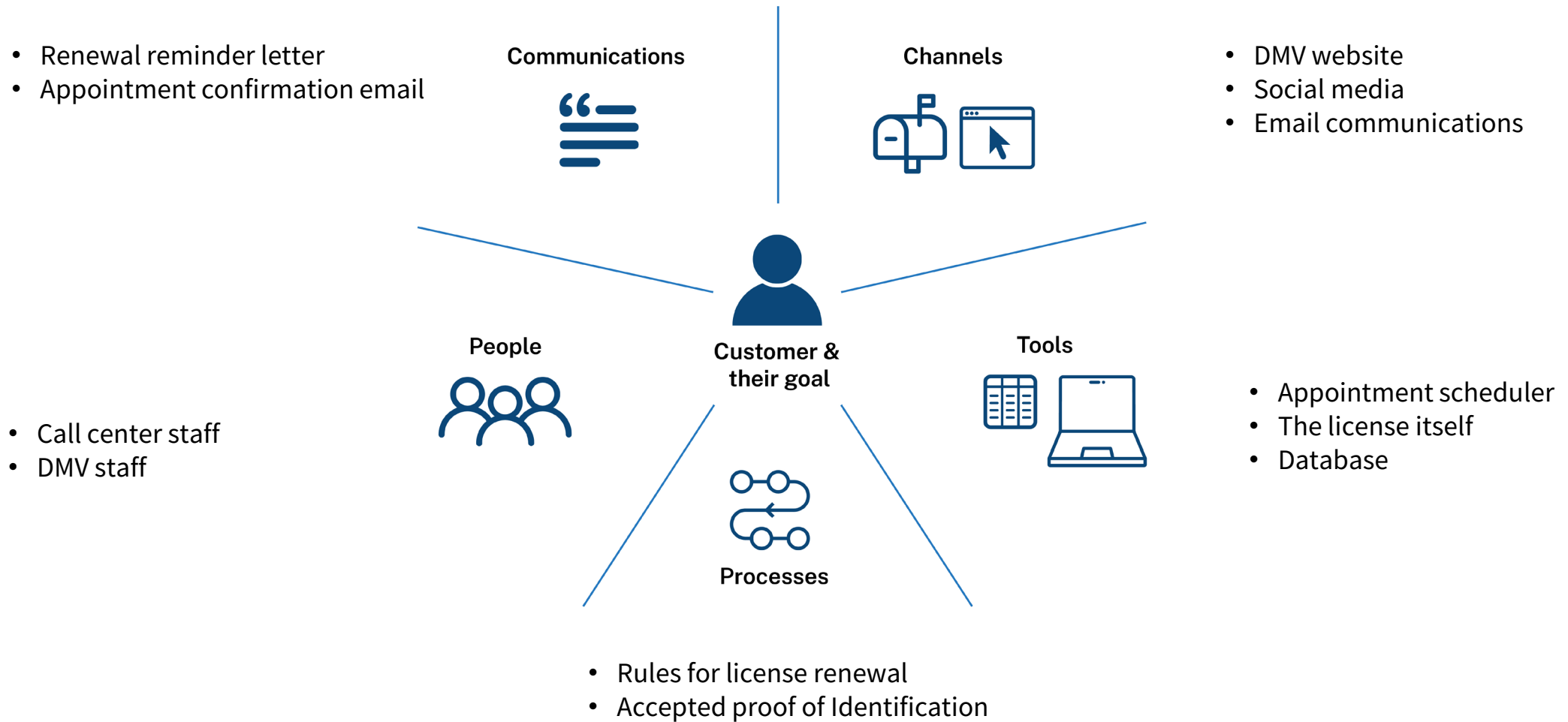


Back Stage

Service Ecosystem



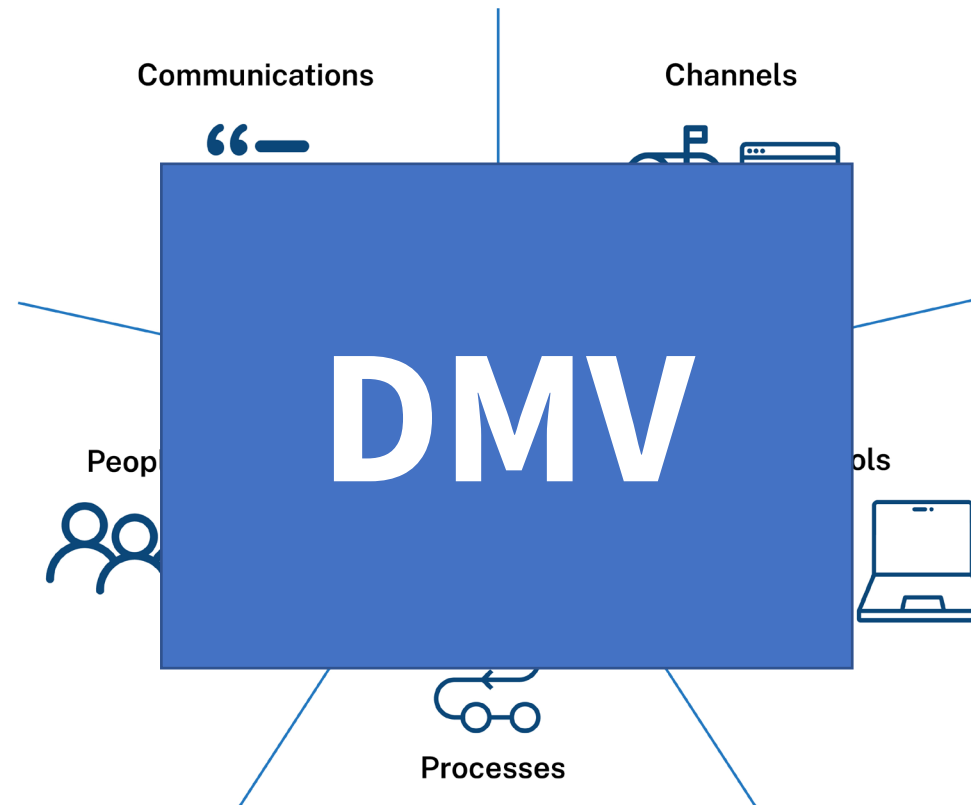
Ecosystem for Renewing a Driver's License



Ecosystem for Renewing a Driver's License (cont.)

- Renewal reminder letter
- Appointment confirmation email

- Call center staff
- DMV staff



- DMV website
- Social media
- Email communications

- Appointment scheduler
- The license itself
- Database

- Rules for license renewal
- Accepted proof of Identification

What Happens When Elements Are Misaligned?



Website

Provides instructions on how to renew license and what materials to bring

Cable bill ok



Application forms

Lists required types of proof of identification and current address

Cable bill not ok

What Happens When Elements of a Service Are Disconnected?



Renewal notice letter

Contains needed code



Driver database

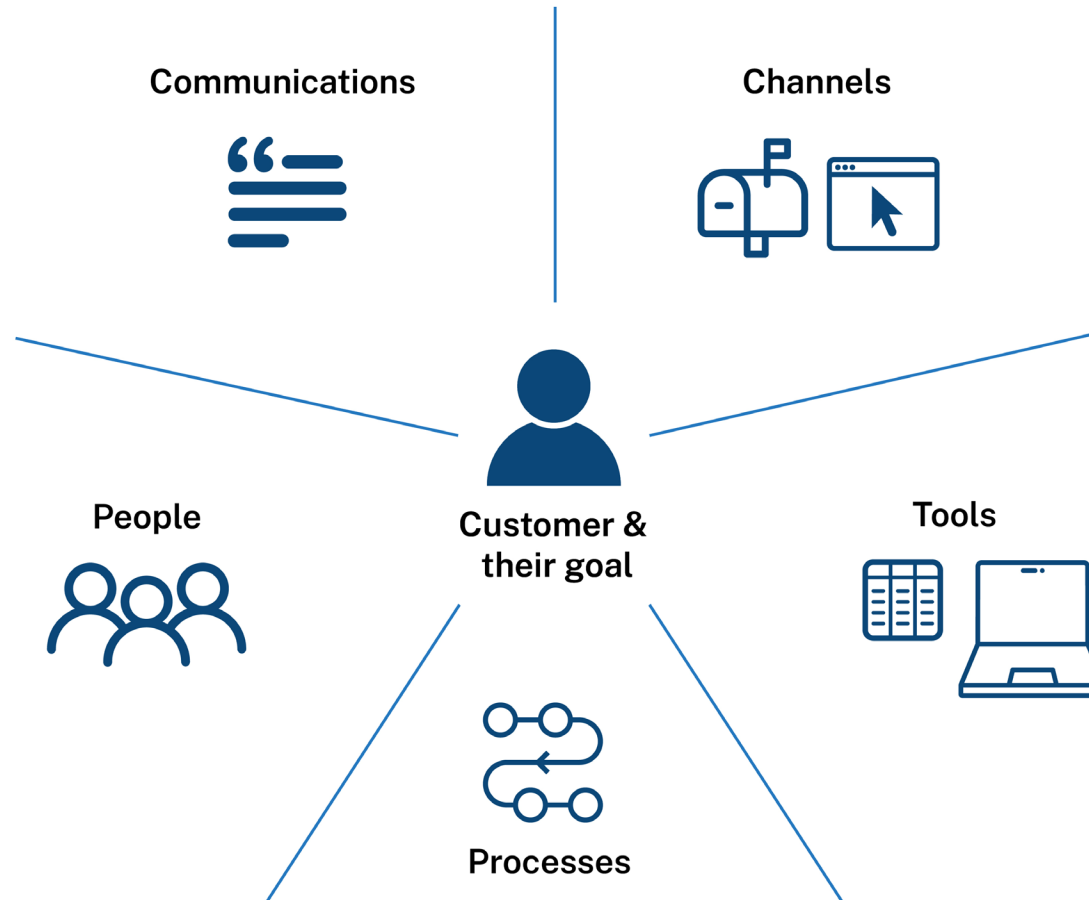
Doesn't provide staff access to customer communications



DMV staff

Needs code from the renewal letter

Take Home Activity: Create a Service Ecosystem



3. Align on What Good Means

What are some qualities of a good customer experience you've had?

Principles of “Good service”

- Set clear expectations for your service
- Enable customers to achieve their target outcome
- Require the minimum possible steps to complete
- Be agnostic of organizational structures
- Be consistent throughout
- Clearly explain why a decision has been made

From Good Services: How to Design Services That Work by Lou Downe

Set Clear Expectations For Your Service

So that

At every point in a customer's journey, it's clear what they can expect from your service and can plan accordingly

What to Expect for Refunds This Year

What To Expect

Direct Deposit

Reduced Refunds

Fix/Correct a Return



Paper Return Delays

If you filed on paper, it may take 6 months or more to process your tax return. For service delay details, see [Status of Operations](#).

The IRS issues more than 9 out of 10 refunds in less than 21 days. However, it's possible your tax return may require additional review and take longer.

If Your Refund Isn't What You Expected

If your refund amount isn't what you expected, it may be due to changes we made to your tax return. These may include:

- Corrections to any Recovery Rebate Credit or Child Tax Credit amounts
- Payments on past-due tax or debts, offset from all or part of the refund amount

For more details, see [Tax Season Refunds Frequently Asked Questions](#).

Enable Customers to Achieve Their Target Outcome

So that

They aren't burdened by having to piece together their own pathway

The screenshot displays the 'Student Financial Information' section of the FAFSA application. At the top, a navigation bar includes tabs for 'Student Demographics', 'School Selection', 'Dependency Status', 'Parent Demographics', and 'Financial Information'. The 'Student Financial Information' tab is active. A vertical 'STUDENT' label is on the left. A blue box contains an information icon and the message: 'You have successfully transferred your 2016 IRS tax information. Your IRS tax information has been successfully transferred into this FAFSA. Questions that were populated with tax information will be marked with "Transferred from the IRS." For your protection, IRS tax return information is not displayed on the FAFSA.' Below this, three questions are listed, each with the answer 'Transferred from the IRS': 'What income tax return did you file for 2016?', 'What was your adjusted gross income for 2016?', and 'How much did you earn from working (wages, salaries, tips, etc.) in 2016?'. A question 'Did you file an IRS Schedule K-1 (Form 1065) for 2016?' has radio buttons for 'Yes' and 'No', with 'No' selected. Another question 'As of today, are you a dislocated worker?' has a dropdown menu with 'No' selected. At the bottom, there are 'PREVIOUS' and 'NEXT' buttons, and a footer bar with 'NEED HELP?', 'SAVE', 'CLEAR ALL DATA', 'VIEW FAFSA SUMMARY', and 'EXIT' buttons. The footer text reads 'Site Last Updated: Sunday, October 1, 2017' and 'Privacy'.

Student Demographics School Selection Dependency Status Parent Demographics Financial Information

Student Financial Information

i • You have successfully transferred your 2016 IRS tax information.
Your IRS tax information has been successfully transferred into this FAFSA. Questions that were populated with tax information will be marked with "Transferred from the IRS." For your protection, IRS tax return information is not displayed on the FAFSA.

What income tax return did you file for 2016?
Transferred from the IRS

What was your adjusted gross income for 2016?
Transferred from the IRS

How much did you earn from working (wages, salaries, tips, etc.) in 2016?
Transferred from the IRS

Did you file an IRS Schedule K-1 (Form 1065) for 2016?
 Yes No

As of today, are you a dislocated worker?
No

PREVIOUS NEXT

NEED HELP? SAVE CLEAR ALL DATA VIEW FAFSA SUMMARY EXIT

Site Last Updated: Sunday, October 1, 2017
Privacy

Be Agnostic of Organizational Structures

So that

They have an efficient, intuitive experience.

An official website of the United States government [Here's how you know](#) ↓

usa.gov Search All Government 1-844-USA-GOV1

All Topics and Services About the U.S. Benefits, Grants, Loans Government Agencies and Elected Officials Jobs and Unemployment Money and Taxes Travel and Immigration

Español

How Do I ...

- Check the status of my tax refund
- File a federal tax return
- Apply for or renew my passport
- Get COVID-19 pandemic help
- Get government benefits and financial assistance

USA.gov is your online guide to government information and services. Learn what you can do on this site >

All Topics and Services ↓

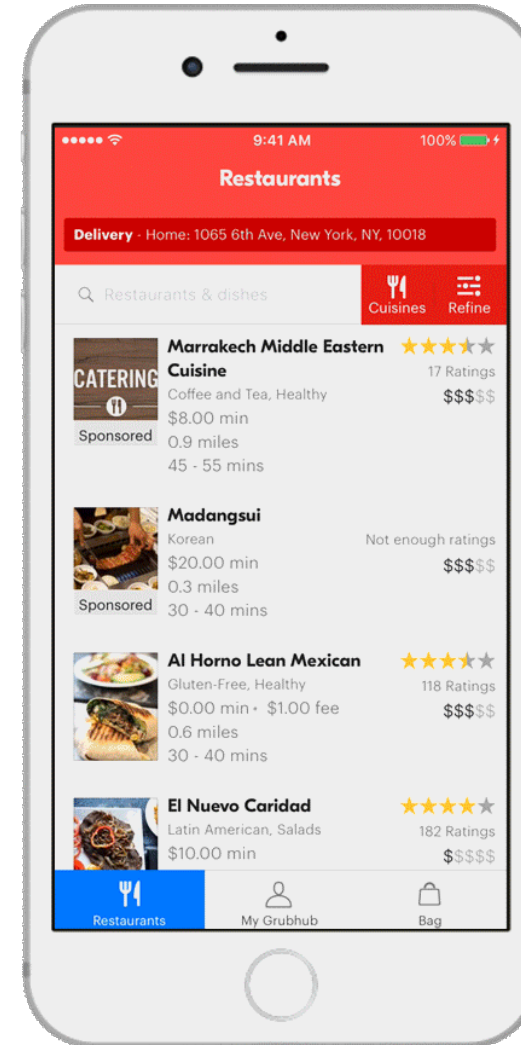
U.S. Government Services and Information

- About the U.S.**
Have a question about the USA? Learn where to find answers to the most requested facts about the United States of America.
- Benefits, Grants, Loans**
Learn about government programs that provide financial help for individuals and organizations.
- Consumer Issues**
Learn how to be a safe consumer, what to do when a purchase or service goes wrong, and more.
- COVID-19**
Learn about the types of assistance the federal government offers people and businesses affected by the COVID-19 pandemic.
- Disability Services**
Find information for people with disabilities.
- Disasters and Emergencies**
Learn how to prepare for and recover from disasters and emergencies.
- Education**
Find government information on education including primary, secondary, and higher education.
- Government Agencies and Elected Officials**
Find information for federal, state, and local government agencies and elected officials.
- Health**
Find health resources from the government.
- Housing**
Get information and services to help with finding and keeping a home.
- Jobs and Unemployment**
Find out how and where to look for a new job or career, get help if you are unemployed, and more.
- Laws and Legal Issues**
Learn how to report a crime, locate a federal inmate, research common U.S. laws, and file a complaint against the government.

Require the Minimum Possible Steps to Complete

So that

A customer can complete the service as efficiently as possible, at a pace that enables them to make decisions properly



Be Consistent Throughout

So that

Trust can be built into a service that looks, feels and acts the same way end-to-end

The screenshot shows the NIH USAJOBS application process interface. At the top, there is a navigation bar with links for Application, Assessment, Documents, Review & Submit, Help Center, and Andrew Bernard. Below this, the NIH logo and name are displayed. The main content area shows the application details for a Management Analyst position at the National Institutes of Health. The application package status is "Application Incomplete". The "Screening Questions" section is highlighted in red. The question text is as follows:

Other * = Required Field

*1. **Political, Schedule C, Non-career SES Appointee:** In the last five years, based on the closing date of this announcement, have you been or are you currently an employee in the Executive Branch serving on a political, Schedule C, or Non-career SES appointment? If yes, and you are selected through this vacancy announcement, you may be required to obtain approval by the Office of Personnel Management (OPM) prior to beginning employment.

A political appointee is an appointment made by the President without confirmation by the Senate (5 CFR 213.3102(z)) OR an Assistant position to a top-level Federal official if filled by a person designated by the President as a White House Fellow (5 CFR 213.3102(z)). A Non-career SES appointee is approved by the White House and serves at the pleasure of the appointing official without time limitations. A Schedule C appointee occupies a position excepted from the competitive service by the President, or by the Director, OPM, because of the confidential or policy-determining nature of the position duties.

A. Yes
 B. No

*2. **Almost all male U.S. citizens and male immigrants, who are 18 through 25, are required to register with Selective Service.** Federal law and regulations require covered civil service employees to register before appointment. For more information, visit the Selective Service website to determine if you are required to register: <https://www.sss.gov/Registration-Info/Who-Registration>

Clearly Explain Why a Decision Has Been Made

So that

Your customer understands what decisions have been made and why those decisions were made (and have a way to dispute that decision if needed)

The screenshot displays the Intuit TurboTax Deluxe interface. At the top, the logo and 'Deluxe' branding are visible, along with 'My Account' and 'Sign Out' links. A search bar is present on the right. The main content area shows a summary of tax results: a \$2000 FEDERAL REFUND and a \$265 CA STATE TAX DUE. Below this, there are three utility icons: Tools, Print Center, and Upgrade. The right-hand panel, titled 'Your numbers explained', features a 'BACK TO 2013 TAX INFO' button and a list of recent actions. The first action, 'You entered a W-2 from Initech' (1 minute ago), is expanded to show an 'EXPLANATION' and a 'RECOMMENDATION'. The explanation states that while working at Initech, the user paid \$2,350 in federal taxes, which was more than enough to cover the tax owed, and the refund is being returned to the user. The recommendation encourages the user to keep going and suggests that the refund could be even higher with more deductions and credits. Other actions in the list include 'You worked on medical expenses' (2 minutes ago), 'You updated job-related expenses' (5 minutes ago), and 'You didn't qualify for a Child and Dependent Care Credit' (15 minutes ago).

Take Home Activity: Evaluate Your Service

- **Who is your customer?**
- **What is their objective?**

For each principle ask...

1. How well does our service deliver on this principle? (Scale of 1-5)
2. What is our service failing to do for users related to this principle?
3. What would good look like for our service related to this principle?
4. What's stopping us from doing that today?
5. What is one thing we could do to change that?

Recap

5 Takeaways from Today

- Service design is the practice of optimizing the people, processes, and tools of a service to create a better customer experience.
- Focus on the customer first (and map their experience)
- Consider the whole service (not just your part)
- Align on what good means (and where you are falling short)
- Start learning from your customers!

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PUBLIC SERVICE RECOGNITION WEEK

Thank you for your participation and service to our nation!

Webinar slides and recordings will be distributed
within two weeks.

Appendix

- Alternative text for Slide 36 and 37: Components of the service ecosystem are Communications, Channels, Tools, Processes and People. This example highlights these components related to Department of Motor Vehicle's process for obtaining a driver's license:
 - At the center of the ecosystem is the customer and their goal. Branching off are communications, channels, tools, processes, and people.
 - For the DMV example, communications might include a renewal reminder letter or appointment confirmation email.
 - Channels might include the DMV website, social media, or email.
 - Tools might include an appointment scheduler, the license itself, or a database.
 - Processes include rules for license renewal and proof of identification.
 - People include the DMV staff and call center staff.