

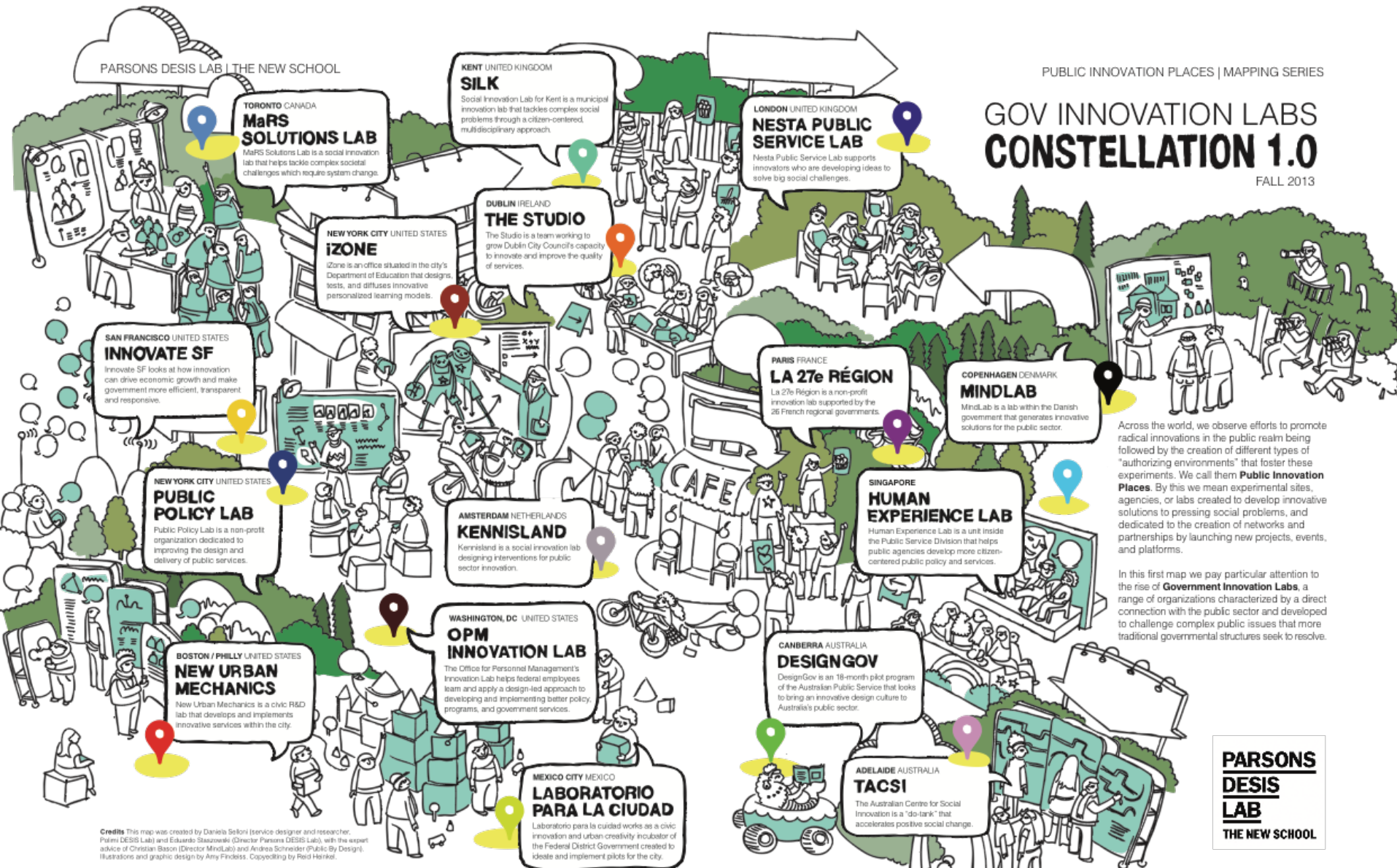
LAB'OPM

The Lab at The Office of Personnel Management

The Lab at OPM (The Lab) is a practice that fosters innovation through human-centered design. Our goal is to teach human-centered design across the Federal Government and help deliver innovative solutions to address complex public and cross-sector challenges.

GOV INNOVATION LABS CONSTELLATION 1.0

FALL 2013



Across the world, we observe efforts to promote radical innovations in the public realm being followed by the creation of different types of "authorizing environments" that foster these experiments. We call them **Public Innovation Places**. By this we mean experimental sites, agencies, or labs created to develop innovative solutions to pressing social problems, and dedicated to the creation of networks and partnerships by launching new projects, events, and platforms.

In this first map we pay particular attention to the rise of **Government Innovation Labs**, a range of organizations characterized by a direct connection with the public sector and developed to challenge complex public issues that more traditional governmental structures seek to resolve.

**PARSONS
DESIS
LAB**
THE NEW SCHOOL

Credits This map was created by Daniela Soloni (service designer and researcher, Parsons DESIS Lab) and Eduardo Szaszewski (Director Parsons DESIS Lab), with the expert advice of Christian Basson (Director MindLab) and Andrea Schneider (Public By Design). Illustrations and graphic design by Amy Findeiss. Copywriting by Reid Henrik.

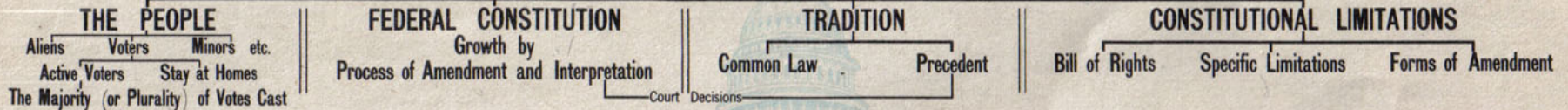
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“

**Effective design of
public service is itself
an essential public
service.**

THE FEDERAL GOVERNMENT

SOURCE OF AUTHORITY

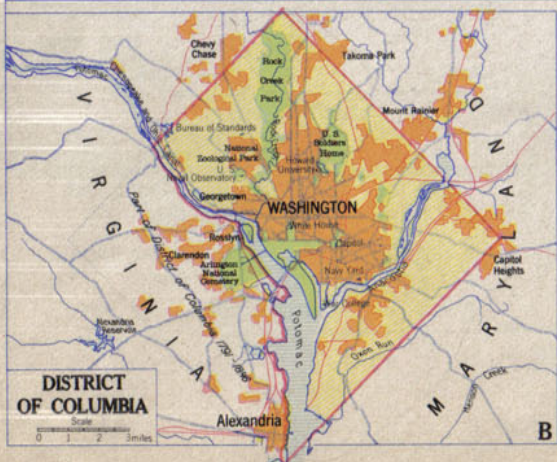


LEGISLATIVE (MAKES LAWS)

ORGANIZATION

POWERS

CONGRESS		PRESIDENT	U. S. COURTS
House of Representatives	Senate		
Organization Speaker Other Officers Employees Committee on Rules Standing Committees Chairmen	Organization Vice President President Protem Other Officers Employees Standing Committees Chairmen Joint Committees Passing Acts and Joint Resolutions Statutes	Powers Members and Discipline Discussion Investigation and Reports Impeaching Resolutions Bills Trying Impeachments Resolutions Bills Confirming Nominations Ratification of Treaties	Powers Privileges and Emoluments Messages and Suggestions Making Nominations Removals Negotiating Treaties Ratification of Treaties Vetoing Bills Approving of Bills Holding Laws Unconstitutional Construing Treaties Construing Statutes Treaties "THE LAW OF THE LAND"



EXECUTIVE (APPLIES LAWS)

ORGANIZATION

POWERS

PRESIDENT - VICE-PRESIDENT	
Cabinet Advice to President Direction of President Duties prescribed by Law	Choice
State Diplomatic and Consular	Election
Treasury Finance	Succession
War Military Affairs	Appointed Official
Justice Prosecution and Advice	Dept. Heads
Navy Naval Affairs	Commissions
Post Office Postal Affairs	Civil Service
Interior Lands - Indians - Scientific Reclamation - etc.	Interstate Commerce
Agriculture Animal and Plant Industry Farm Management Weather Bureau Forest Service etc.	Federal Trade
Commerce Census - Standards Fisheries - Mines Patents - etc.	Railroad Labor
Labor Naturalization Immigration etc.	Shipping
	Tariff
	Various Government Institutions
	Civil Employees
	Civil Service System



JUDICIARY (INTERPRETS LAWS)

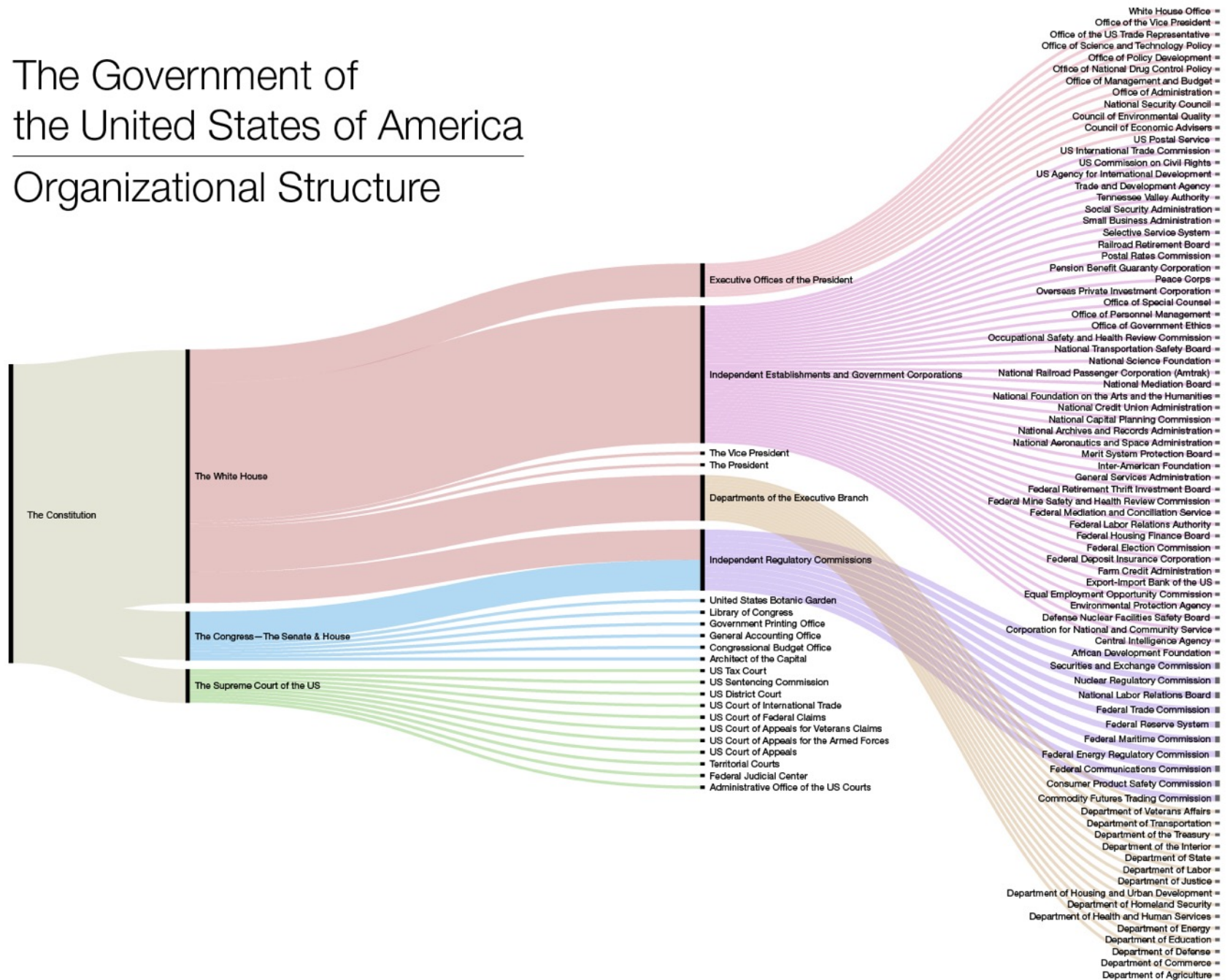
ORGANIZATION

POWERS

Regular Courts	Other Courts	Other Tribunals	Direct	Indirect
Supreme Court	Dist. of Columbia	Administrative Commissions	Decision of Cases	Federal Appeal
Circuit Court of Appeals	Territorial	Department Rulings	Issuance of Writs	Holding State Acts and Decisions Unconstitutional
District Courts	Claims	Courts Marshal	Injunction	Holding Federal Acts Unconstitutional
	Consular	Impeachment	Contempt	Holding Executive Acts Unconstitutional
	Civil Employees		Interstate Cases	

The Government of the United States of America

Organizational Structure





“

What people say and what people do and what they say they do are entirely different things.

[Not to mention what *we think* they do.]

Margaret Mead
Anthropologist



“

People think that design is styling.
Design is not style.
It's not about giving shape
to the shell and not giving
a damn about the guts.

Good design... combines
technology, cognitive science,
human need, and beauty to
produce something that the world
didn't know it was missing.

Paola Antonelli
Curator of the Department
of Architecture & Design at MOMA

“

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

Herbert Simon
Economist, Psychologist, and Design Theorist

Defining Human-Centered Design

The discipline of navigating complex problems and creatively designing effective solutions to meet people's real needs.

An Integrative Discipline, A Connective Methodology

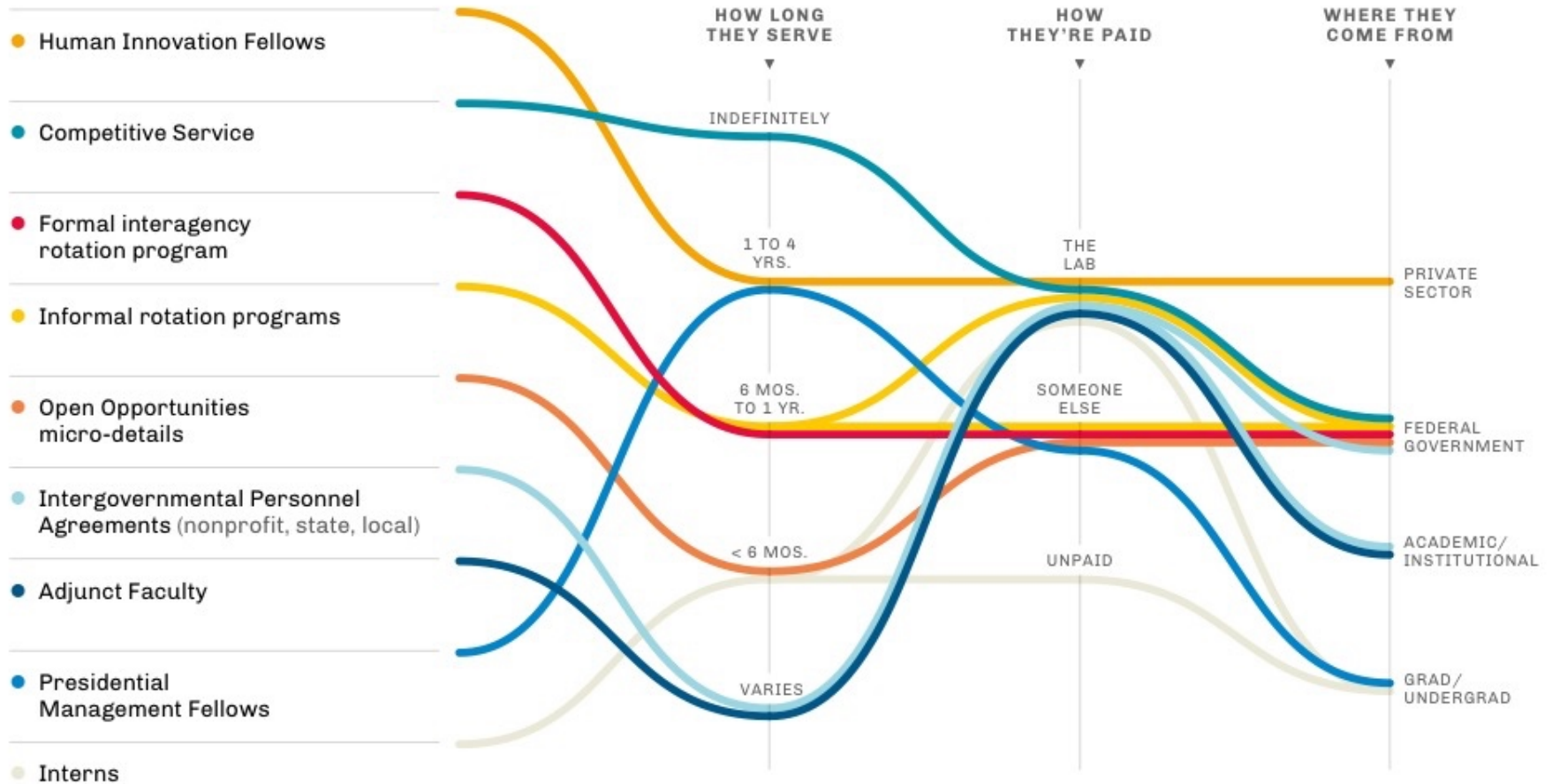
HCD draws on familiar design disciplines:

- Graphic Design
- Industrial/Product Design
- Digital/Web Design
- Fashion Design
- Interior/Landscape Design
- Architecture
- Etc.

And incorporates other methodologies:

- Anthropology & Sociology
- Cognitive & Computer Science
- Behavioral Economics
- Ergonomics/Human Factors
- Participatory Design
- Service/Experience Design
- Interface/Interaction Design
- Brand/Business Strategy
- Etc.

Who We Are



How we build a team:





**We are our own
longest running
design project.**



Mapping the Innovation Ecosystem



What Do You Innovate?

First Government
Innovation Lab Forum

The Lab at OPM

April 28, 2017

LAB[°]OPM

LAB[°]OPM

Mary Kay Ash

When you get there, you'll be able to see farther."

- J. P. Morgan

- John Barrymore

Innovation is the central issue in economic prosperity.

- Michael Porter

Mapping the Innovation Ecosystem



Where Do You Innovate?

Use these columns to mark the sector(s) in which an organization carries out its innovative work.



What Do You Innovate?

Use these rows to mark where an organization employs design practices to create innovation.

	General Public Services	Social Services	Housing/Community	Health	Culture/Education	Transport/Infrastructure	Economic Affairs	Public Order/Safety	Defense	Intelligence	Science/Technology	Energy	Environment	Other	Other
Public Service	Open Ops Design				Therapy at OPM										
Education & Capacity Building		VA		VA	BLST DOL	EXIM	BLST DOL	DOJ	USMC		DIB				
Methods				LAB OPM	VA	USMC	BLST DOL	DOJ	USMC	RE ORLANDO IN THE AREA					
Communication				LAB OPM		EXIM	EXIM	DOJ	DIB						
Organizational Design				LAB OPM		EXIM	BLST DOL	DOJ	USMC	DIB					
Technology				LAB OPM		EXIM	BLST DOL	DOJ	USMC	DIB					
Digital				VA		EXIM		DOJ	DIB	DIB					
Data	LAB OPM			LAB OPM		EXIM		DOJ	DIB	DIB					
Financial Resources			VA	LAB OPM	VA		SEA-OSC	DOJ	DIB						
Human Resources				LAB OPM		EXIM		DOJ	USMC						
Other:															
Other:															

Final Document
Copyrighted Lab Form
The Lab at OPM
April 18, 2012

LAB^{OPM}

LAB^{OPM}

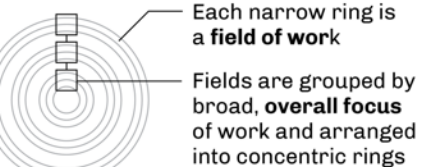
Mapping the Innovation Ecosystem

Where and what do public sector innovators see themselves innovating?

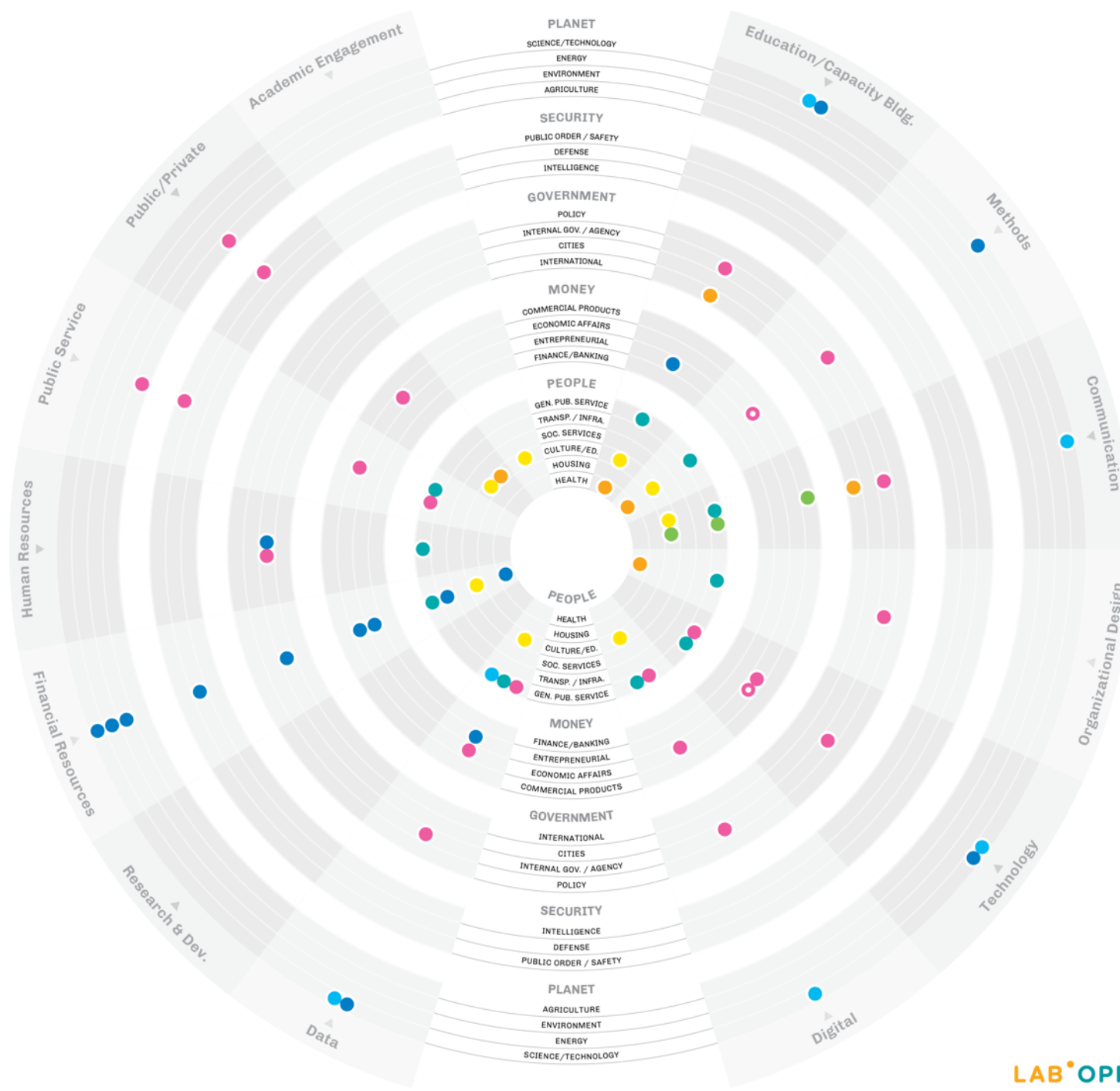
Organizations

- The Lab at OPM
- Dept. of Education
- Dept. of Labor
- Dept. of Labor: Bureau of Labor Statistics
- Small Business Administration
- Census Bureau, Center for Applied Technology
- Open Opportunities, GSA
- Internal Revenue Service

Legend: "Where"

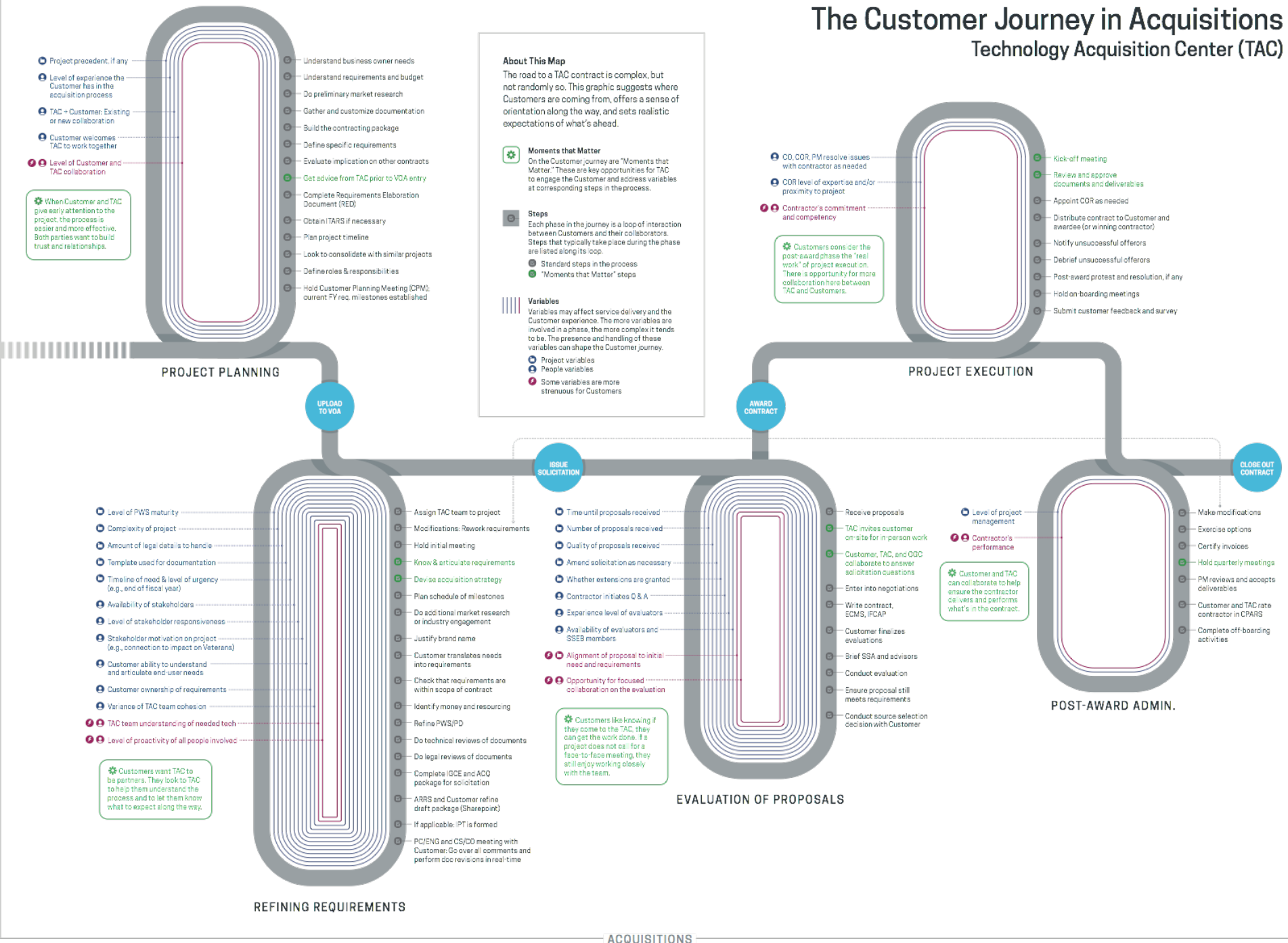


Legend: "What"



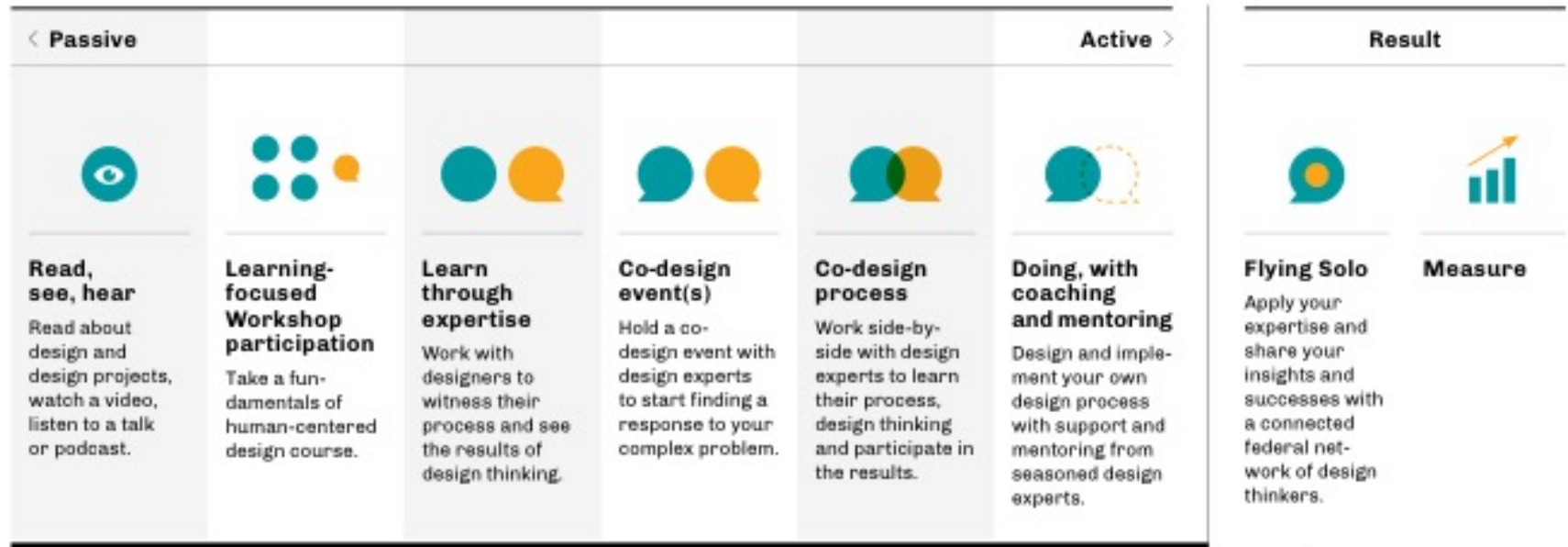
The Customer Journey in Acquisitions

Technology Acquisition Center (TAC)



Design Education

The Design Learning Spectrum



Types of Design Expertise

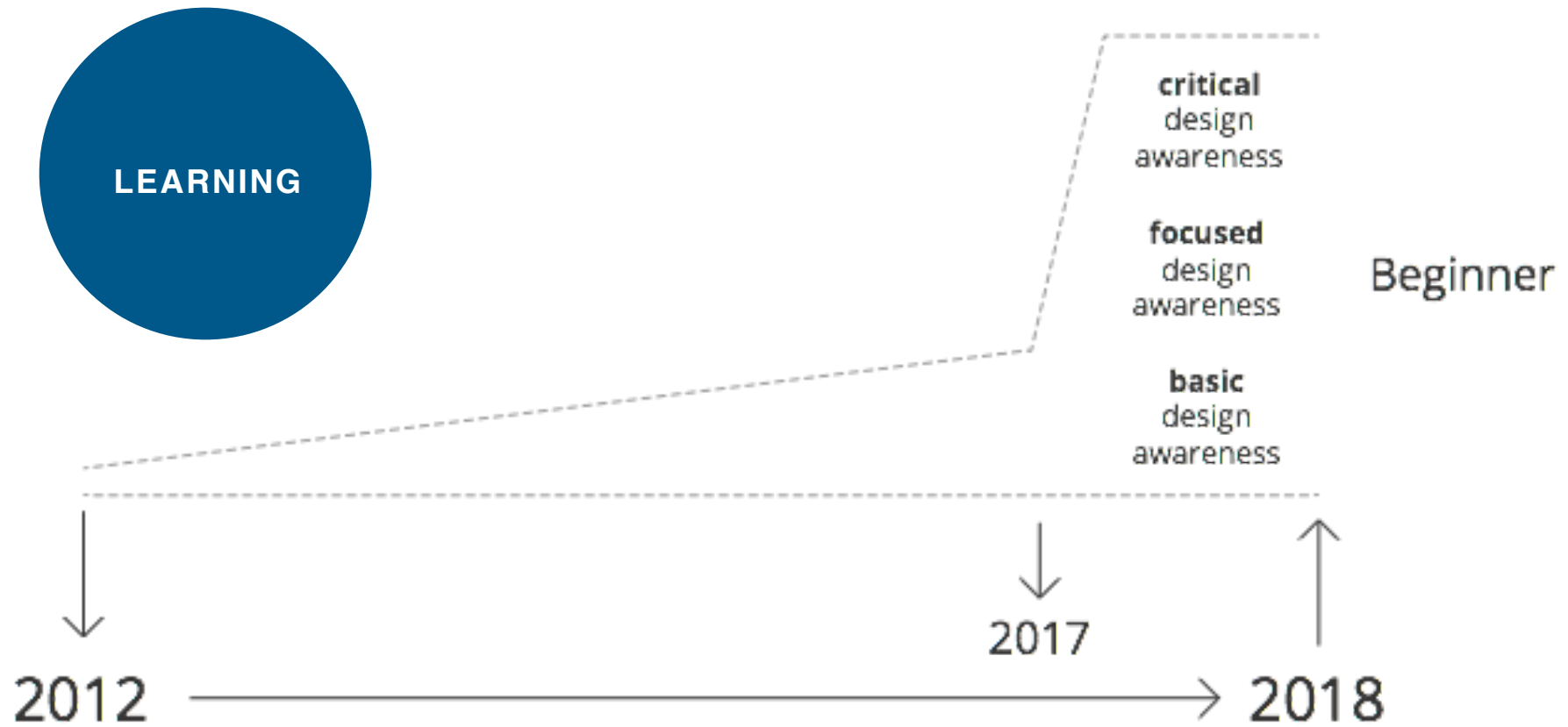
- User experience (UX) design
- Service design
- Product design
- Program design
- Policy design
- Design strategy

Domains of Innovation

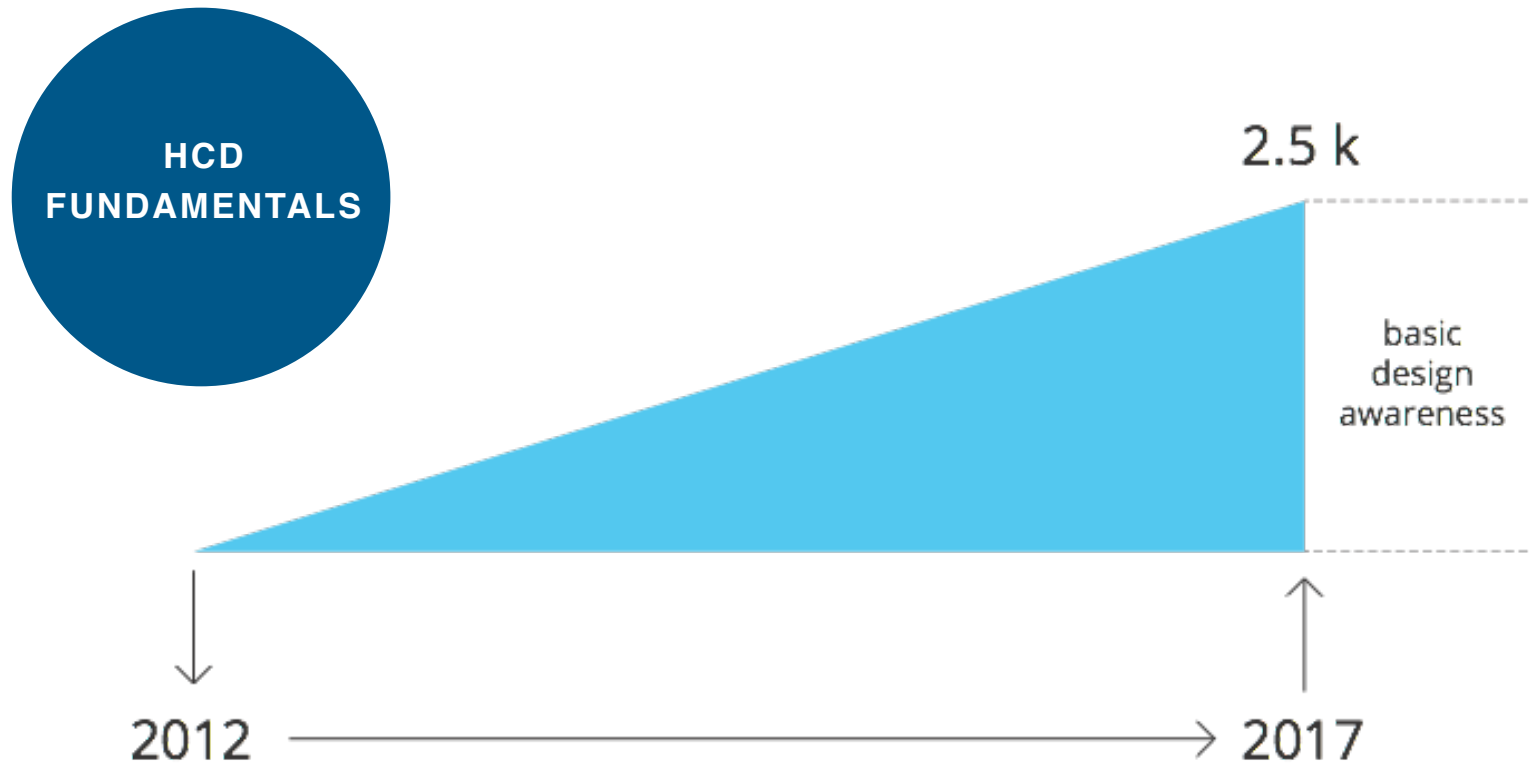
- Public Services
- Social Services
- Housing/Community
- Health
- Culture/Education
- Transportation/Infrastructure
- Intelligence
- Science/Technology
- Energy
- Environment
- Cities
- International Affairs

- Practice
- Communicate
- Facilitate
- Teach
- Mentor

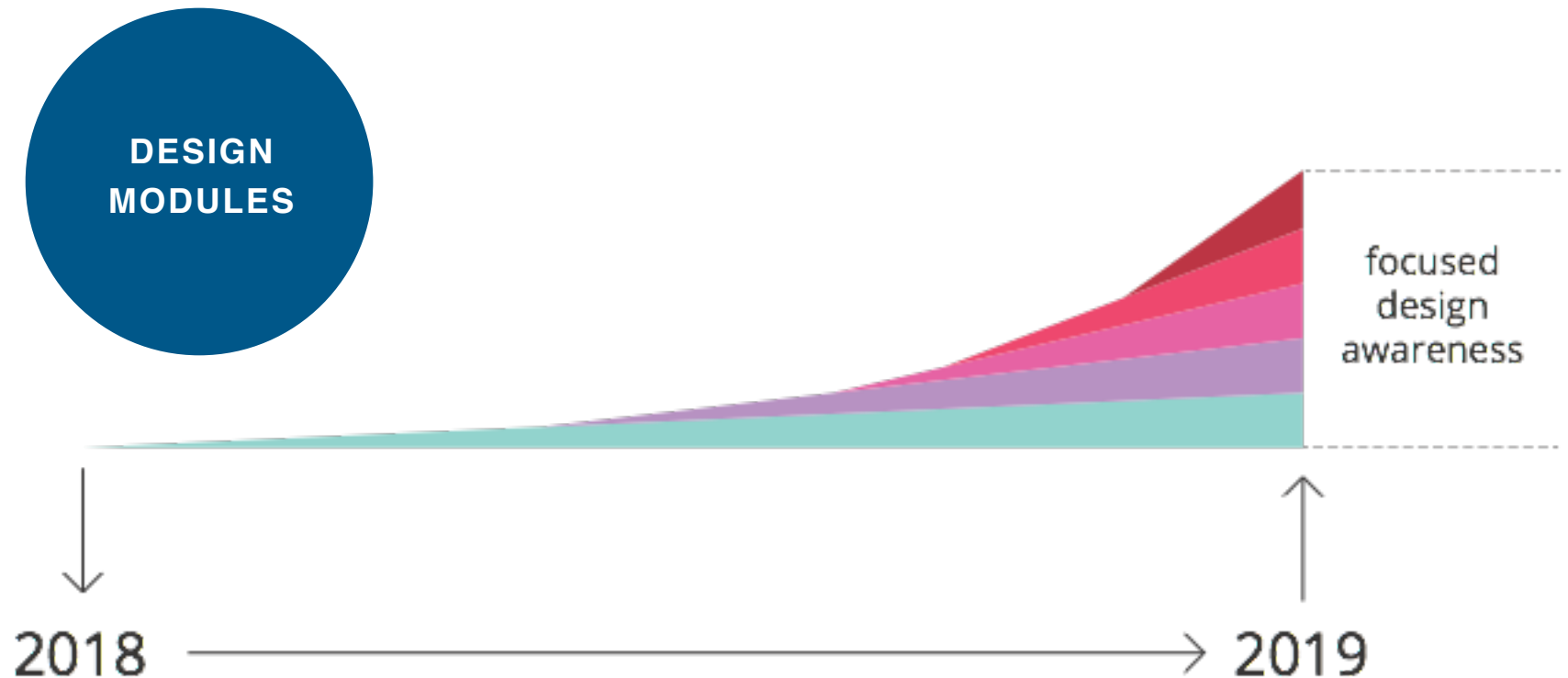
2018: Basic learning modalities



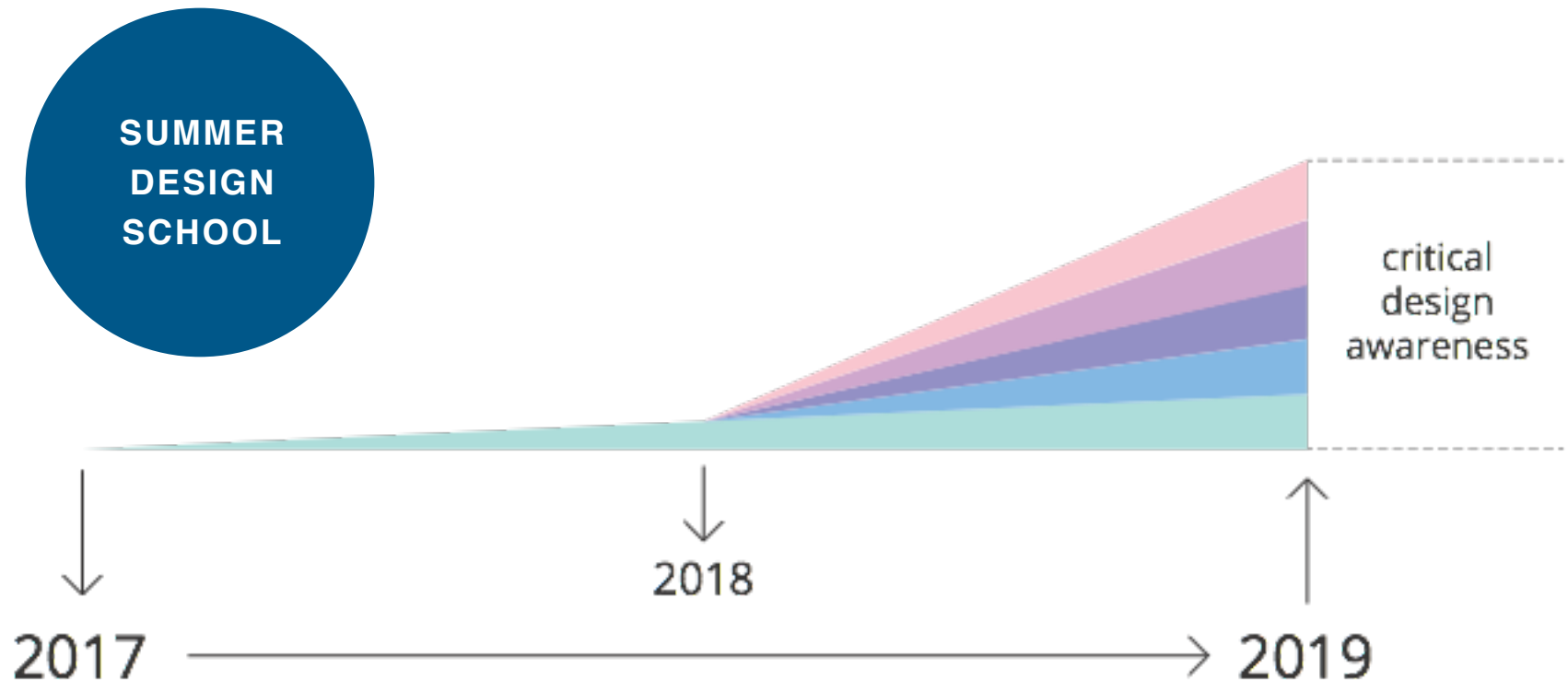
2018: Basic design awareness



2018: Focused design awareness







2018: Critical design awareness



Design Education

Summer Design School 2017

Schedule at a Glance

	Mon 7/24	Tue 7/25	Wed 7/26	Thu 7/27	Fri 7/28
9-10am	<div>↓</div> <div>Welcome activities and Kickoff</div> <div></div>				
10am-12pm		<div>Qualitative Research</div> <div>Alison Montgomery, Millennium Challenge Corporation</div>	<div>Behavioral Economics</div> <div>Victoria Kabak and Amanda Benton, U.S. Department of Health & Human Services</div>	<div>Systems Thinking</div> <div>Rachel Sinha, The Systems Studio</div>	<div>Storytelling</div> <div>Story District</div> <div></div>
12-1pm		Lunch			
1-3pm	<div>Wall of Problems</div> <div>Facilitated by Ana Monroe and Aaron Stienstra, The Lab at OPM</div>	<div>Studio Session</div> <div>Facilitated by MICA Social Innovation</div>	<div>Studio Session</div> <div>Facilitated by Deloitte</div>	<div>Studio Session</div> <div>Facilitated by MAGA Design</div>	<div>Final Presentations</div> <div></div>
3-4pm	Participant travel + setup for alternate content sessions				
4-5:30pm	<div>Studio Tour</div> <div>CapitalOne Labs</div> <div>etc...</div> <div>Team Boosters with Elaine Thomas, The Lab; and Cosby Hunt, Center for Inspired Teaching</div>	<div>Studio Tour</div> <div>FabLab</div> <div>etc...</div> <div>Observational and Interview Skills with Jaryn Miller and Sarah Hughes</div>	<div>Studio Tour</div> <div>Education Design Lab</div> <div>etc...</div> <div>Information Architecture with Matthew Dingee</div>	<div>Studio Tour</div> <div>Peer Insight</div> <div>etc...</div> <div>Visualizing Systems with Eulani Labay</div> <div></div>	
<div>Alternate content sessions presented by The Lab at OPM</div>					

Locations:

- National Endowment for the Arts
- The Lab at OPM
- Offsite tour
- Josephine Butler Parks Center

Who came to

Summer Design School 2017

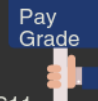
48 

students from many sectors of the federal government.

Experience with Design

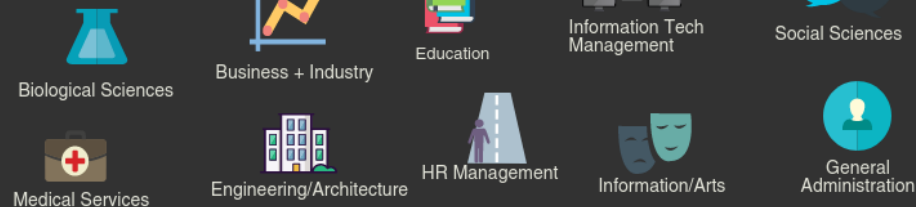


6
GS8 to GS11



34
GS12 to GS15

Occupational Series



Design reached




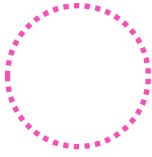



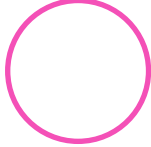

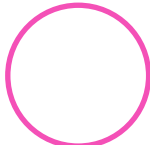
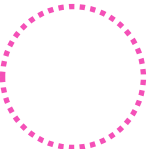

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federal agencies.



- CDC (12.50%) DHS (8.33%) EPA (6.25%)
- FDIC (4.17%) GSA (8.33%) NARA (8.33%)
- Peace Corps (10.42%) USDA (4.17%) DOJ (6.25%)
- NAVY (12.50%) VA (2.08%) FTC (2.08%)
- MCC (2.08%) NGIA (2.08%) NOAA (2.08%)
- OMB (2.08%) OOD (2.08%) State (2.08%)
- DOT (2.08%)

How to Improve...

	Individual Capacity	Team Capacity	Org. Capacity	Network Capacity	System Capacity
Individual					
Team					
Organization					

The Design Learning Spectrum



		< Passive						Active >		Result	
		Read, see, hear Read about design projects, watch a video, listen to a talk or podcast.	Learning-focused Workshop participation Take a fundamental of human-centered design course.	Learn through expertise Work with designers to witness their process and see the results of design thinking.	Co-design event(s) Hold a co-design event with design experts to start finding a response to your complex problem.	Co-design process Work side-by-side with design experts to learn their process, design thinking and participate in the results.	Co-design process Work side-by-side with design experts to learn their process, design thinking and participate in the results.	Co-design process Work side-by-side with design experts to learn their process, design thinking and participate in the results.	Doing, with coaching and mentoring Design and implement your own design process with support and mentoring from seasoned design experts.	Flying Solo Apply your expertise and share your insights and successes with a connected federal network of design thinkers.	Measure
GSA Chief Customer Experience Office Oct. 2016 – Present	Program	Support development of a GSA HOD community of practice (led by GSA CX staff)	Teach to craft and deliver Vet potential teams/programs for more significant investments of time/money/ support by GSA CX team	Teach to craft and deliver workshops and co-design sessions	Teach to craft and deliver	TBD	Teaching them to craft and deliver co-design sessions and learning experiences.				
	Customer	Curating articles, podcasts, case studies to share	Design and co-deliver targeted workshop	TBD	Support delivery to a more limited degree	TBD	TBD				
VA Innovators Network July 2015 – Present	Program	Support development of a Innovators Network Program and supporting resources	Teach to craft and deliver Help local Innovation Specialists identify others to work with in their local ecosystems	Teach to craft and deliver workshops and co-design sessions	Read about design and design projects, watch a video, listen to a talk or podcast.	TBD	Teach to craft and deliver co-design sessions and learning experiences				
	Customer	Curating resources (articles, podcasts, case studies)	Design and co-deliver targeted workshops	n/a	n/a	TBD	Coach selected individuals/ teams through designing and running small design with an emphasis on the Research Phase				

- Practice
- Communicate
- Facilitate
- Teach
- Mentor

Types of Design Expertise

- User experience (UX) design
- Service design
- Product design
- Program design
- Policy design
- Design strategy
- Design research

Domains of Innovation

- Public Services
- Social Services
- Housing/Community
- Health
- Culture/Education
- Transportation/Infrastructure
- Economic Affairs
- Public Order/Safety
- Defense
- Intelligence
- Science/Technology
- Energy
- Environment
- Cities
- International Affairs
- Policy

Where We've Been



WHERE WE
WORKED



WHERE WE
TAUGHT



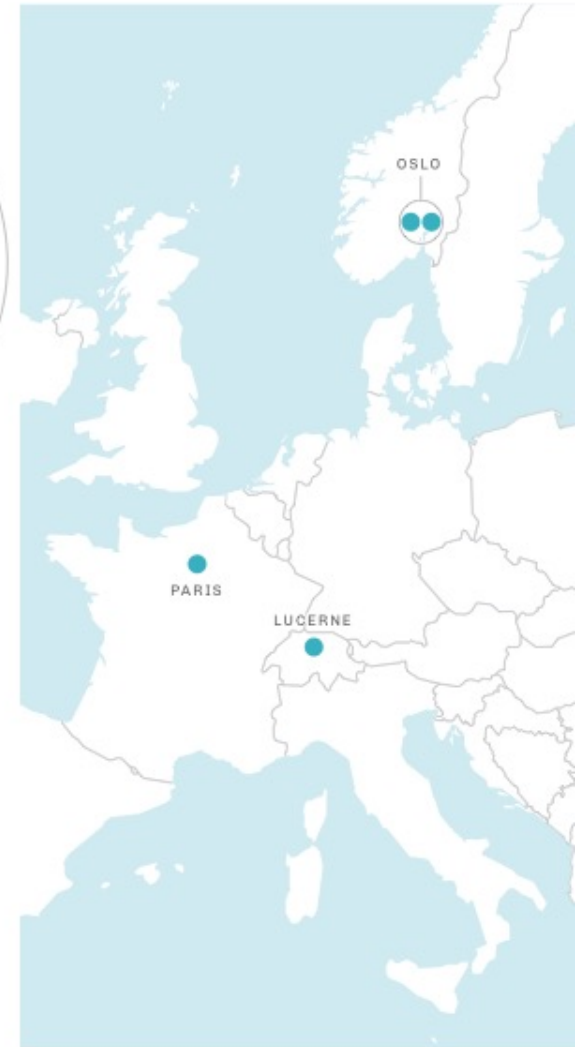
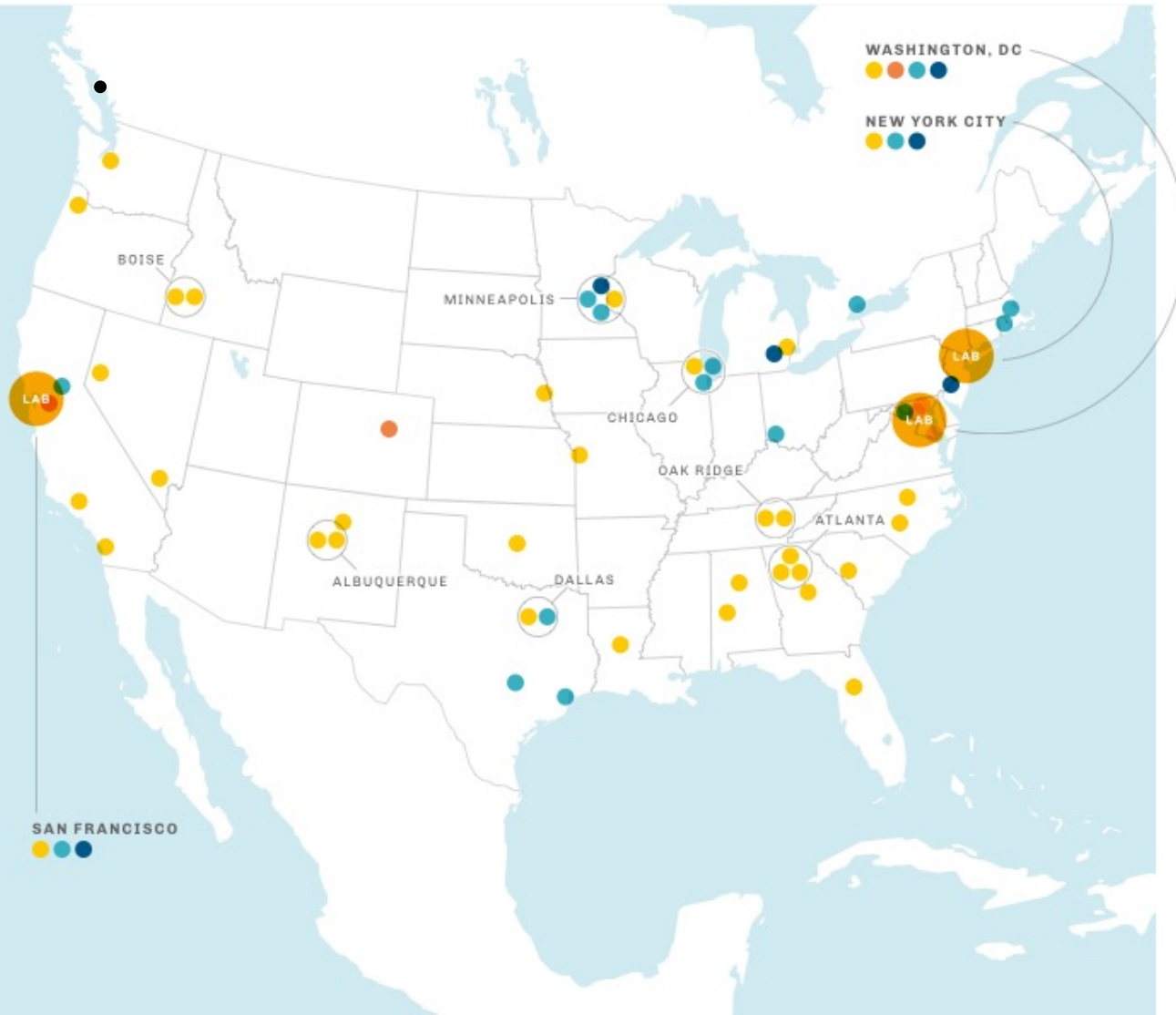
WHERE
WE LEARNED
& SHARED



WHERE WE
COLLABORATED



LAB
OFFICE



As we progressed through a diverse set of projects and initiatives, we began to see our work through a new lens.

Value Exchanges

“Currencies”

Products

Knowledge

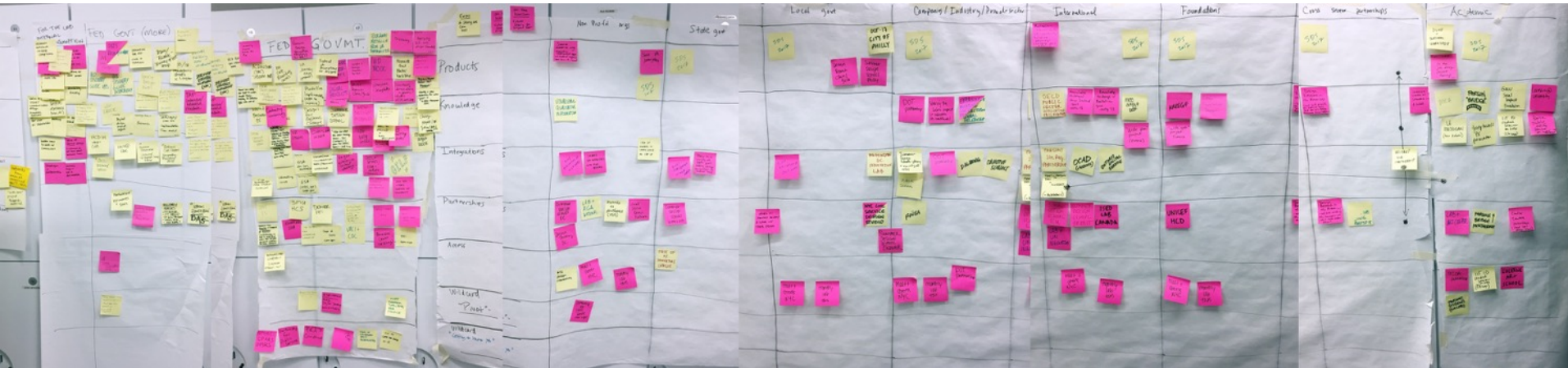
Integrations

Partnerships

Access

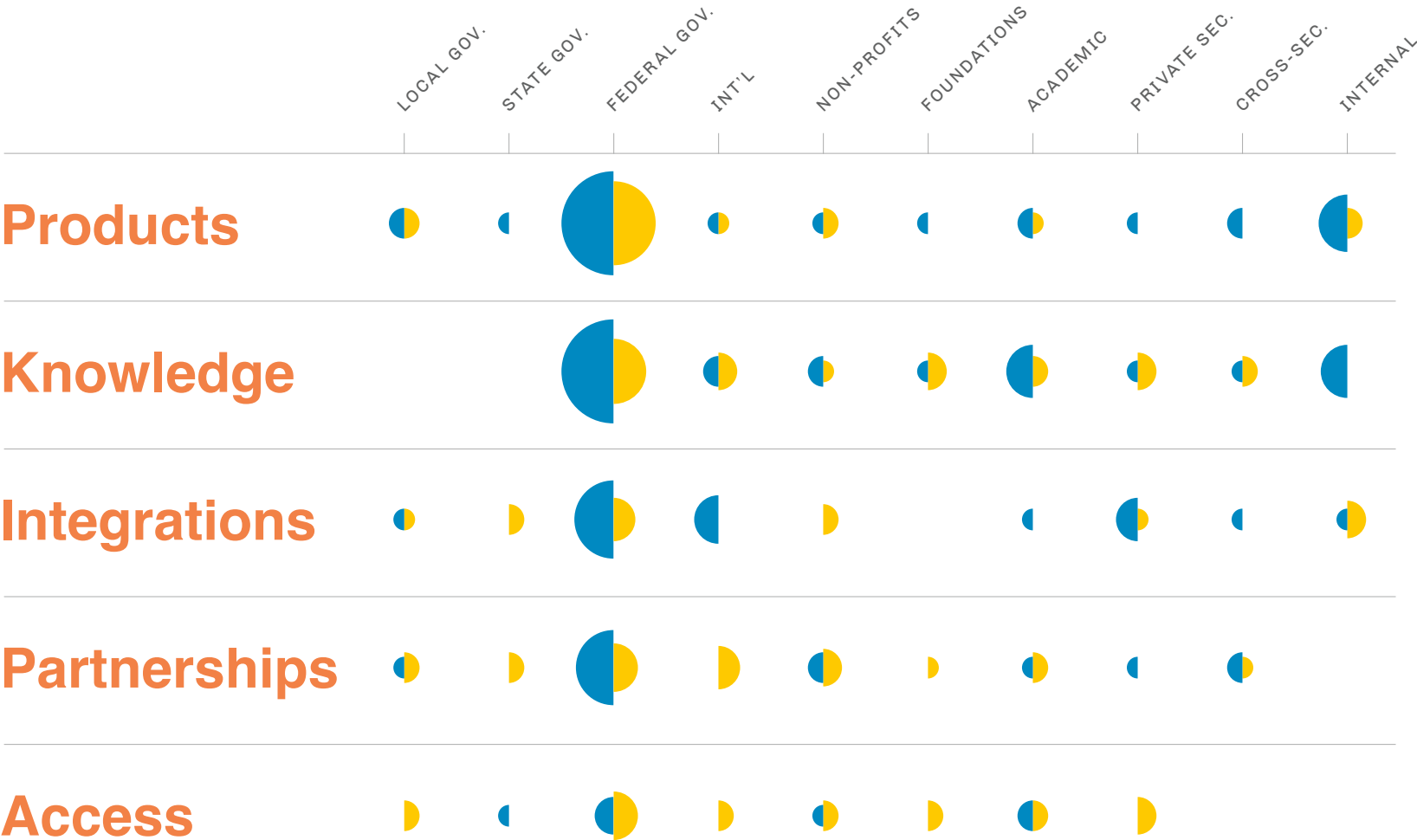
Value Exchanges

( = recent work)



( = upcoming work)

Value Exchanges



A collage of four grayscale photographs showing people in a workshop or meeting. Top left: A man in a suit points at a whiteboard while a group of people watches. Top right: A group of people are gathered around a table, looking at documents. Bottom left: A woman in a dark jacket is leaning over a table, pointing at a large sheet of paper. Bottom right: A group of people are standing around a table, looking at a smartphone held by one of them. The table has various items on it, including water bottles and papers.

LABOPM

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Managing Director

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