

How do we Innovate in a complex Public Sector Environment

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INTRODUCTION

Innovation is only meaningful if an idea is implemented and its benefits are enjoyed by its stakeholders. Innovating in complex, multi-agency Public Sector challenges requires different consideration sets and new ways of interactions amongst various stakeholders so as to realise the intended outcomes.

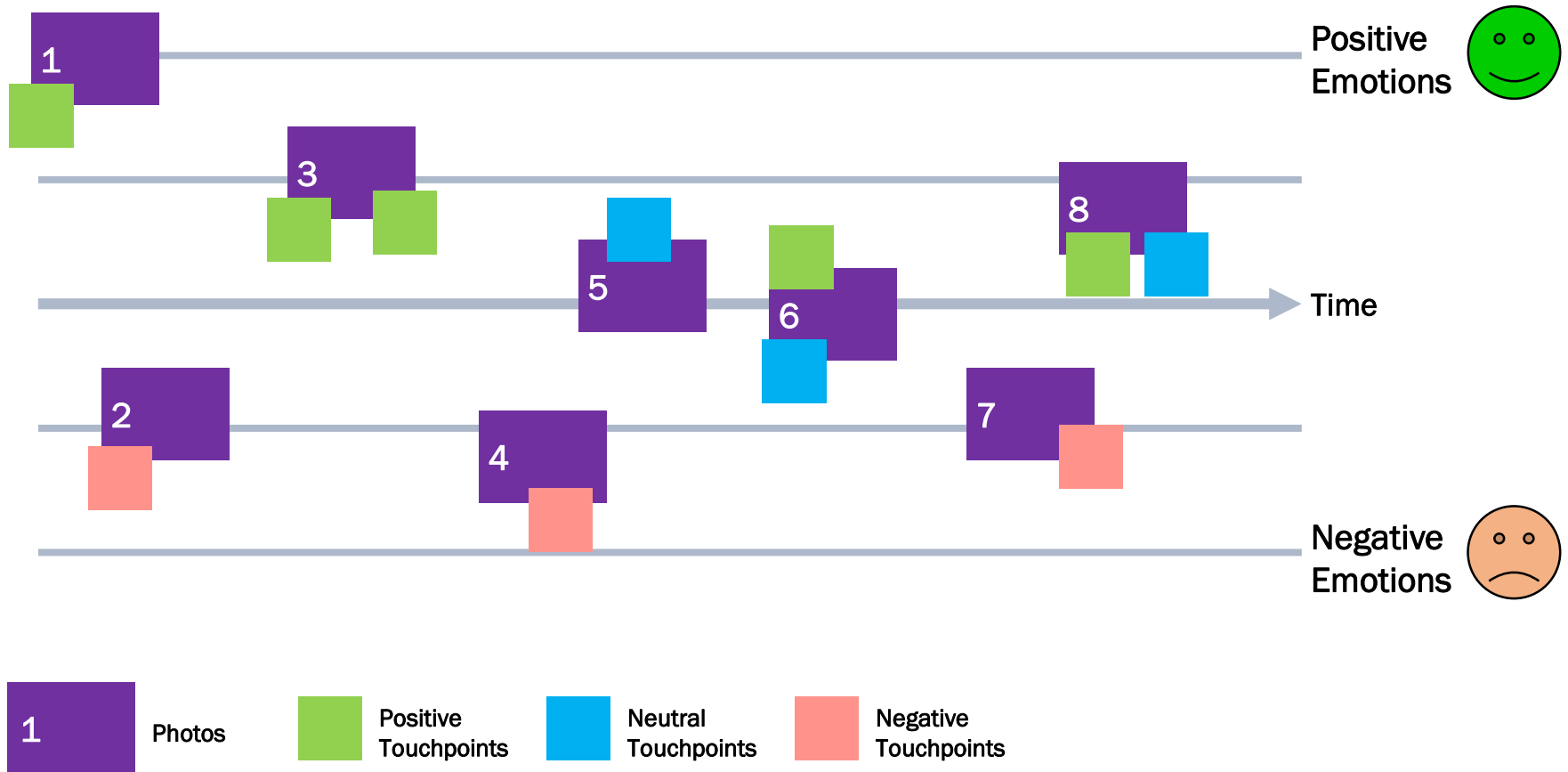
Sharing a simple framework to help us navigate this complexity, identify the right stakeholders, and design appropriate modes of engagement to get us closer to meaningful and implementable solutions.

OBJECTIVES OF THIS WORKSHOP

Sharing a simple framework (via a quickie Hands-on exercise) to:

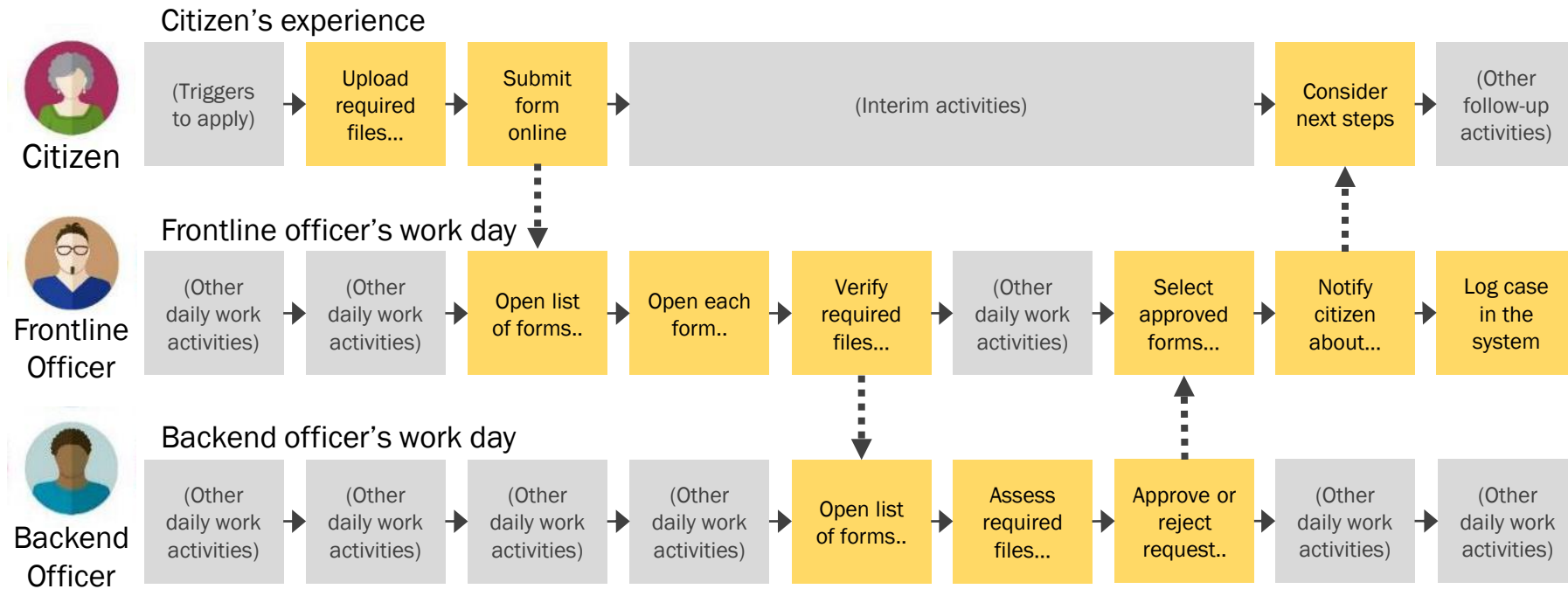
1. Applying a Systems view to ensure holistic outcomes for Innovation Projects
2. Engaging relevant stakeholders to ensure effective buy-in, governance and implementation
3. Looking through a future lens to ensure that we are future-ready and not just plastering over today's problems

JOURNEY MAPPING



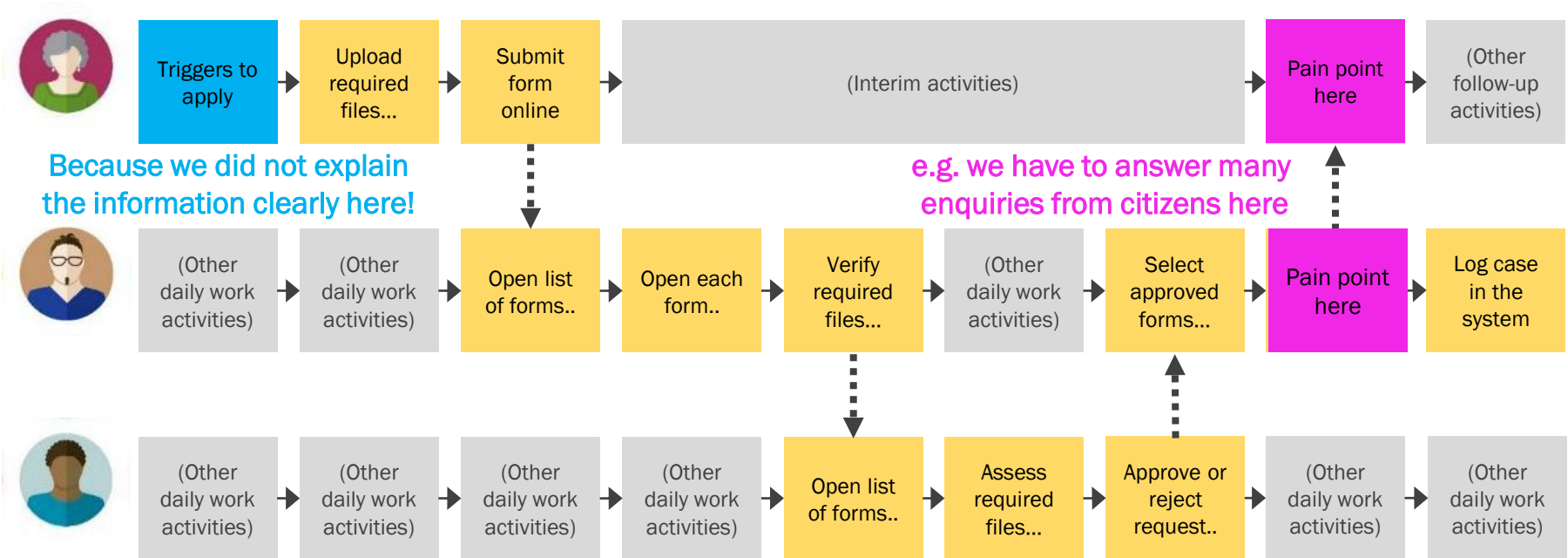
WHAT IS A SERVICE/WORKPLACE JOURNEY ABOUT?

We will study people's experiences in detail to improve them

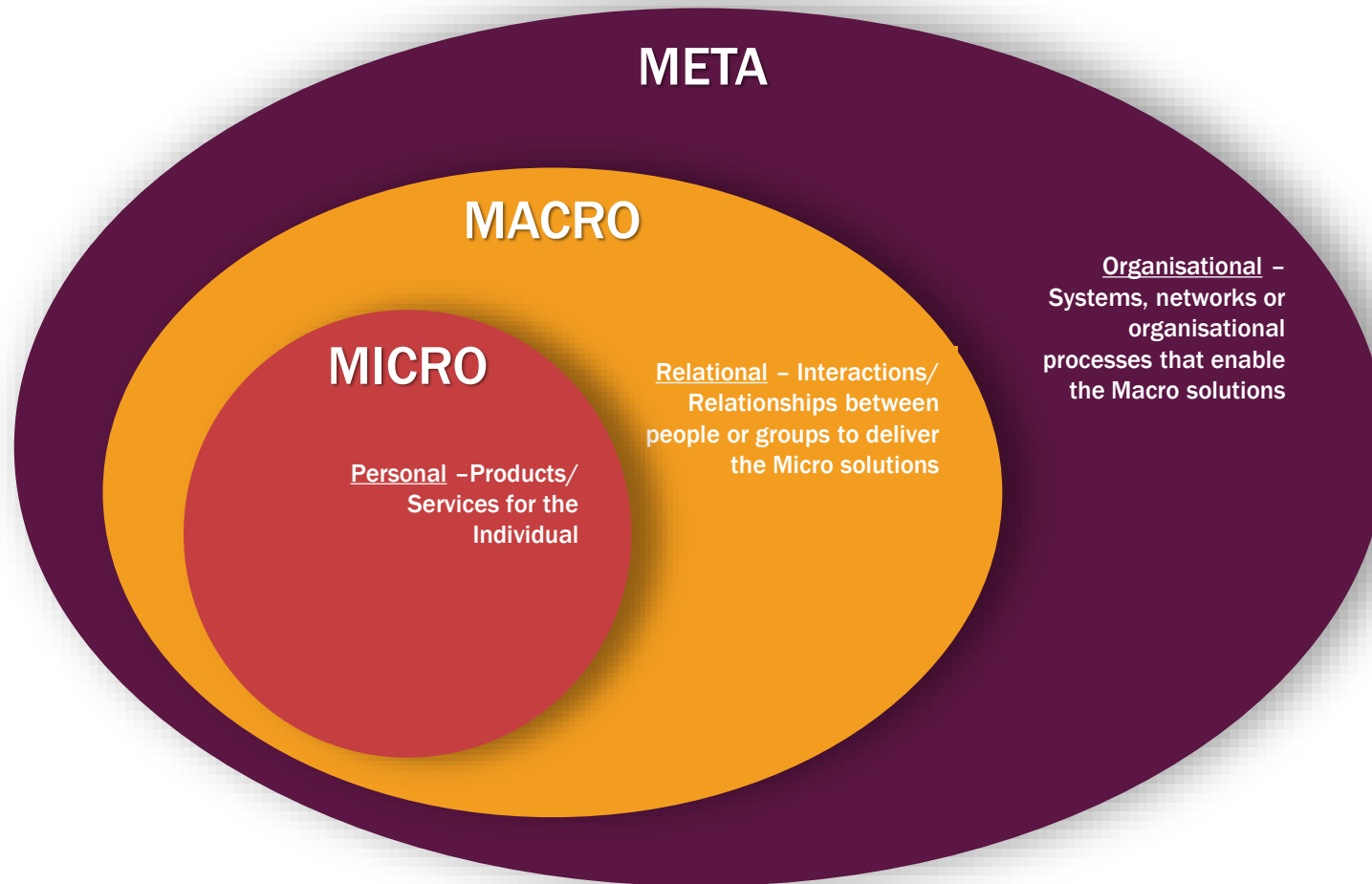


WHAT IS A SERVICE/WORKPLACE JOURNEY ABOUT?

We find connections among issues, and uncover root causes



DESIGNING FOR COMPLEX SYSTEMS – INSIGHTS PLATFORM



INSIGHTS PLATFORM - MICRO



Micro

The individual's interaction with the car

Considerations:

- Safety
- Comfort
- Convenience
- Cost
- Getting from A to B
- etc...

INSIGHTS PLATFORM - MACRO



Macro

Interaction of one's car with other cars on the road

Considerations:

- Traffic rules
- Traffic signs
- Signaling standards
- Road conditions
- Road hazards
- Navigation
- Sensors
- etc...

INSIGHTS PLATFORM - META



Meta

Interaction between the road network and overall infrastructure

Considerations:

- Town planning
- Interplay of commercial, industrial, residential, recreational, nature reserve spaces
- Travel patterns
- etc...

◆ Hands-on Activity

I will be taking photos of participants throughout this workshop to let my bosses know that I did not come to Darwin for a holiday!

POST-IT DISCIPLINE

**ONE POINT
PER
POST-IT
(Short phrases)**

**USE
MARKERS**

**WRITE
LEGIBLY
(BLOCK
LETTERS IF
NECESSARY)**

**STICK POST-
IT DIRECTLY
TO THE BOARD**

**VISUALISE
SKETCH MORE,
WRITE LESS**

**USE COLOURS
FOR
CATEGORISING**

HAWKER CENTRE EXPERIENCE



HISTORY OF OUR HAWKERS



Photo Credit: National Heritage Board Archives

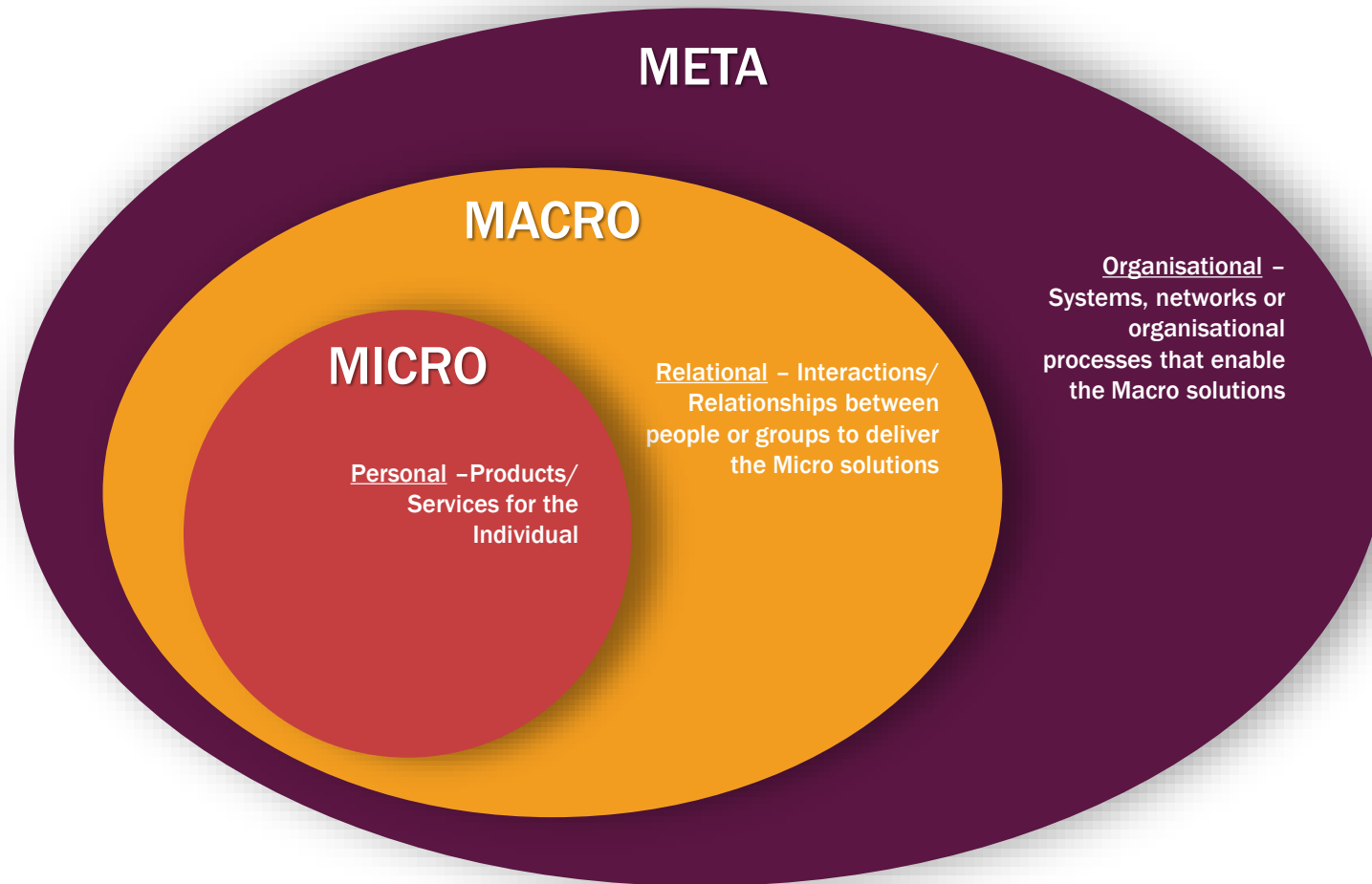


Photo Credit: Mid-day.com



How might we create a vibrant Hawker Culture in Australia to offer affordable and diverse food choices for the Australian public?

INSIGHTS PLATFORM - DESIGNING FOR COMPLEX SYSTEMS



MICRO – HAWKER



MICRO

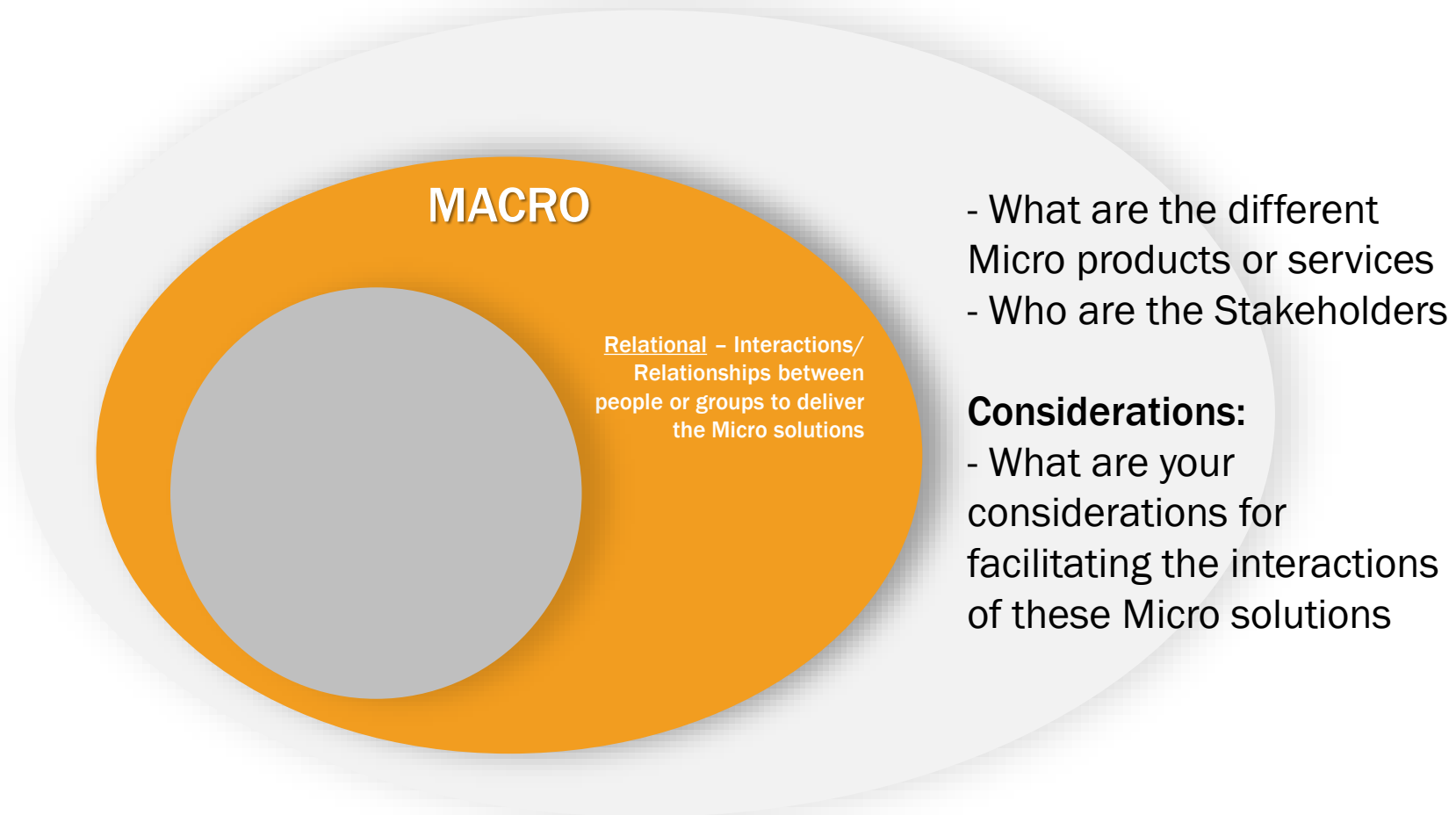
Personal – Products/
Services for the
Individual

- Who are your Customers

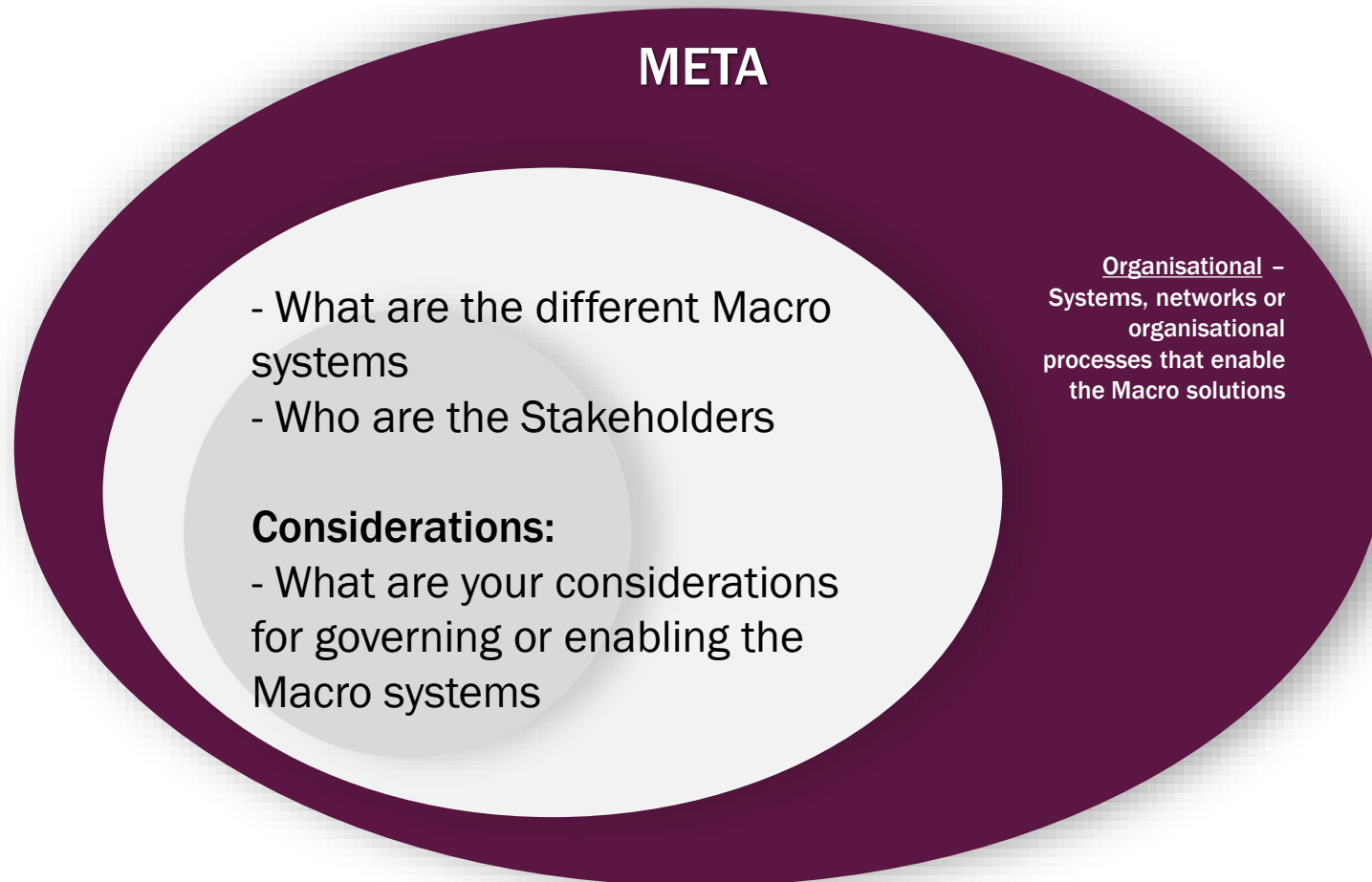
Considerations:

- What are your
considerations to attract
customers to your food
business

MACRO – GOVT AGENCY OVERSEEING FOOD ESTABLISHMENTS



META – POLICY MAKER PROMOTING HAWKER CULTURE



HANDS-ON ACTIVITY – INSIGHTS PLATFORM

15
MINS

1. The room is split into 3 zones. Each zone is assigned one Insight Platform
2. For your assigned Platform, list the different users/stakeholders
3. List the considerations/ideas for achieving the best possible outcome for your users/stakeholders
4. Cluster and pick your top 3 considerations/ideas and be ready to share with others

LARGE GROUP SHARING (ROUND 1)

1. Reps from each Platform to share (3 minutes per rep)
2. When listening to each presentation, think about how considerations/ideas from another platform may interact, complement or disrupt considerations/ideas from your own platform

HANDS-ON ACTIVITY – CONNECTING ACROSS PLATFORMS

10
MINS

1. From the presentations you heard, how would you connect your ideas to the other 2 platforms?
2. Who (stakeholders) would you connect with?
3. What would be your mode of engagement?
4. Describe your new idea, covering all 3 platforms?

LARGE GROUP SHARING (ROUND 2)

1. 1 Rep from each Platform to share (2 minutes per rep)

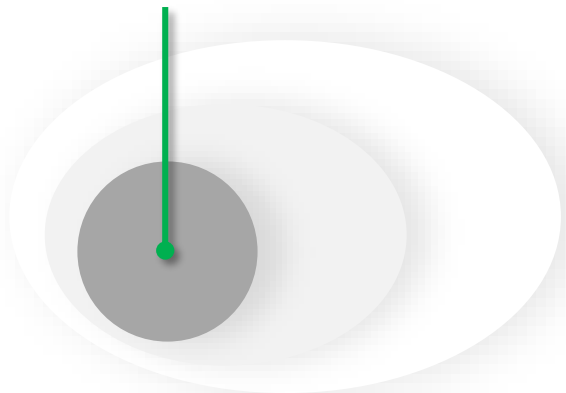
◆ Summary

INNOVATING IN COMPLEX SYSTEMS

- Complex problems span multiple stakeholders, agencies, touchpoints and issues
- They exist in a complex system that can be broadly segregated into 3 platforms: **Micro, Macro and Meta**
- Conflated requirements and unclear roles across the platforms may result in ineffective and inefficient solutions which may introduce more pain downstream
- Having clarity about the different levels of the complex system, and being clear about the different players in each platform will facilitate optimal solutions and effective decision-making
- Having clarity about players, roles and responsibilities at each platform will allow effective use of change management interventions on the appropriate stakeholders

DESIGNING FOR COMPLEX SYSTEMS

MICRO - services for the individual citizen

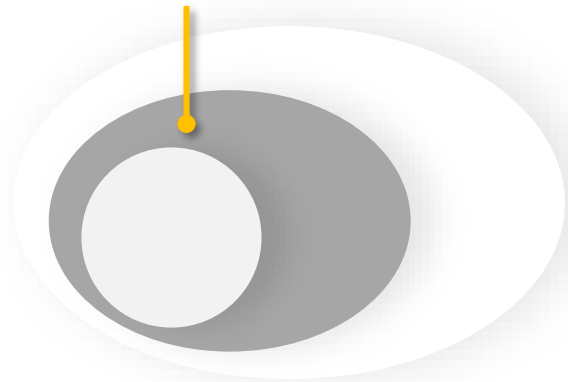


Considerations:

- User Experience
- Service Provider Experience
- User-Service Interaction Touchpoints
- Agency-specific Content/Services
- Issue-specific Content/Services
- Collection of deep stakeholder insights

DESIGNING FOR COMPLEX SYSTEMS

MACRO - relationships between groups to deliver Micro solutions

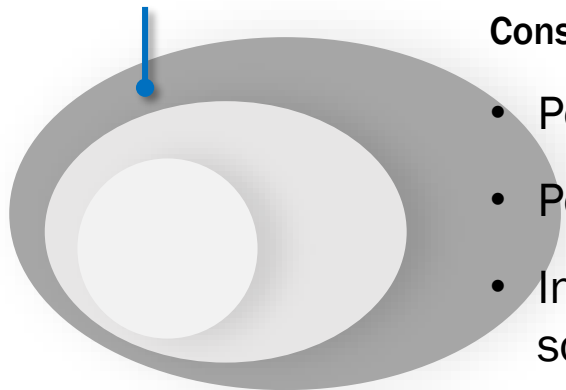


Considerations:

- WOG Sense-making
- Common Design Principles to guide Service Design
- Taxonomy
- Data Sharing Protocols
- Rationalisation of Services/Processes/Policies across Agencies
- Standard Operating Procedure across Micro services
- Inter-operability

DESIGNING FOR COMPLEX SYSTEMS

META – systems/structures that enable Macro & Micro solutions



Considerations:

- Policies to drive adoption of Macro solutions across all agencies
- Policies to govern the design of Macro and Micro solutions
- Infrastructure to facilitate the creation of Macro and Micro solutions – e.g. TechStack, Cloud Computing, Platform, etc.
- Funding and Resourcing mechanisms to ensure alignment, optimization and compliance
- Governance for introduction or sunseting of Macro and Micro solutions

EXAMPLE OF HOW THE PLATFORMS ARE USED

A. What Citizens need	B. What each Service Touchpoint should deliver	C. What Public Service needs to create to deliver on (B)	D. What Public Service needs to consider at each level of the system to create (C)		
			Micro	Macro	Meta
I know how to find Services* conveniently	<ul style="list-style-type: none"> • Easy navigation • Easy interaction • Available anywhere, anytime 	<ul style="list-style-type: none"> • Our information/services are easy to find • We offer multi-lingual and multi-modal interactions • We are available online 24/7, including helpdesk 	<ul style="list-style-type: none"> • Service touchpoint in different forms: <ul style="list-style-type: none"> ▪ Digital ▪ Chat ▪ Face-to-face 	<ul style="list-style-type: none"> • Service-wide Information Taxonomy • Standards for data capture • Data sharing • Natural language platform for translation 	<ul style="list-style-type: none"> • Compliance to Information Taxonomy • Compliance to data standards • Compliance to sharing data • 100% redundancy (backup)
I know what Services I need and I get them seamlessly	<ul style="list-style-type: none"> • Diagnose needs • Needs-Service matching • Present only relevant options 	<ul style="list-style-type: none"> • We can verify who the citizen is • We know what the citizen needs at every touchpoint with us • Our services are comprehensive and rationalized across all agencies • We can match our services to the citizen's needs 	<ul style="list-style-type: none"> • Tell me once • Single Sign-on • Diagnostic questionnaire to understand citizen's needs • No wrong door – every touchpoint is a gateway to all services 	<ul style="list-style-type: none"> • National Digital Identity • Matching algorithm between needs and services 	<ul style="list-style-type: none"> • National rationalization of government services • Regular updates of new services • Regular updates of terminated services • National sensemaking platform to diagnose and match needs to services

BEING FUTURE READY - STEEP ANALYSIS



STEEP



- How might these trends impact us?
- How might we use them to our advantage?



EXAMPLE OF HOW THE PLATFORMS ARE USED

- Identify the ideas/interventions needed at each level
- Understand the interdependencies across the levels
- Understand the levers we can pull at each level
- Identify the stakeholders needed to deliver the intervention
- Identify the stakeholders we need to engage for their buy-in
- Identify the Type of Intervention needed at each level: e.g. to get people to buy-in to a common platform is not simply a matter of creating the physical platform, but also bringing people together to discuss the requirements and co-create the solution

APPLY THIS TEMPLATE TO YOUR OWN PROJECTS

A. What End Users (citizens) need	B. What each Service Touchpoint should deliver	C. What my agency needs to create to deliver on (B)	D. What my agency needs to consider at each level of the system to create (C)		
			Micro	Macro	Meta

◆ Conclusion

ONLINE FEEDBACK

<https://form.gov.sg/5d8b0b3c8749e40012e583d6>



Thank you

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