



Human By Design

Using Behavioral Science and Human-Centered Design to Build Effective Child Support Organizations and Improve Parent Engagement



About us

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Behavioral Science

Also known as behavioral economics, looks at the subject of human actions. Behavioral science studies human behavior, specifically how humans really make decisions in the real world.



or





In the past week, how many of you...



Ate more/worse than you intended?

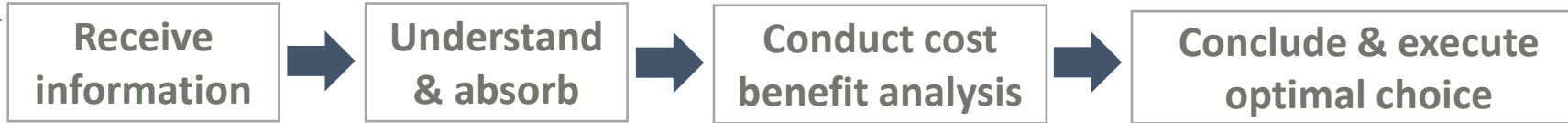


Exercised less than you thought you should?

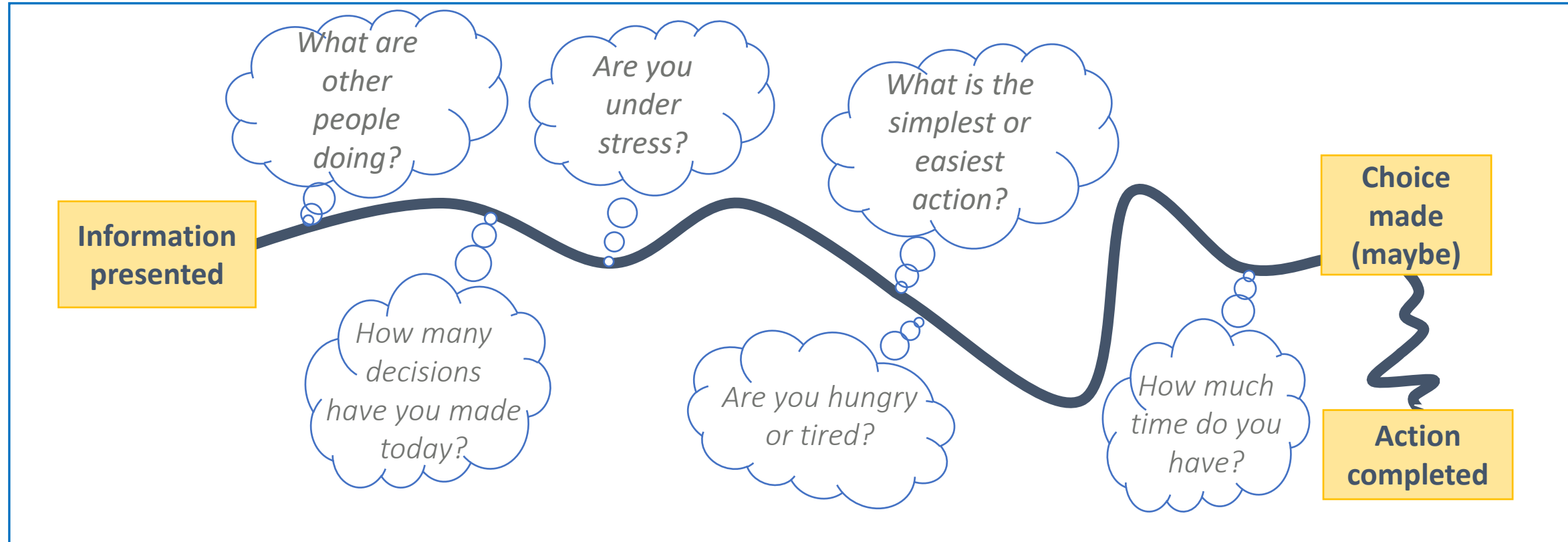
Got less work done than you wanted?



Two Views of Human Behavior



Fictitious “rational agent” on which most public services base expectations of recipients





Human-Centered Design

Human-Centered Design (HCD) is both a process **and** a mindset for addressing complex problems by designing solutions with those who will ultimately use the solution/services (e.g., end user or recipient).

Principle 1: Understand end users and stakeholders.

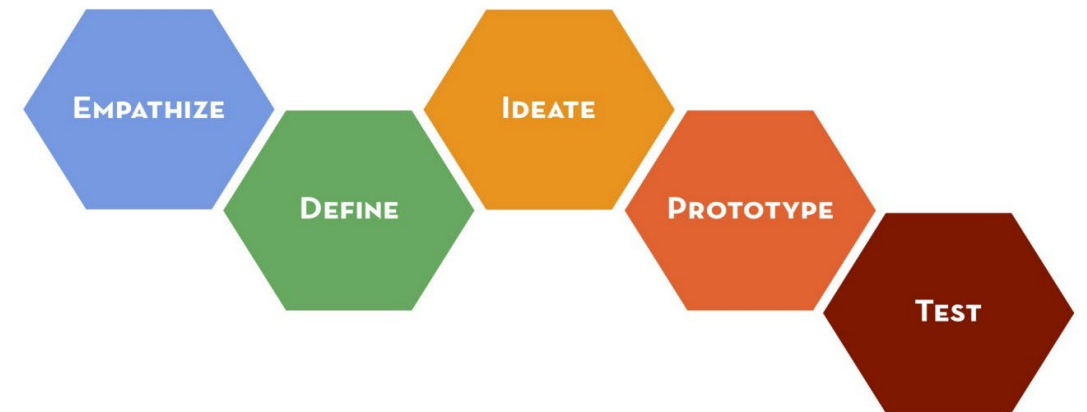
Principle 2: Engage with end users and stakeholders throughout.

Principle 3: Test and revise solutions based on end user and stakeholder feedback.

Principle 4: Iterate.

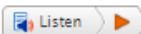
Principle 5: Consider entire experience.

Principle 6: Collaborate across disciplines





Knowledge Works! Resources for Child Support-Led Employment Services

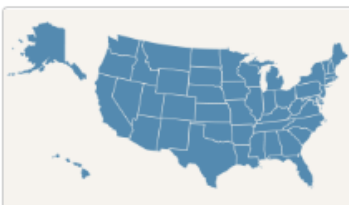


Current as of: August 10, 2022



We believe the option to implement noncustodial parent employment services is a good strategy to increase participation in the workforce, improve compliance with court-ordered child support payments, and provide low-income Americans with a path out of poverty to financial self-sufficiency.

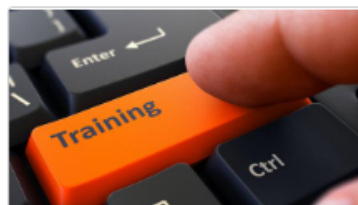
The Knowledge Works initiative helps child support agencies implement or enhance a noncustodial parent employment program by highlighting the work of successful programs in other jurisdictions. By sharing documents and connecting agencies to OCSE subject matter experts, we can help assess your program, plan, implement, and determine funding sources to develop your child support-led noncustodial parent employment program.



Child Support-Led Employment Programs by State

32 states operate a child support-led employment program for noncustodial parents.

[See which states have a program](#)



Training: Noncustodial Parent Employment Programs

Sept. 9: [Register for this webinar](#)

to learn about service enhancements in Michigan, Vermont, and Wyoming to help noncustodial parents with employment barriers.

You can also [view previously recorded webinars](#).



Wyoming's Work Initiative Network Program

Read about Joseph, a noncustodial parent, and his success through the Wyoming WIN program to address barriers preventing him from being employed and paying child support.

[Read more](#)

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f federal funding

hlights of lessons
results and review

rtnership

rogram or connect



Four Insights from Behavioral Science







Why this “Behavioral” View Matters

FPAI01

OFFICE OF THE ATTORNEY GENERAL, CHILD SUPPORT SERVICES DIVISION
441 4TH STREET NW, 5TH FLOOR WASHINGTON D.C. 20001

May 06, 2015

NON CUSTODIAL PARENT:
CASE NO:

WASHINGTON, DC 20010

Dear

You have been scheduled for an appointment on 05-14-15 at 11:30AM with the Office of the Attorney General, Child Support Services Division, 441 4th Street NW, 5th Floor Washington, DC 20001 regarding the matter of child support. You must attend this meeting. The following documents are needed to file your case, and you must bring them with you to your appointment. Failure to do so may delay or cause your appointment to be rescheduled.

- * Photo Identification
- * Marriage Certificate, Separation Agreement, Divorce Decree
- * Court or Administrative Support Orders
- * Proof of Paternity: Signed Paternity Acknowledgements, Genetic Testing
- * Documents, Court Orders for Paternity
- * Child(ren)'s Birth Certificates with Parents Name(s) listed
- * Child(ren)'s Social Security Cards
- * Day Care Verification
- * Receipts for Child(ren)'s Medical Expenses
- * Proof of Current Medical Insurance Coverage (if applicable)
- * Three Current Pay Stubs (if applicable)

If you are receiving TANF benefits and you fail to appear for this appointment, your benefits will be stopped. If you are not receiving TANF and fail to appear, your case will be closed.

If you believe that obtaining child support or medical support would be against the best interests of your child(ren), or might cause harm to you, your child, your family, or a member of your household, you must come to your appointment and explain your concerns. Please bring any documents you have that relate to your situation (court orders, police reports or medical reports, etc. with you to the appointment.

If additional information is needed, please contact your case worker at (202) 724-7740.

Sincerely,

EUGENIA CHARLES

PHOTO ID is required to enter the building

Usted puede solicitar totalmente gratis servicios de interpretacion por telefono o en persona, asi como pedir que se le traduzcan algunos documentos. Si tiene alguna pregunta sobre este documento, por favor llame al (202) 724-7740.

Appr. Letter
CP

CSSD
form

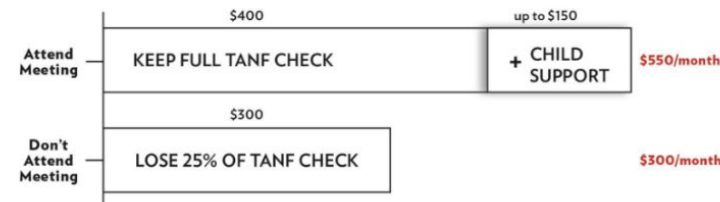
[Date field]

Dear [CP Name field]

Welcome to the child support program! I have scheduled an appointment for you on Day, Month, at Time (AM/PM) to discuss your case. I will work hard to make sure you do not lose any of the benefits for

GET MORE MONEY FOR YOUR CHILD NOW

If you miss this appointment, you will be sanctioned. That means you lose 25% of your TANF check. For mothers receiving \$400 from TANF that is a loss of **up to \$250 per month or \$3,000 per year.**



By establishing paternity and child support, you can add up to \$150 to your TANF check every month. You also protect your child's rights to social security and other benefits.

The key information for your appointment is below and the 3 simple steps to success are on the next page.

WHEN	[Date and time of appointment field]
WHERE	441 4th Street NW, Suite 550N
WHAT TO BRING	Your Photo ID, Child's birth certificate, and Child's social security card (see Page 2 for more information)
CASE NUMBER	[Case number field]

Sincerely,



Why this “**Behavioral**” View Matters (con’t.)



Many child support policies and programs are based on the “rational agent” perspective of human behavior.



Child support agencies’ cooperation requirements and processes assume parents and participants will carefully consider each option and follow through on intentions.



Research from psychology and other behavioral sciences has not been integrated into programs and policies to the same extent as traditional economics.



How a Behavioral “**View**” Can Improve HCD



Recognize that end users aren't always aware of how they make decisions – they may answer based upon intentions.



Some irrational behaviors are predictable and the result of mental shortcuts (heuristics).



Humans don't like to admit when they are uncertain or don't know the answer.



Human-Centered Design is a process and set of techniques that puts **people at the center**.



It focuses on looking at problems from a **different perspective** - the human perspective



Through **observation and an iterative trial and error approach**, human-centered design helps solve problems without exhausting time, money and resources



It is a **data-driven, hands-on** approach that results in innovative solutions

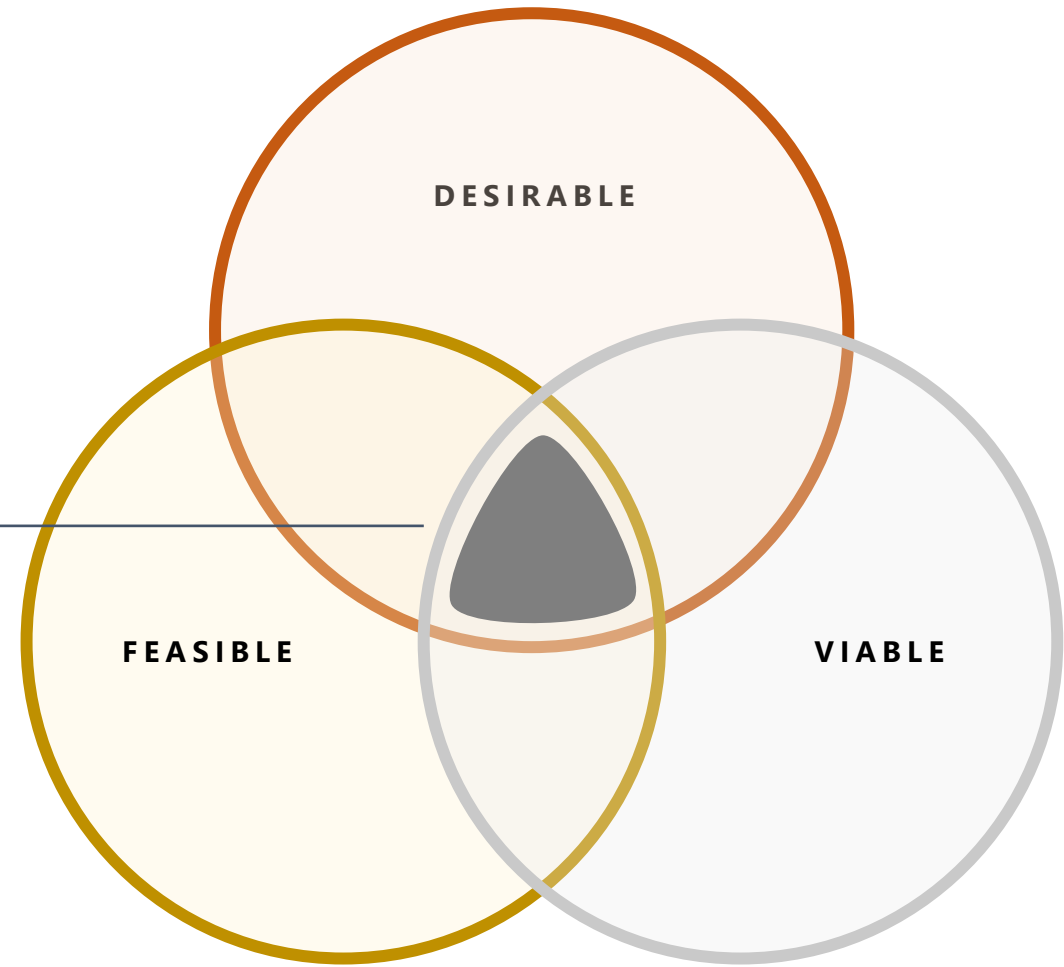
A primary goal of HCD is building ***empathy*** for people and the context in which they are fulfilling their needs.



HCD leads to valuable solutions for stakeholders

The best solutions are at the center

By approaching challenges through an HCD lens, we are better equipped to make informed choices among solutions that are *desirable, feasible, and viable*."





Five Key Principles of HCD



Problem Solving:

Looks at problems from ***the human perspective***, approaching every stakeholder with empathy



Radical Collaboration:

Requires radical stakeholder collaboration and ***co-production***



Bias Towards Action:

Uses processes and techniques to move quickly ***from insights to solutions***



Structured Risk-Taking:

Tests assumptions without exhausting time, money, and resources through observation and an iterative trial and error approach

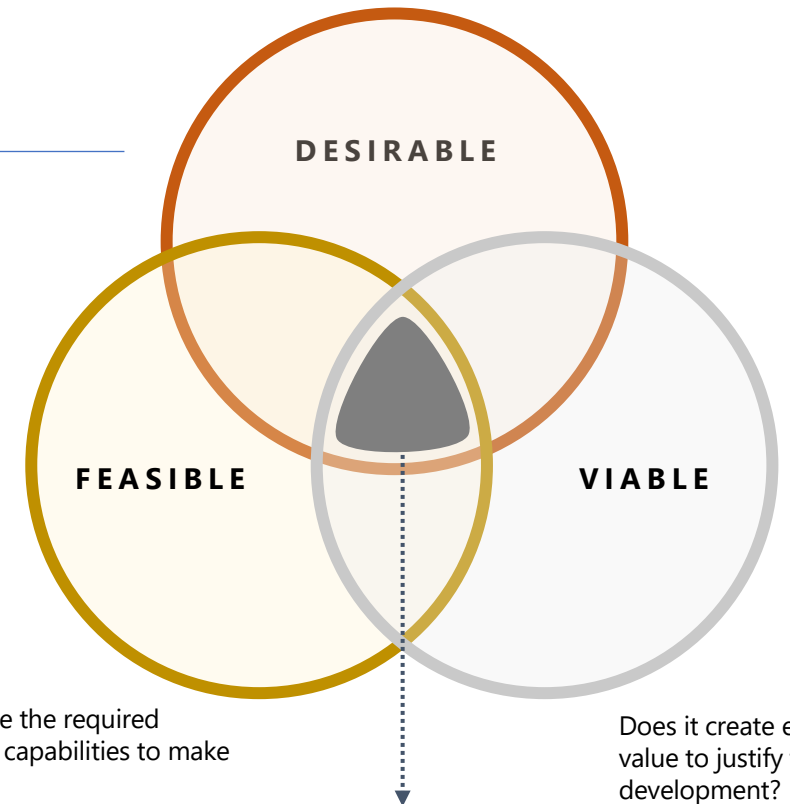


Embracing Ambiguity:

Uses qualitative research to uncover root causes and explore unmet needs

Starting
here, inspired
by users

Do people need it or want
it? Will they use it?



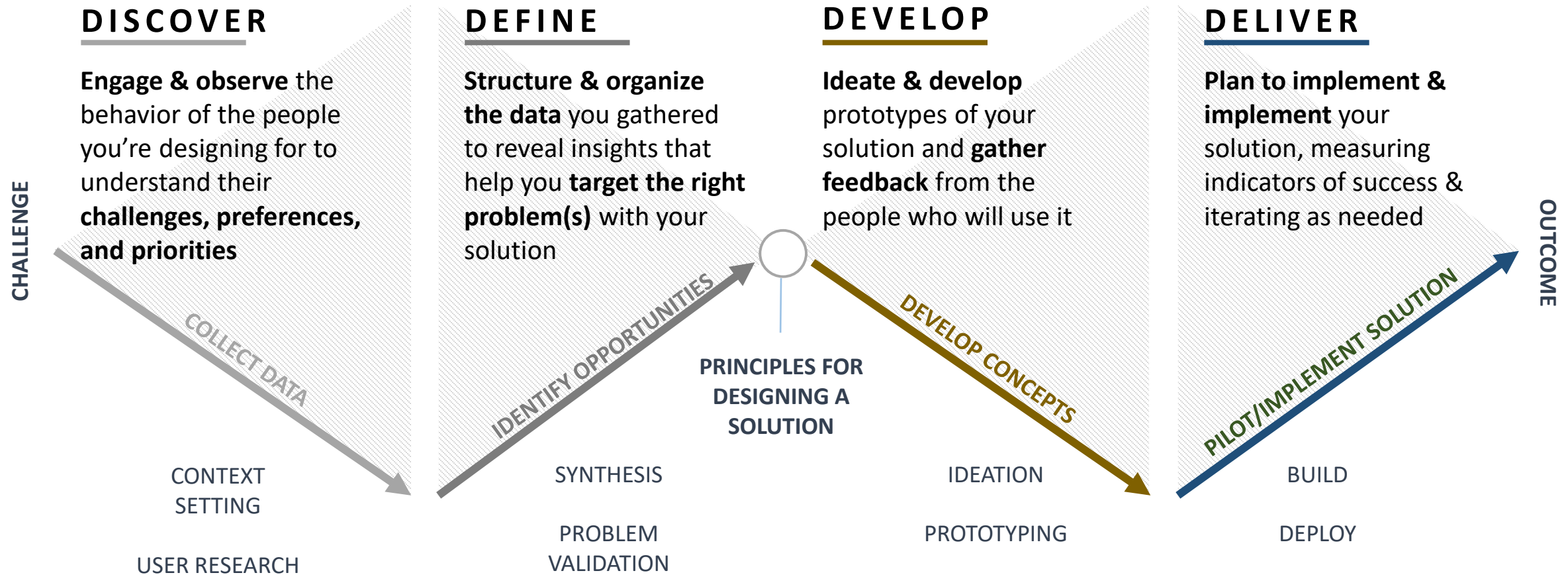
Do we have the required
assets and capabilities to make
this real?

Does it create enough
value to justify the
development?

Optimal Design!



An Approach to Human-Centered Design (HCD)





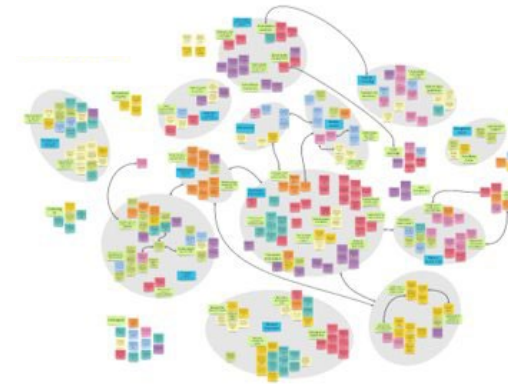
What does HCD look like?

Common techniques or activities



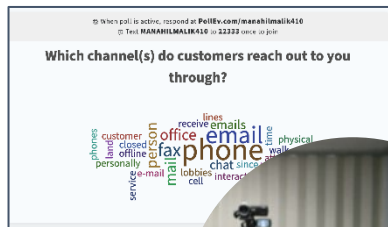
Stakeholder interviews, Focus Groups, & Surveys

Engagement with end users, key stakeholders, and implementers focused on issues.



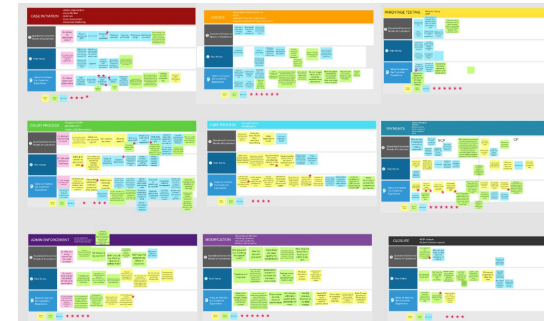
Information Synthesis

Use gathered information to anchor brainstorms, understand insights, key themes, opportunities, and risks.



Ethnographic Research

Research, observations, and data analytics used to create a foundation for understanding end users' and stakeholders' worlds.



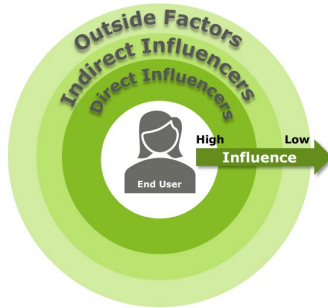
Brainstorming, Testing, & Iteration

Engaging in co-production with stakeholders in order to continue exploring, while prototyping solutions.



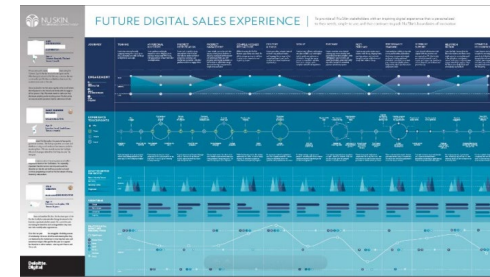
What does HCD look like?

Common outputs or artifacts



Stakeholder Maps

Visual web showing connections between stakeholders, users, and others as they relate to the problem and each other



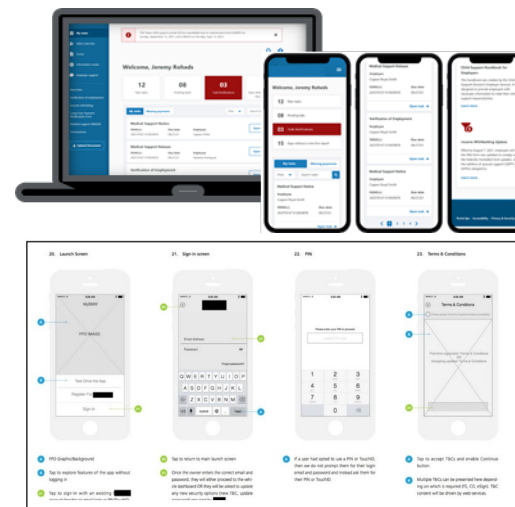
Journey Maps

Visual timeline which covers actions, interactions, and emotions as a person moves through a process or time period.



Personas

Illustrations of key users or people and their challenges, needs, and experiences



Wireframes

High-level design mockups which can be used to test or iterate on a proposed technology solution.



Our Partners



Sponsor



Evaluator of HCD process
Content experts



Content experts



HCD consultants

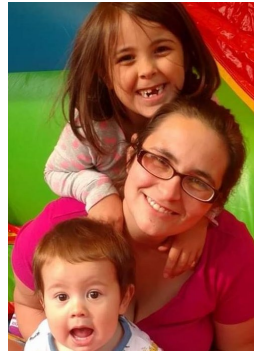


Meet the design team



Christine Servin
Design Team Executive

Christine is the District Manager of the Seattle Field Office.



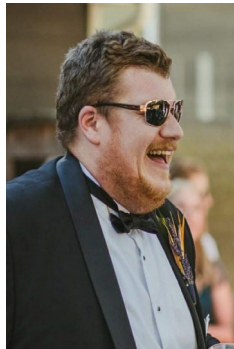
Kassandra Traulsen
Caseworker

Kassandra is a Support Enforcement Officer and modification expert



Brittney Considine
Policy Attorney

Brittney is a policy attorney with an expert understanding of modification laws.



Garrett Landram
Design Team Lead

Garrett is a Supervisor of a team of Support Enforcement Officers in the Tacoma Office.



Jeannie Bowen
Planning & Improvement

Jeannie specializes in planning, continuous improvement, and project management



Rachael Lundin
Trainer

Rachael is a trainer with our statewide training team.



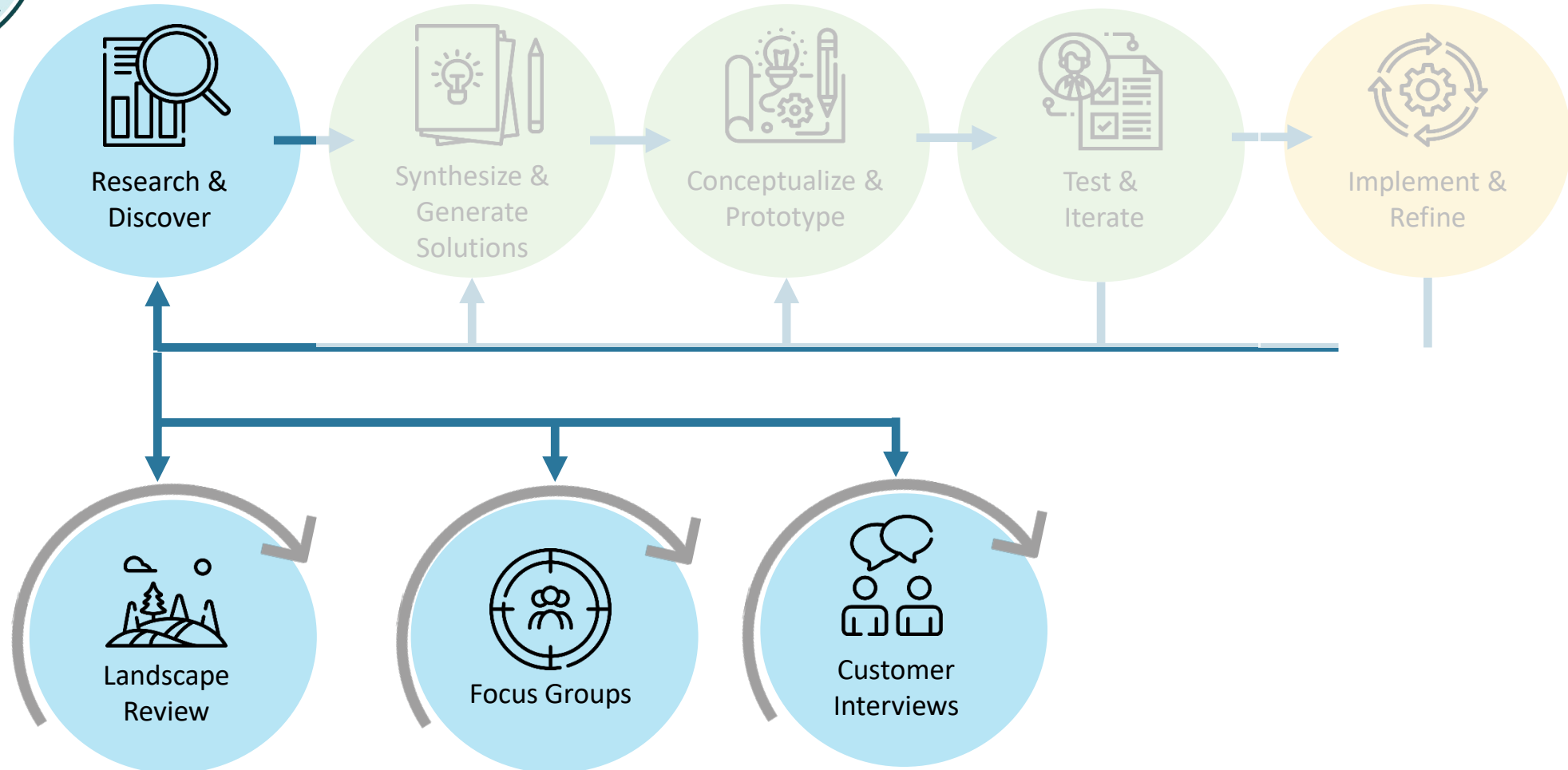
Our Project Objectives

- ✓ Learn human-centered design methodology to incorporate customers' ideas into our work for continuous improvement and inclusive program decisions.
- ✓ Find ways to keep parents engaged in the modification process, so children receive the support they need.





Research & Discover





Research Themes

Most of the challenges with the modification process can be summed by “the paperwork”!

Customers have anxiety over getting the paperwork right despite DCS efforts to alleviate this anxiety.

The people who need the modifications the most are more likely to be individuals with compounding barriers to receiving the paperwork, completing the paperwork, and ability to follow through with the process.





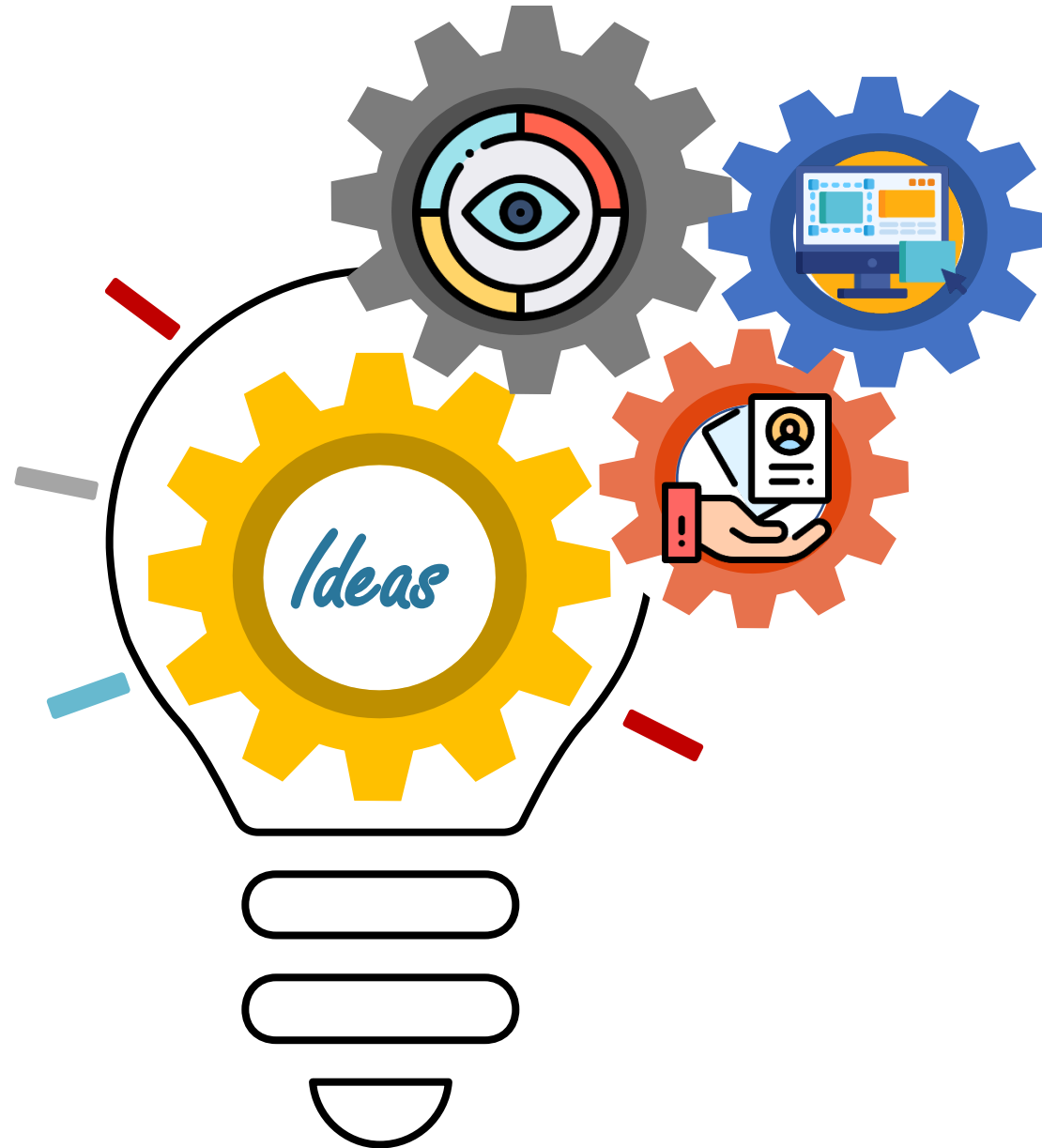
Surprises

- Tracking Mechanism
- Use of DCS Website
- Need attorney
- Paperwork accuracy



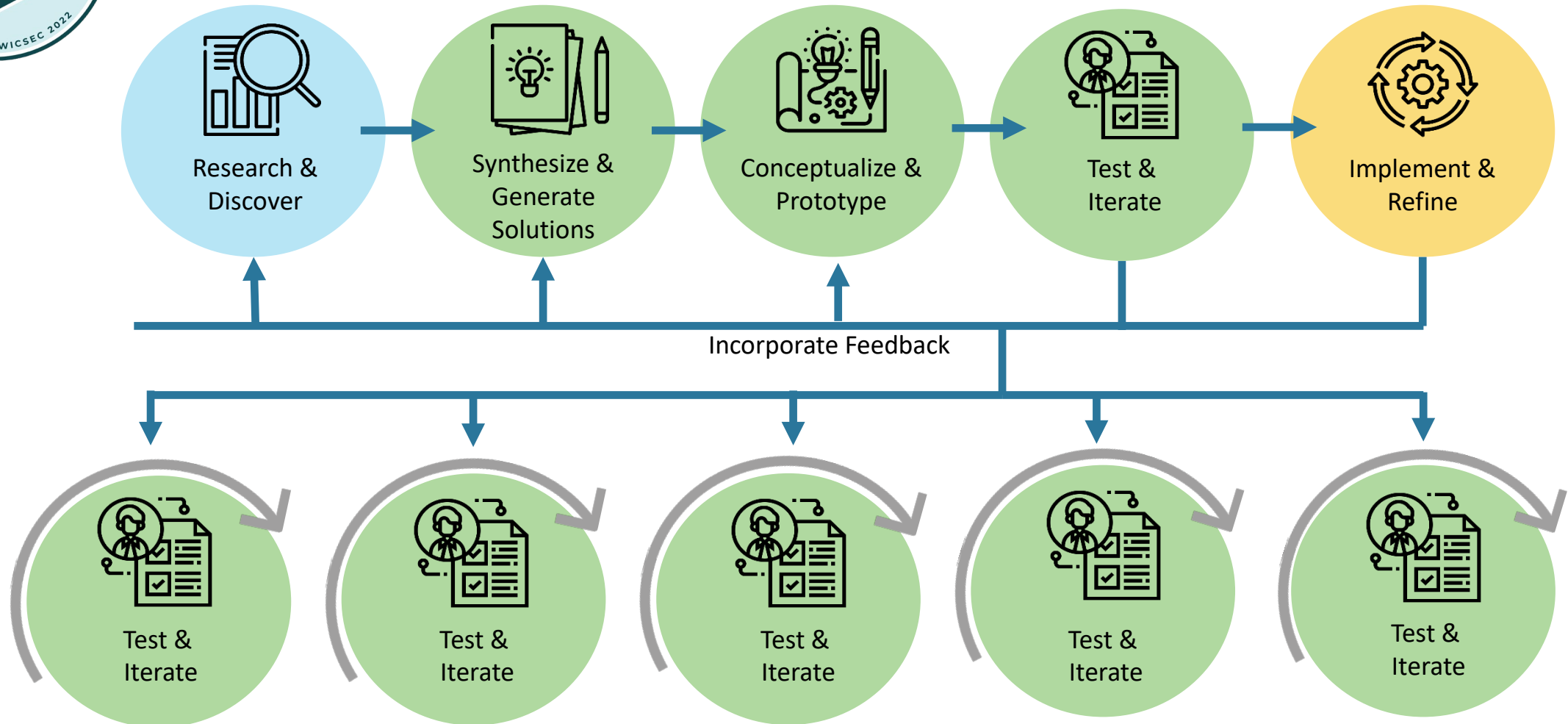








Test and Iterate





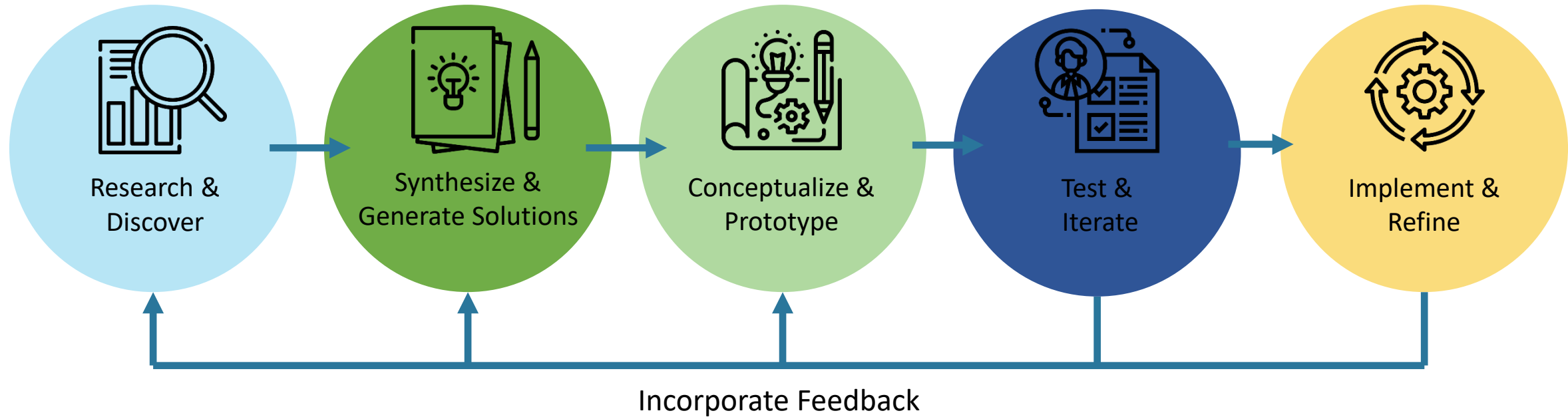
Testing

1. First Round
 - DCS Staff
 - Iterate
2. Second Round
 - Customer Survey
3. Third Round
 - Customer Interviews
 - Iterate
4. Fourth Round
 - Customer Interviews
 - Iterate





Implement and Refine



A glowing lightbulb is positioned on the left side of the slide. The background is a soft, warm gradient of orange and yellow, suggesting a sunset or sunrise. The lightbulb is illuminated from within, casting a warm glow.

A-Ha! Moments

- Customers don't expect notification by mail
- Customers want procedural justice
- Customers don't think to contact their SEO



Helpful Tips and Tricks

- Recruit more than you think
- Empathy/understanding for our customers
- Leverage partners
- GIFT CARDS!
- Don't spend too much time on first iteration
- Leave space for customers story
- **FALL IN LOVE WITH THE PROBLEM, NOT THE SOLUTION!**





The Challenge in Texas

- Increase transparency & internal communication
- Organizational structure
- Employee Engagement - Increase Inclusiveness
- Employee trust



Objective: Motivate staff to share their voice, be innovative, and think creatively

- ✓ Reset agency culture
- ✓ Reimagine everything
- ✓ Gain staff buy-in and trust
- ✓ Create a culture of information sharing
- ✓ Remove hierarchical norms
- ✓ Think “as if there is no box”
- ✓ Achieve programmatic transformation
- ✓ Modernize technology





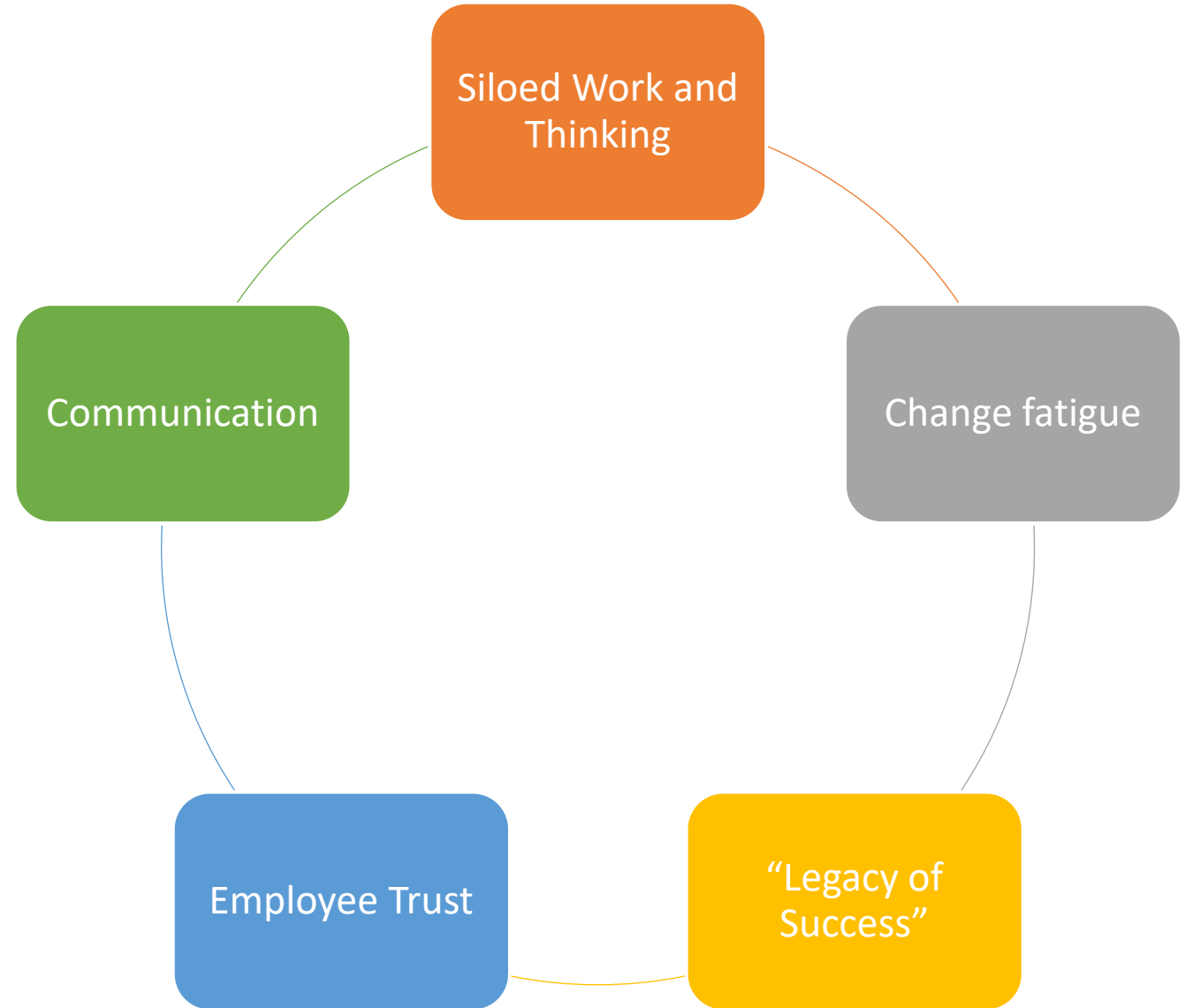
Our Culture Transformation Journey



Transformation and Modernization of the Texas Child Support System

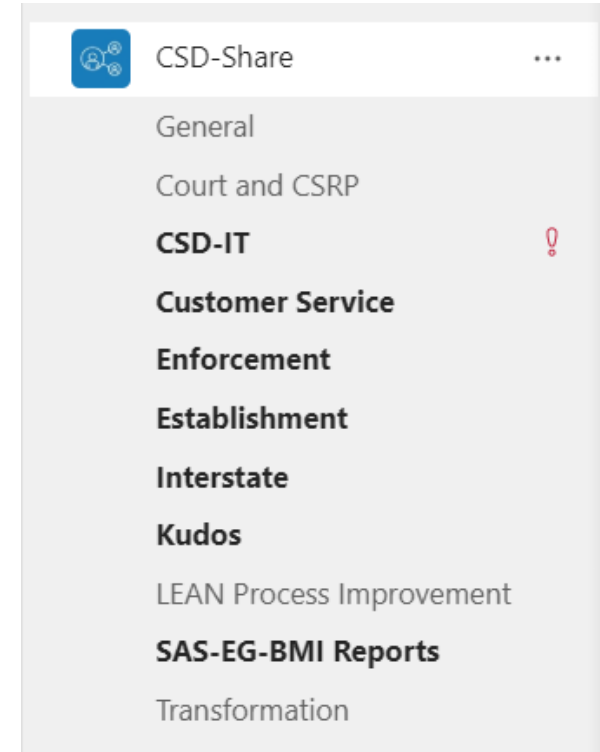
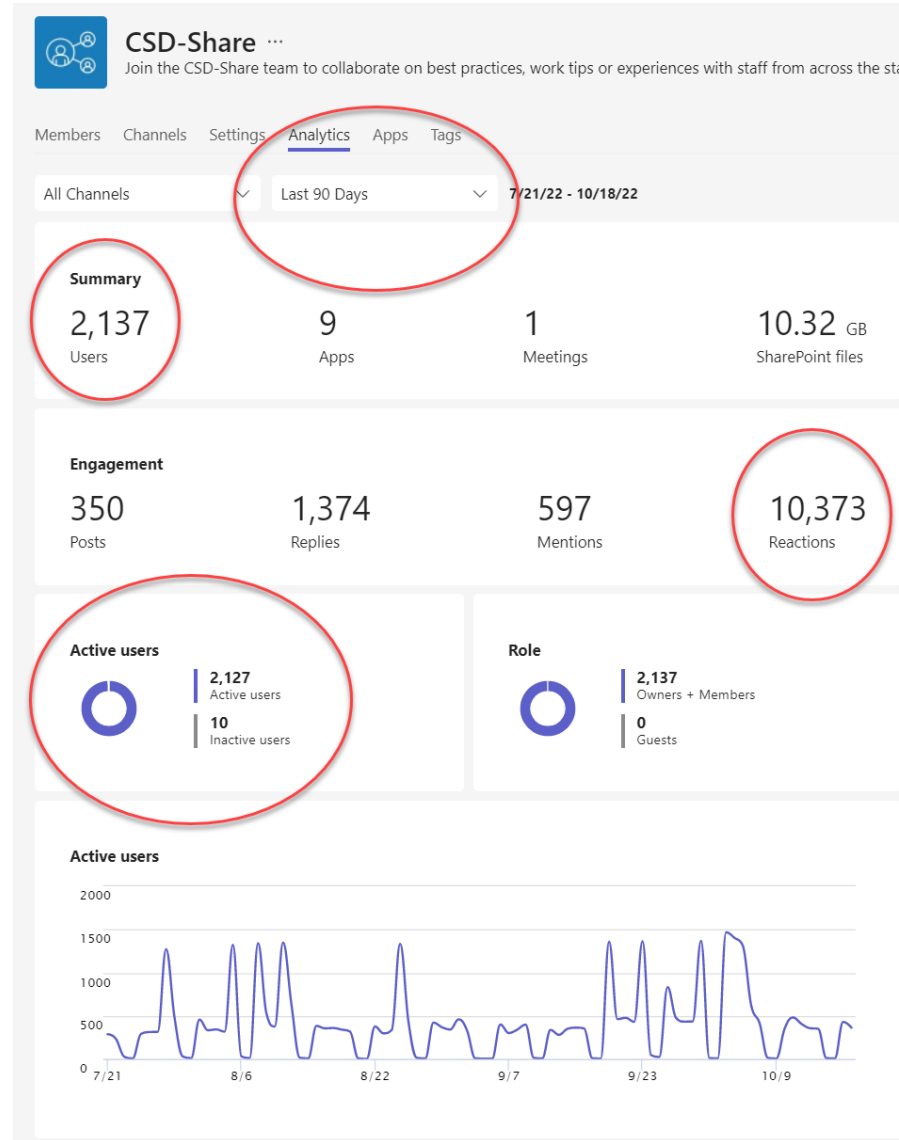


Possible Barriers





Continued Growth and Collaboration





Key Aspects of HCC for CSD's System Modernization

COMMUNICATIONS

Key Activities:

- Design a **Communications plan**
- Connect to CSD's overall strategy (Next #1 Transformation)
- Develop, review, & deliver **written messages & presentations** to impacted stakeholders & other CSD staff

TRAINING

Key Activities:

- Conduct **change impact & training needs assessments**
- Define **curriculum & resources**
- Validate with identified users
- Develop **training materials**
- **Review & iterate** materials with identified users prior to delivery

END-USER ENGAGEMENT

Key Activities:

- Conduct **change impact/ readiness assessments** for identified user groups prior to a release
- Create **change agent network(s)** to:
 - support awareness &
 - monitor change readiness
 - adoption readiness
- **Monitor and measure readiness & adoption** pre and post-release

STAKEHOLDER & PROJECT COORDINATION

Key Activities:

- Create and maintain an **overall Change Management Plan**, that accounts for all HCC activities related to different aspects or modules of the system modernization
- **Coordinate & organize stakeholders** engaged throughout the development cycle (e.g., through user research/journey mapping, UAT, training/comms reviews, command center, etc.)



A Human-Centered approach to change (HCC) uses four iterative phases to deliver change activities for CSD's users and stakeholders

DISCOVER

Articulate the **case for change**, including an overview of the change, its benefits, & measures of success

Conduct **Stakeholder Assessment** to understand the stakeholder ecosystem and key stakeholder needs

Conduct **Channel/Vehicle Assessment** to understand the existing methods for reaching stakeholders

DEFINE

Conduct **Change Impact Assessment** to understand what is changing specifically and how it impacts stakeholders

Draft **communications** plan

Draft **training** plan *(if needed)*

Draft **change network** plan *(if needed)*

Draft a **change readiness** strategy to guide measurement user readiness & adoption. Launch baseline measurement

Compile **change management strategy** & identify & prioritize activities to begin development

DEVELOP

Work with PO/PLs, change agents, and/ others to **ideate and define** change interventions

Develop **prototypes/drafts of change interventions** (e.g., comms, training, other activities)

Test/review prototypes with PLs, changes agents, and/or others and iterate & update

Finalize comms/change products

DELIVER

Deliver final comms/change products to identified stakeholder groups

Launch recurring **change readiness/adoption pulse checks**

Measure quantitative & qualitative **feedback**

Reassess, **iterate**, and update as needed

ONGOING STAKEHOLDER & PROJECT COORDINATION:

- Maintain a **central Change Management Strategy & plan** to coordinate HCC efforts across sprints & modules
- **Coordinate** & communicate with stakeholders involved throughout the development process (e.g., journey mapping, UAT, Command Center)