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.

https://lab.opm.gov
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 devoted to challenging complex public issues that traditional governmental structures seek to resolve.
Effective design of public service is itself an essential public service.
The Government of the United States of America
Organizational Structure

The Constitution

- The White House
  - Executive Office of the President
    - Vice President
    - President
  - Departments of the Executive Branch
    - Independent Establishments and Government Corporations
    - Independent Regulatory Commissions

The Congress — The Senate & House

- United States Botanic Garden
- Library of Congress
- Government Printing Office
- General Accounting Office
- Congressional Budget Office
- Architect of the Capitol
- US Tax Court
- US Sentencing Commission
- US District Court
- US Court of International Trade
- US Court of Federal Claims
- US Court of Appeals for Veterans Claims
- US Court of Appeals for the Armed Forces
- Court of Appeals
- Territorial Courts
- Federal Judicial Center
- Administrative Office of the US Courts

The Supreme Court of the US
“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.
HCD Overview

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

- Human Innovation Fellows
- Competitive Service
- Formal interagency rotation program
- Informal rotation programs
- Open Opportunities micro-details
- Intergovernmental Personnel Agreements (nonprofit, state, local)
- Adjunct Faculty
- Presidential Management Fellows
- Interns
USAJOBS Redesign

How we build a team:

Product Owner

Designer

Lead Developer

Business Analyst

UI

Dev.

Dev.

Dev.

Design Research
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
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

**Rings: “Where”**
- Each narrow ring is a field of work
- Fields are grouped by broad, overall focus of work and arranged into concentric rings

**Slices: “What”**
- Each slice is an area to innovate within a field of work
The Customer Journey in Acquisitions

Technology Acquisition Center (TAC)

About This Map
The need for a TAC contract is complex, but not random. This graphic supports what customers are seeing—this offers a sense of direction along the way and provides realistic expectations of what’s ahead.

Moments that Matter
- Customer needs: TAC's primary focus is helping customer's needs. TAC customers and support staff work together to ensure a successful experience.
- TAC's Mission: To engage the customer's needs and deliver value at each stage in the process.
- Key Stages:
  - Selection
  - Standard of the process: "Moments that Matter" index

Variables
- Customer's role: the postaward phase is "real work" of projects moving forward. There are opportunities to involve customers in the process.
- Customers can use the "Moments that Matter" index for collaboration.

Evaluation of Proposals
- TAC's mission: to achieve objectives in a comprehensive and cost-effective manner.
- Successful proposals: achieve proposed solutions and meet customer needs.
- Customers and TAC's role: to ensure the process is successful and perform what’s in the agreement.

Closeout Admin.
- Contractual performance
- Customers and TAC's role: to ensure the process is successful and perform what's in the agreement.
- Customers and TAC's role: to ensure the process is successful and perform what's in the agreement.
- Closeout activities

Refining Requirements
- Assess TAC's success
- New requirements
- TAC's mission: to achieve objectives in a comprehensive and cost-effective manner.
- Cost-effectiveness of all proposals involved.
- Customers want TAC to be partners. They look to TAC to help them understand the process and set them to know where they are.

Project Planning
- Define the project
- Project scope
- Stakeholders' requirements
- TAC's mission: to achieve objectives in a comprehensive and cost-effective manner.
- Customers want TAC to be partners. They look to TAC to help them understand the process and set them to know where they are.

Issue resolution
- Assess TAC's success
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Upload Technical
- Send to TAC
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Anniversary Checkpoint
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Design Education
## The Design Learning Spectrum

<table>
<thead>
<tr>
<th>Passive</th>
<th>Active</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Read, see, hear</td>
<td>Learn through expertise</td>
<td>Doing, with coaching and mentoring</td>
</tr>
<tr>
<td>Read about design and design projects, watch a video, listen to a talk or podcast.</td>
<td>Take a fundamentals of human-centered design course.</td>
<td>Design and implement your own design process with support and mentoring from seasoned design experts.</td>
</tr>
<tr>
<td>Learning-focused Workshop participation</td>
<td>Work with designers to witness their process and see the results of design thinking.</td>
<td>Flying Solo</td>
</tr>
<tr>
<td>Take a fundamentals of human-centered design course.</td>
<td>Hold a co-design event with design experts to start finding a response to your complex problem.</td>
<td>Apply your expertise and share your insights and successes with a connected federal network of design thinkers.</td>
</tr>
<tr>
<td>Co-design process</td>
<td>Work side-by-side with design experts to learn their process, design thinking and participate in the results.</td>
<td>Measure</td>
</tr>
<tr>
<td>Co-design event(s)</td>
<td>Design and implement your own design process with support and mentoring from seasoned design experts.</td>
<td></td>
</tr>
</tbody>
</table>

### 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
Design Education

2018: Basic learning modalities

2012 → 2017 → 2018

LEARNING

critical design awareness
focused design awareness
basic design awareness

Beginner
2018: Basic design awareness
2018: Focused design awareness
2018: Critical design awareness
Design Education

Summer Design School 2017
## LAB.OPM → SUMMER DESIGN SCHOOL 2017

### Schedule at a Glance

<table>
<thead>
<tr>
<th>Mon 7/24</th>
<th>Tue 7/25</th>
<th>Wed 7/26</th>
<th>Thu 7/27</th>
<th>Fri 7/28</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-10am</td>
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<tr>
<td>10am-12pm</td>
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<tr>
<td></td>
<td>Welcome activities and Kickoff</td>
<td>Qualitative Research</td>
<td>Behavioral Economics</td>
<td>Systems Thinking</td>
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<tr>
<td>12-1pm</td>
<td>Lunch</td>
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<tr>
<td>1-3pm</td>
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<tr>
<td></td>
<td>Wall of Problems</td>
<td>Studio Session</td>
<td>Studio Session</td>
<td>Studio Session</td>
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<tr>
<td>3-4pm</td>
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<tr>
<td>4-5:30pm</td>
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<tr>
<td></td>
<td>Studio Tour</td>
<td>Studio Tour</td>
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<td>Studio Tour</td>
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<td></td>
<td>CapitalOne Labs</td>
<td>FabLab</td>
<td>Education Design Lab</td>
<td>Peer Insight</td>
</tr>
<tr>
<td></td>
<td>Team Boosters with Elaine Thomas, The Lab, and Cosby Hunt, Center for Inspired Teaching</td>
<td>Observational and Interview Skills with Jaryn Miller and Sarah Hughes</td>
<td>Information Architecture with Matthew Dingee</td>
<td>Visualizing Systems with Eulani Labay</td>
</tr>
</tbody>
</table>

### Lab.OPM

## Who Came to Summer Design School 2017

48 students from many sectors of the federal government.

- 6 GS8 to GS11
- 34 GS12 to GS15

### Experience with Design

- Attended a Lab Course (18%)
- Received Lab Coaching (18%)
- Some Kind of Design Training (43%)
- Never Heard of HCD Prior (34%)

### Occupational Series

- Biological Sciences
- Business + Industry
- Education
- Information Tech Management
- Social Sciences
- Medical Services
- Engineering/Architecture
- HR Management
- Information/Arts
- General Administration

### Design Reached

19 federal agencies.

### CDC (12.50%), DHS (6.33%), EPA (6.25%), FDIC (4.17%), GSA (8.33%), NARA (6.33%), Peace Corps (10.42%), USDA (4.17%), DOJ (6.25%), NAVY (12.50%), VA (2.09%), FTC (2.09%), MCO (2.89%), NASA (2.09%), NOAA (2.09%), CSBS (2.09%), ODD (2.09%), State (2.09%), DOT (2.09%)
### Design Education

#### How to Improve…

<table>
<thead>
<tr>
<th></th>
<th>Individual Capacity</th>
<th>Team Capacity</th>
<th>Org. Capacity</th>
<th>Network Capacity</th>
<th>System Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
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<td><img src="dotted-circle.png" alt="Dotted Circle" /></td>
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The Design Learning Spectrum

### Passive

- Read about design and innovation through articles, blogs, or podcasts.
- Learn through focused workshops or participation in design courses.

### Active

- Learn through extensive design and innovation projects and design thinking exercises.
- Co-design with experts in various fields to develop and test new ideas.

### Result

- Flying Solo: Apply your expertise and share your insights with the community.
- Facilitate: Participate in design workshops and mentoring sessions with seasoned design experts.
- Teach: Offer workshops and design sessions to learn from others.
- Mentor: Provide guidance and mentorship to others in the field.

### Types of Design Expertise

- User experience (UX) design
- Service design
- Product design
- Program design
- Policy design
- Design strategies
- 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
Value Exchanges

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

- **Products**
  - Local Gov.
  - State Gov.
  - Federal Gov.
  - Int'l
  - Non-Profits
  - Foundations
  - Academic
  - Private Sec.
  - Cross-Sec.
  - Internal

- **Knowledge**

- **Integrations**

- **Partnerships**

- **Access**