



Elevating the Human Experience for Child Support

Demonstrating How Human-Centered Design Methodology Brings Innovation and Improvement to Child Support Agencies

Today's Topics

- 1 | What is Human-Centered Design and Why is It Important?
- 2 | Human-Centered Design Methodology
- 3 | Child Support Transformation Spotlights

Our Presenters

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1 | What is Human-Centered Design and Why is It Important?

Elevating the Human Experience

Child support programs are responding to shifting customer and workforce expectations and the accelerating pace of technological change by ***totally transforming*** their people, processes, and technology.

A ***human-centered approach*** to this transformation can ensure that the experiences of people– families, staff, and constituents– are the focus of the transformation.

It's time to elevate the child support experience.



HCD is a...

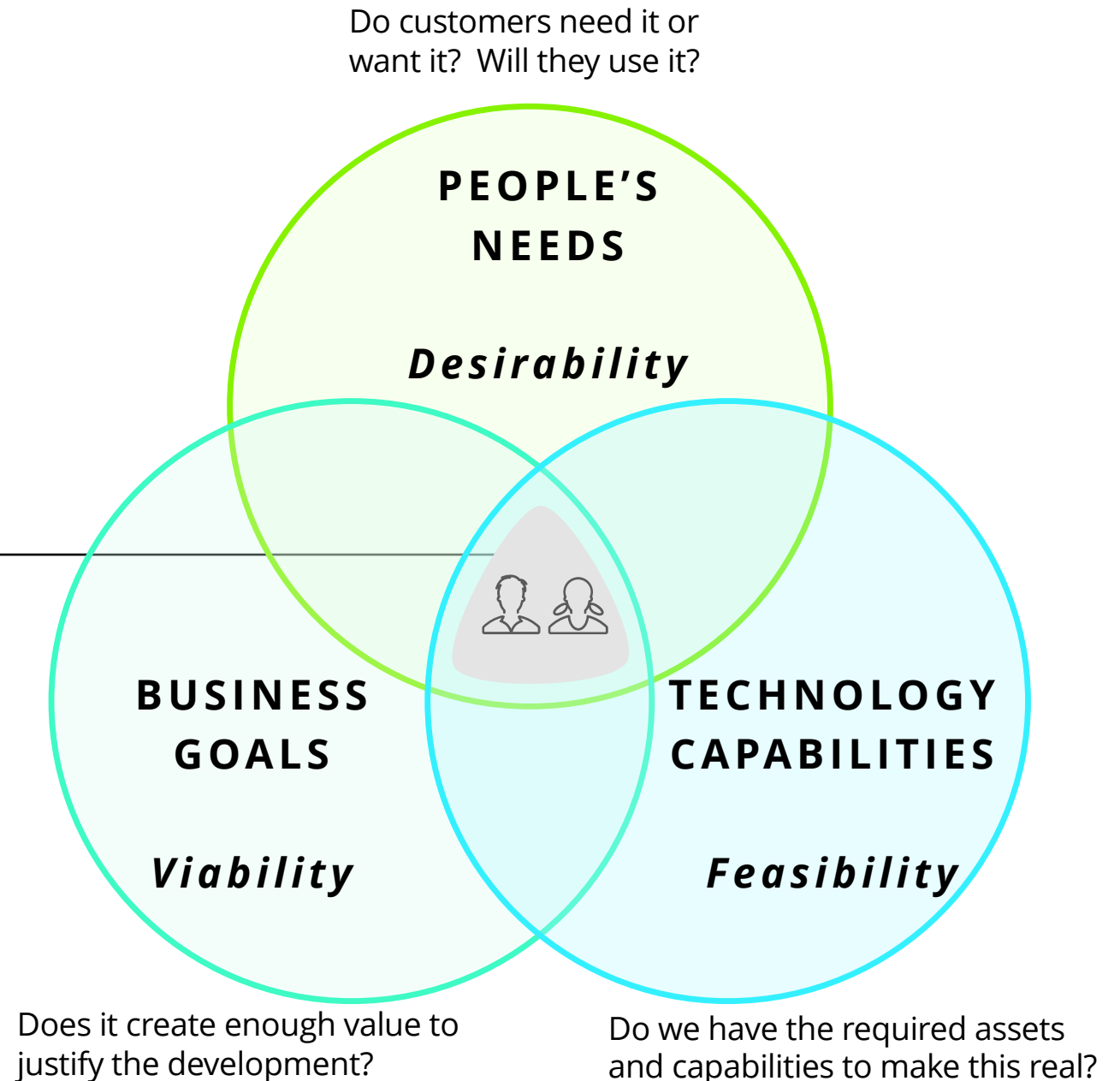
Creative & strategic **problem-solving approach** that puts **people at the center** of exploring and solving **complex problems at scale.**

It creates a **mindset shift** for more innovative solutions that are **prototyped and tested** with end-users.

HCD puts the experience of people at the center.

The best solutions are at the center

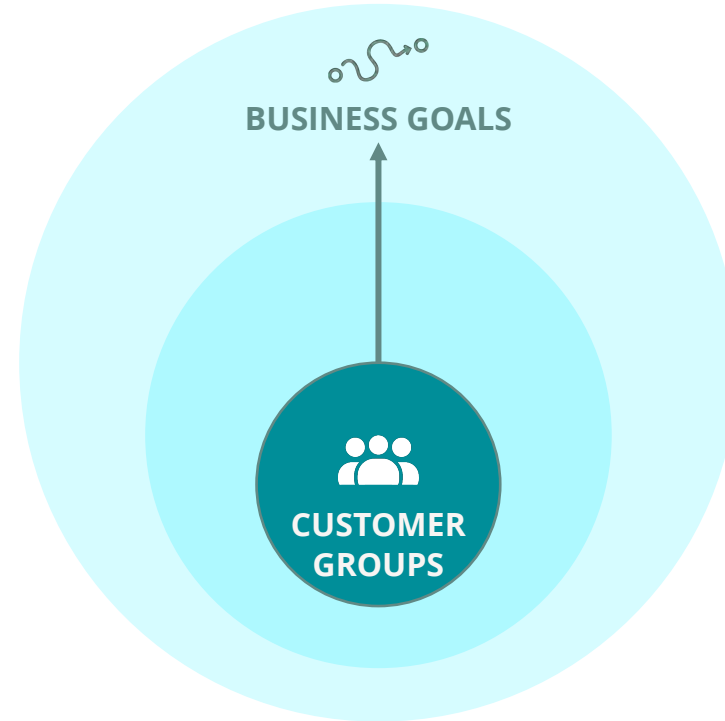
By approaching challenges through an HCD lens, our clients are better equipped to make informed choices among solutions that are *desirable*, *feasible*, and *viable*.



HCD is **more than an add-on.** It's a **mindset shift** for the way we do our work.



Traditional Problem-Solving

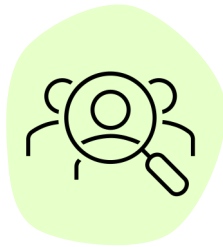


Human-Centered Design

HCD benefits your work because it...



**Solves
the Right
Problem**



**Improves
User
Experiences**



**Builds
End User
Satisfaction**



**Mitigates
Risk**



2 | Human-Centered Design Methodology

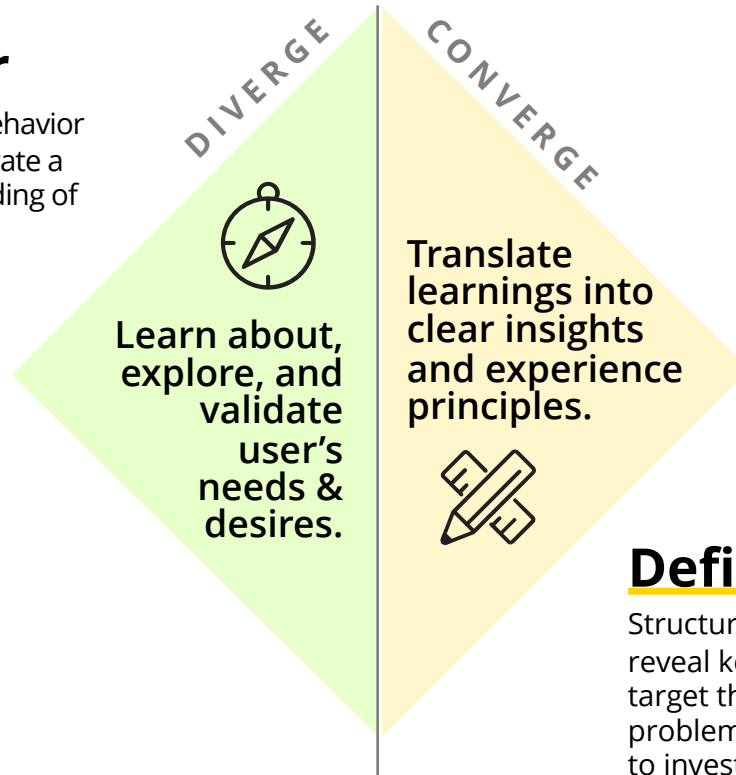
The Human-Centered Design Process

DISCOVER & DEFINE

DEVELOP & DELIVER

Discover

Observing the behavior of users to generate a deep understanding of their challenges, preferences, and priorities

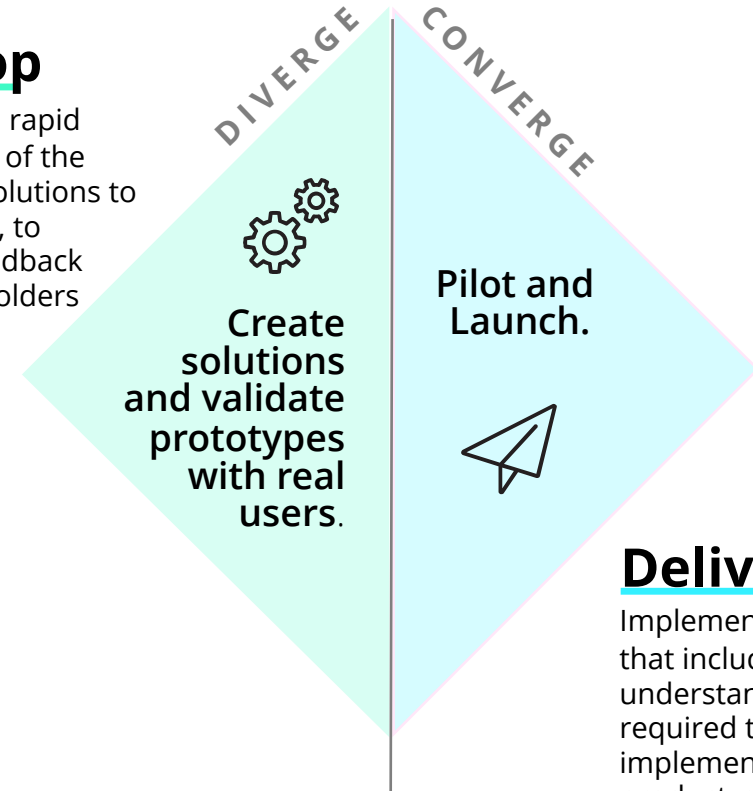


Define

Structuring the data to reveal key insights to target the right problem(s) upon which to invest time and effort

Develop

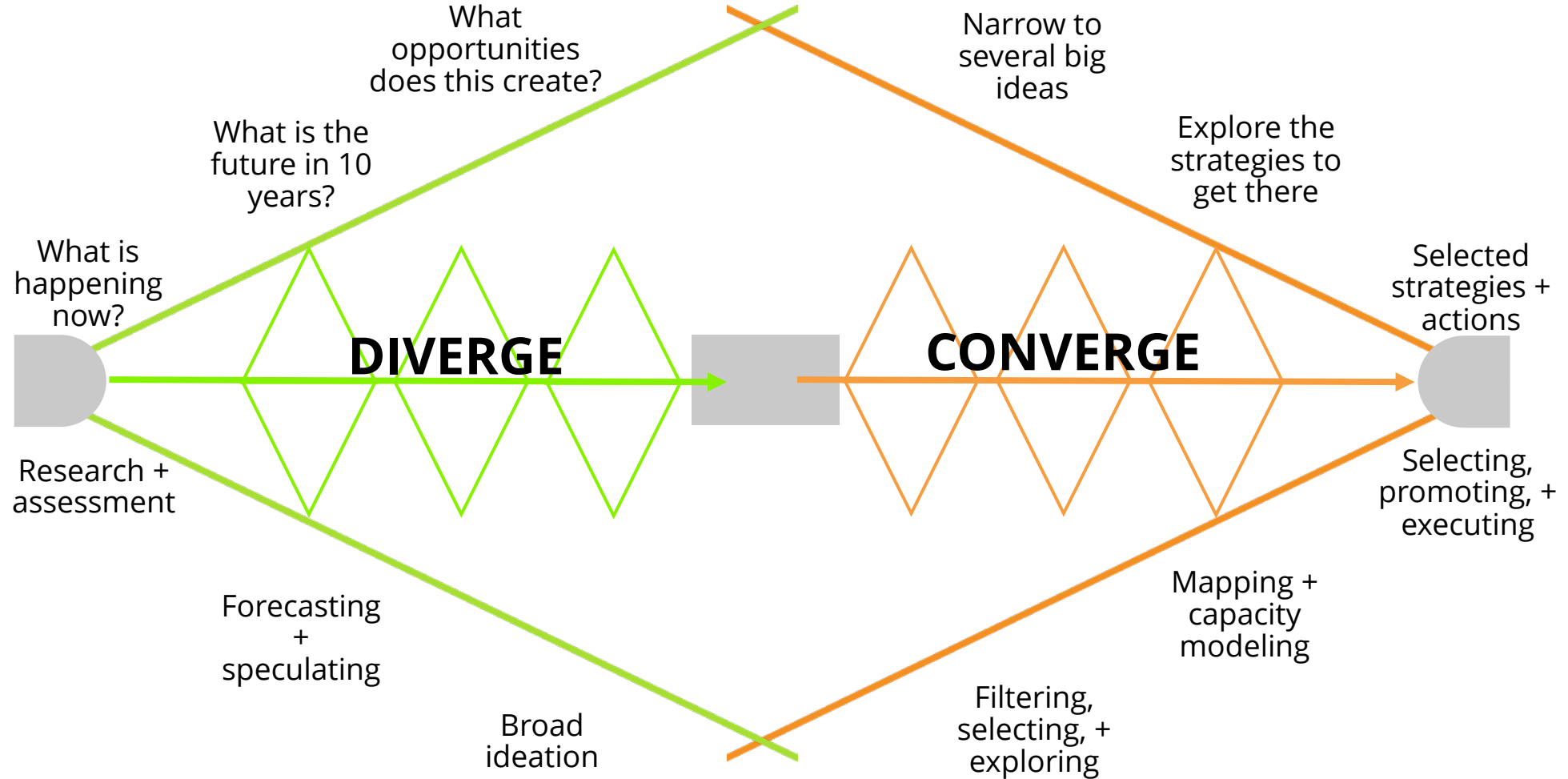
Ideation and rapid visualization of the prioritized solutions to the problem, to generate feedback from stakeholders



Deliver

Implementation planning that includes a detailed understanding what is required to build and implement the desired product, service or solution

Divergence + Convergence in Design



Discover



Discover Phase is...

PROBLEM IDENTIFICATION

As we go from exploring what could be to designing what should be / will be for now, we need to be sure we're asking the best possible questions.

The discovery phase gives us an opportunity to take an expansive look at the challenge, consider opportunities, problems, and connections we wouldn't have otherwise, and be sure we're addressing the right problem.

RESEARCH

This helps us to discover people's explicit and implicit needs, values, and dreams so that you can incorporate them into your solutions.

Mindsets in Discovery

Empathy

This is an opportunity to deepen understanding for others – who they are, what's important to them, why they do the things they do.

We are like anthropologists.

Empathy is **not** the same as sympathy.



RSA Short: Empathy | Brene Brown

Who is at the center?

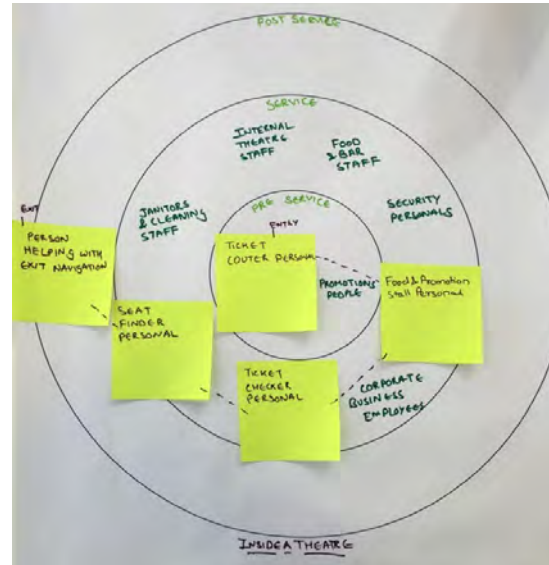
Mapping

What are the systems, processes, relationships?

Ecosystem Maps

Affinity Diagramming

Current State Analysis



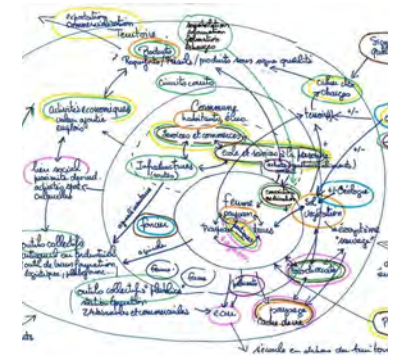
Stakeholder Map

by Bhaumik Kaji



Journey Map using 5E

by Minjung Kim

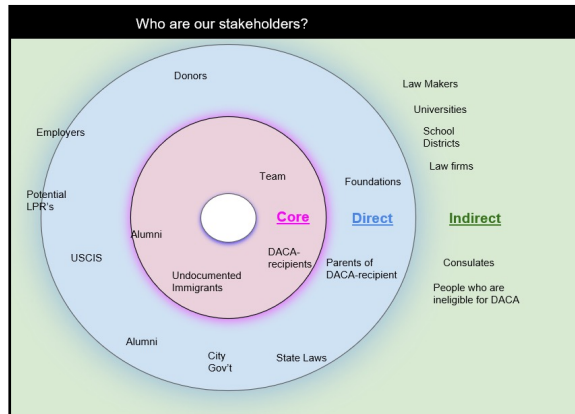


Cognitive Map

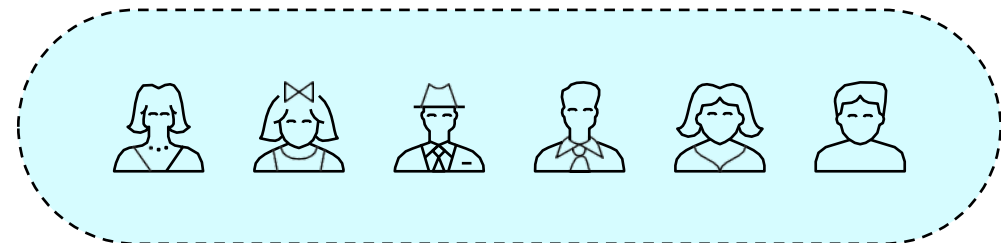
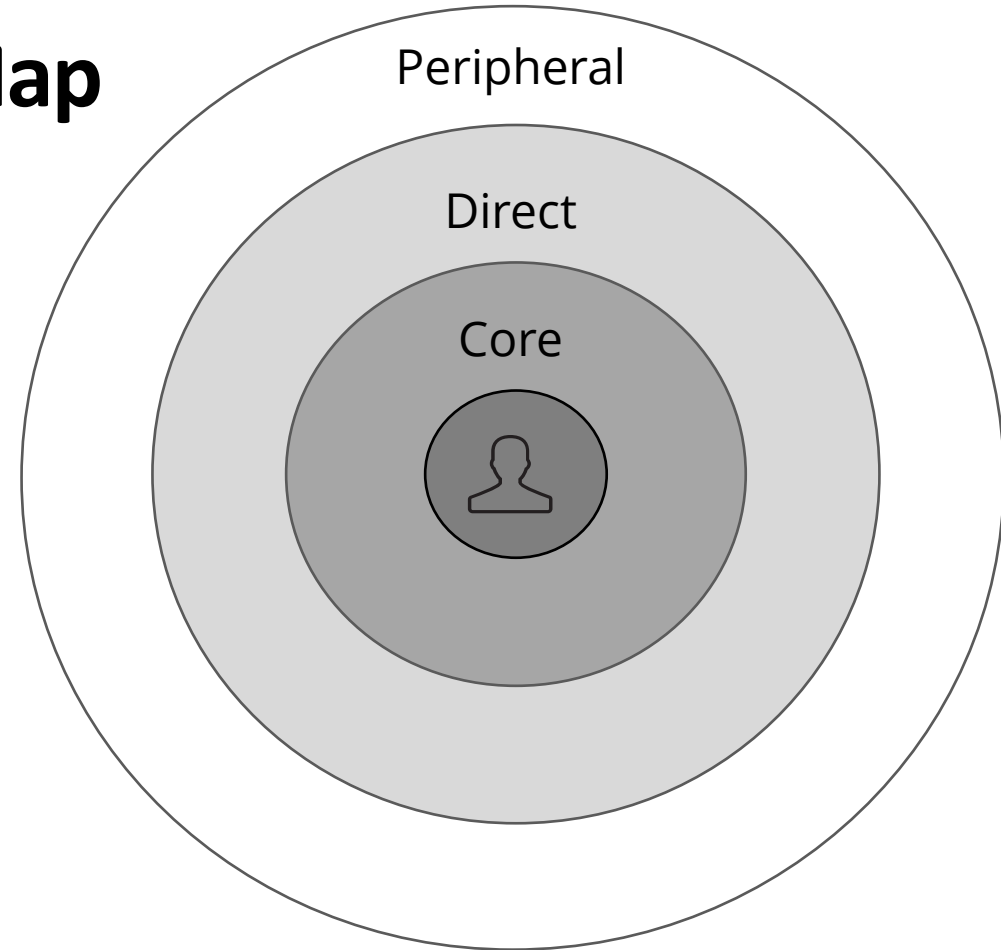
by Laurent Hazard

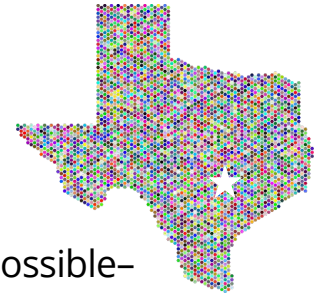
Let's Discover! – Ecosystem Map

- **Prompt:** Create an ecosystem map as a group for our problem statement
- **Key Questions:**
 - Who is in the center?
 - Who are the core, direct, and indirect stakeholders?



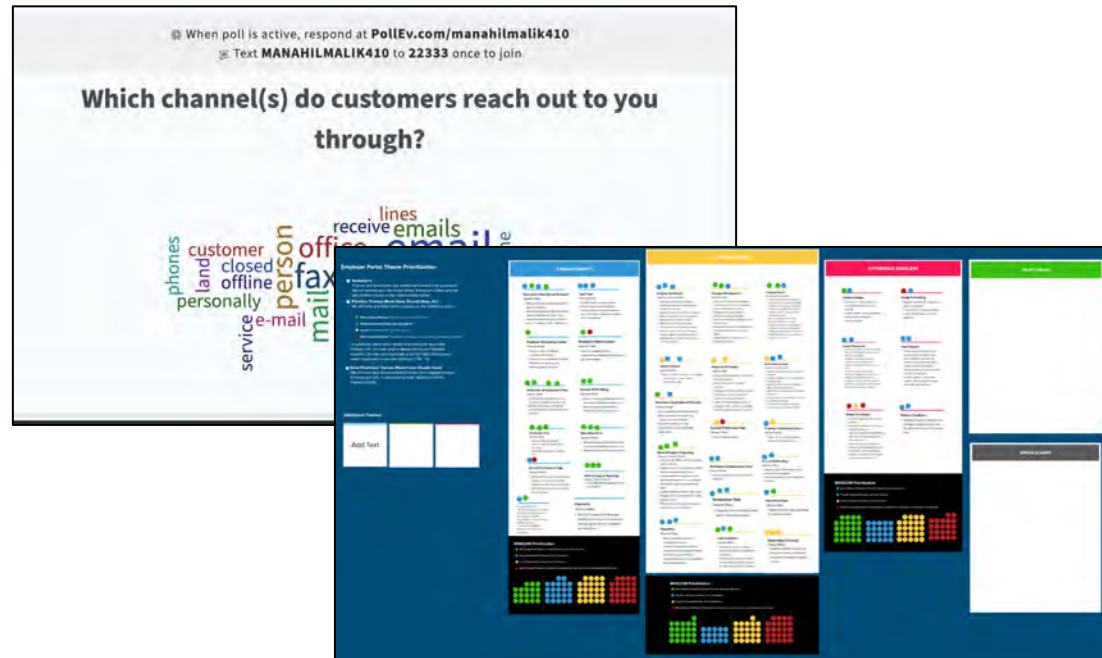
Example: Ecosystem Map



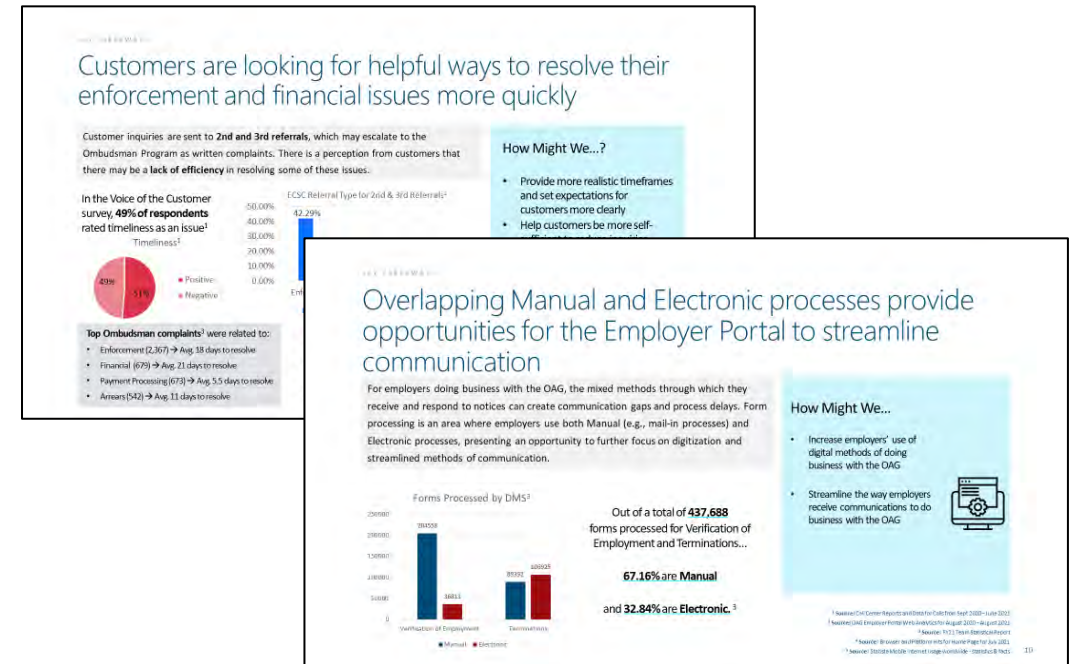


Example | Conducting User Research

User research is vital to understanding the **current user experience** and should be gathered from as many sources as possible—from direct user input via **focus groups & interviews** to analysis of available data related to user behavior.



Interactive Focus Groups using Mural & PollEverywhere engage participants and foster collaboration.



Analysis of available **analytics data, customer surveys, and process documentation** reveal additional insights about the user experience.

Mindsets in Discovery

Never accept anything as a given.

In order to have a successful discovery phase, we must be willing to prove ourselves wrong.

Listening often isn't enough – we must see it to believe it.



In-depth Interviews Help Us:



Challenge assumptions



Obtain rich, personal stories



Illuminate conflicting and complimentary views



Connect with different stakeholders



Clarify research questions



There are so many more discovery methods

Primary Research (first-hand)

- In-depth Interviews
- Cultural Probe Kit
- Love/Break-up Letter
- Contextual Inquiry
- Focus Groups
- Generative Co-Design Workshops
- So many more!



Cultural Probe Kit



Love/Break-up Letter



Contextual Inquiry



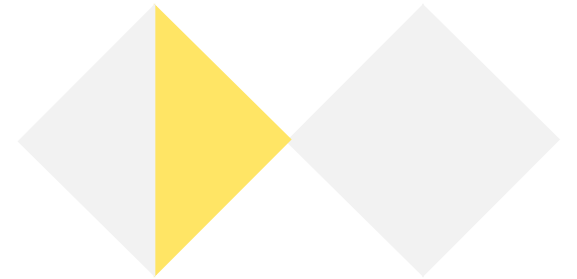
Co-design Workshops

Secondary Research (existing sources)

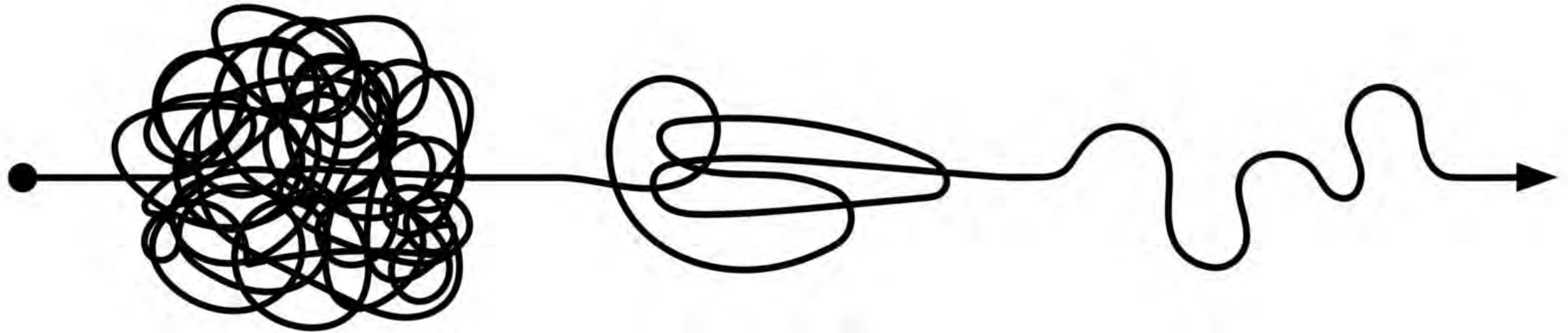
- Trends Research
- Market Industry Research

Define

20 mins



Define is taking the complex and making it simple so you can make sense of it.

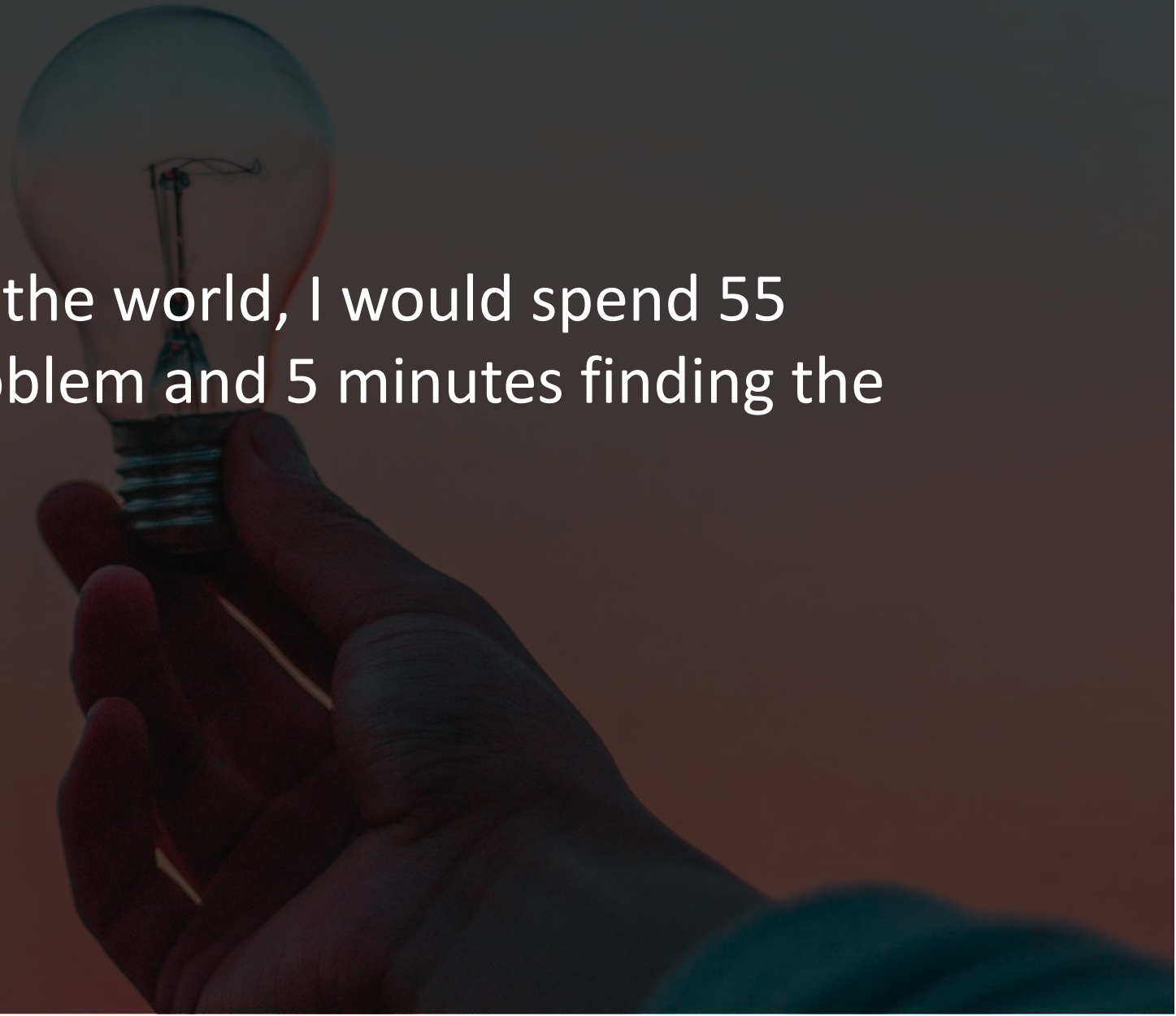


“Sense-making”

WHY DEFINE?

“Given one hour to save the world, I would spend 55 minutes defining the problem and 5 minutes finding the solution.”

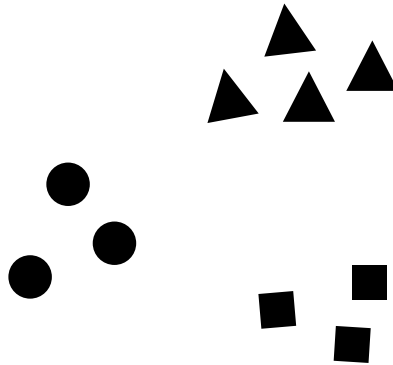
- *Albert Einstein*



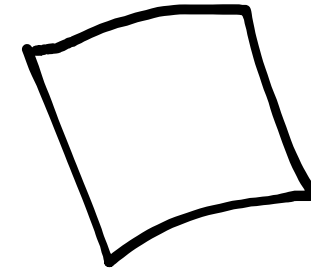
Often this entails...



Drawing **connections**
between things



Finding **patterns**



Creating a **frame** for
your project moving
forward

Mindsets in Define

Be curious and dig deeper.

Go beneath the surface.
Understand why.
Reconcile contradictions.
Celebrate outliers and edge cases.



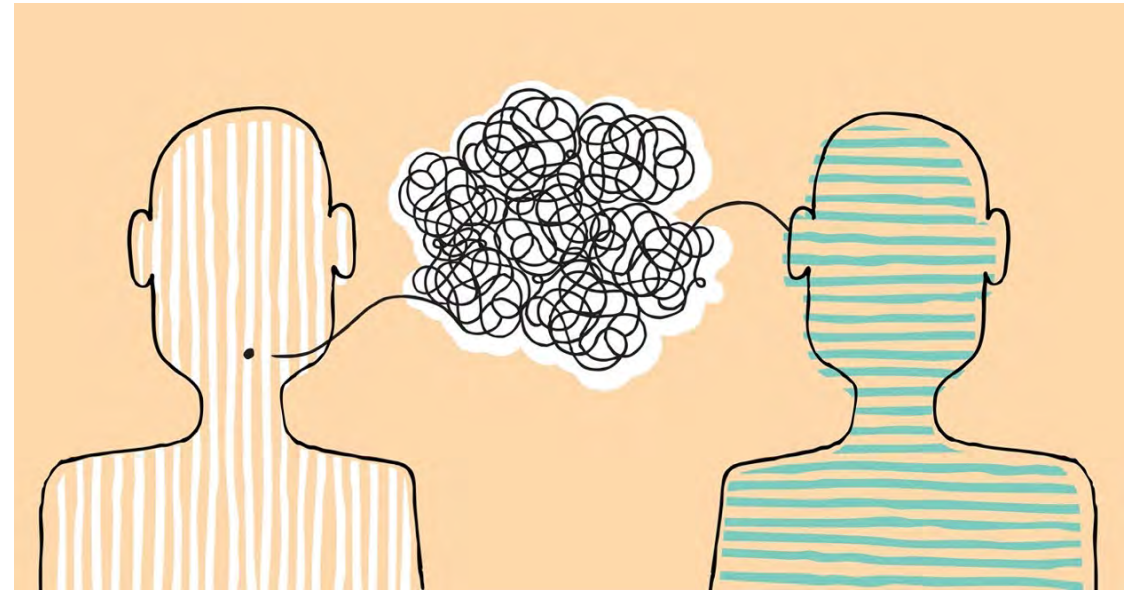
Mindsets in Define

Put it out there and iterate.

There is commonly resistance to a “bias towards action” due to our unwillingness to fail.

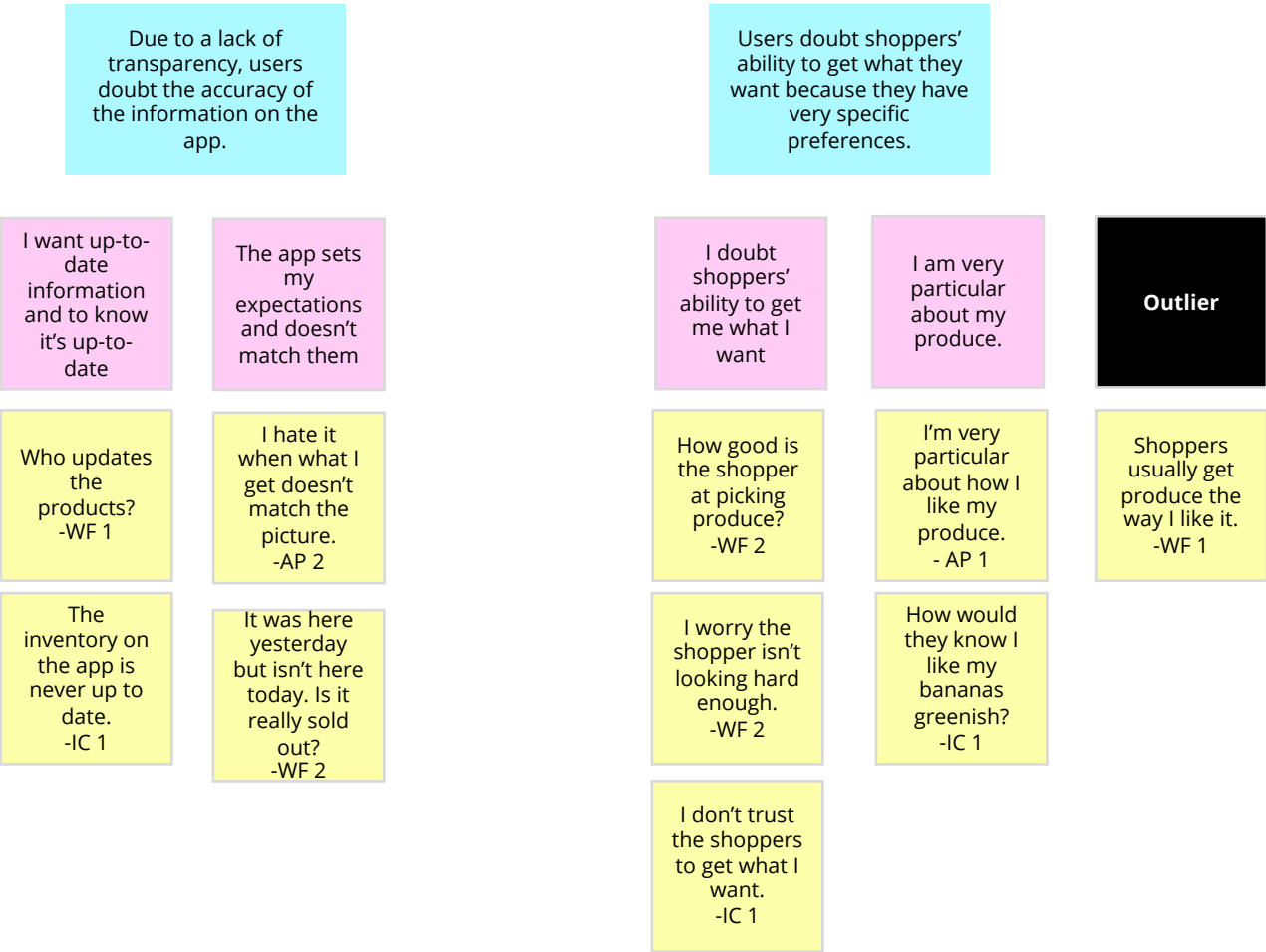
Try your best to not be precious with your insights – get them down so others can respond, and you can iterate together.

Always be iterating!



Activities in Define – Distill Insights

Cluster your themes to gain a deeper understanding of the bigger picture. Insights should emerge from clusters of themes. You may need to make hypotheses as to the “why” behind certain findings, but your hypothesis will be rooted in the data.



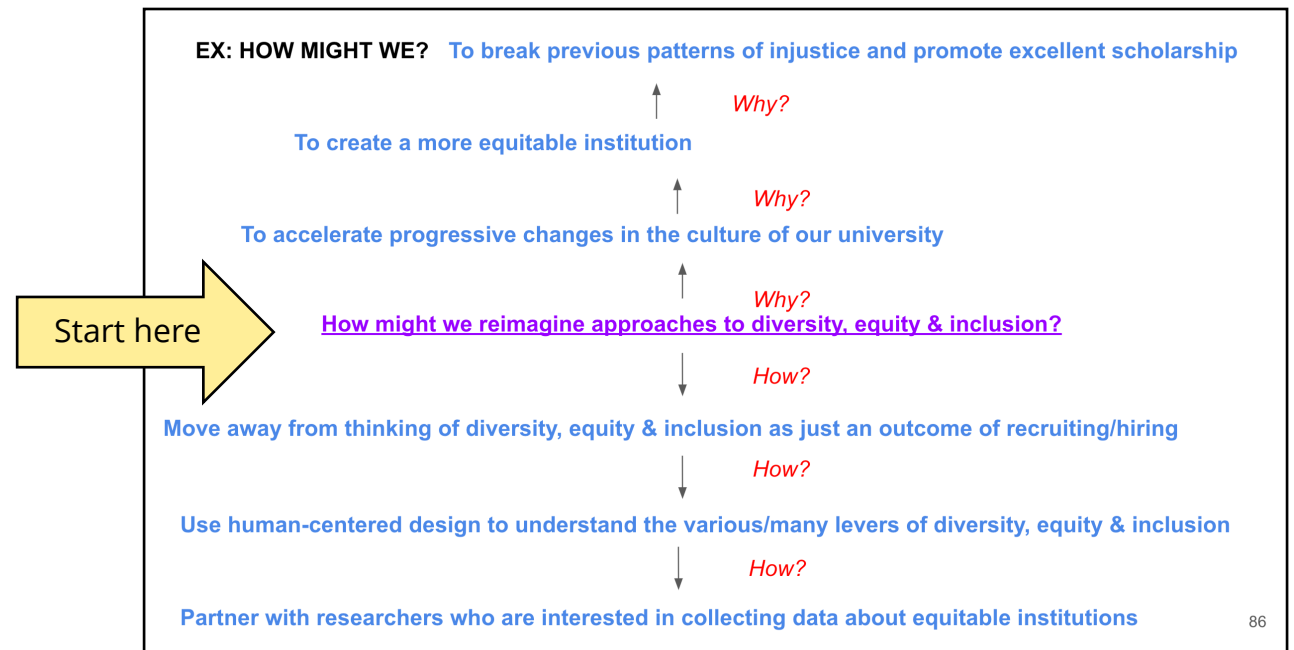
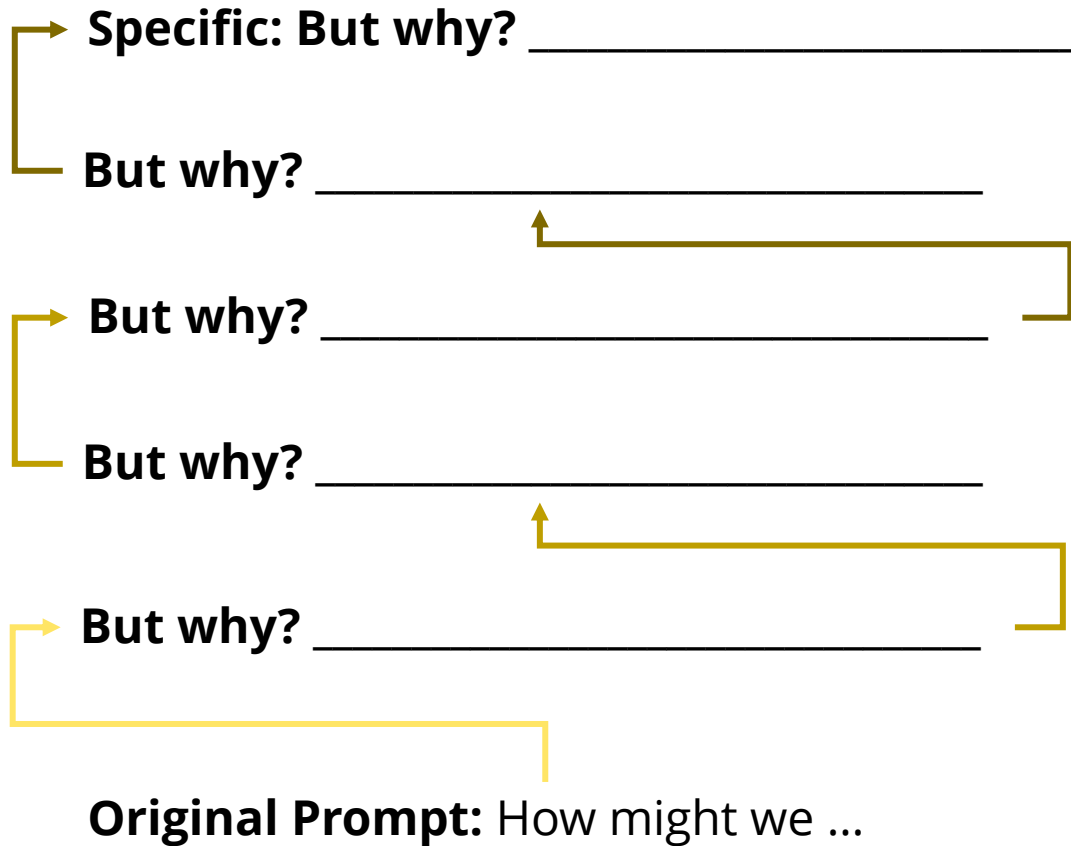
Insights
Statements that encapsulate related themes and provide an explanation for why these things were observed. Insights deepen understanding, change perceptions, and hint at potential opportunities or solutions.

Themes
Summaries of the clusters, presented in first person to maintain connectedness with the users.

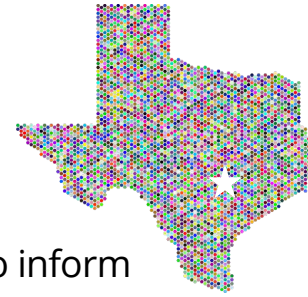
Raw Data
The quotes, observations, statistics, and notes that form the foundation for understanding.

Outliers (Edge cases)
A summary of a cluster of data points that are contrary to most other data points. Examine who said these things to try to uncover why their experience differs.

Let's Define! – Conceptual Laddering (5 Why's)

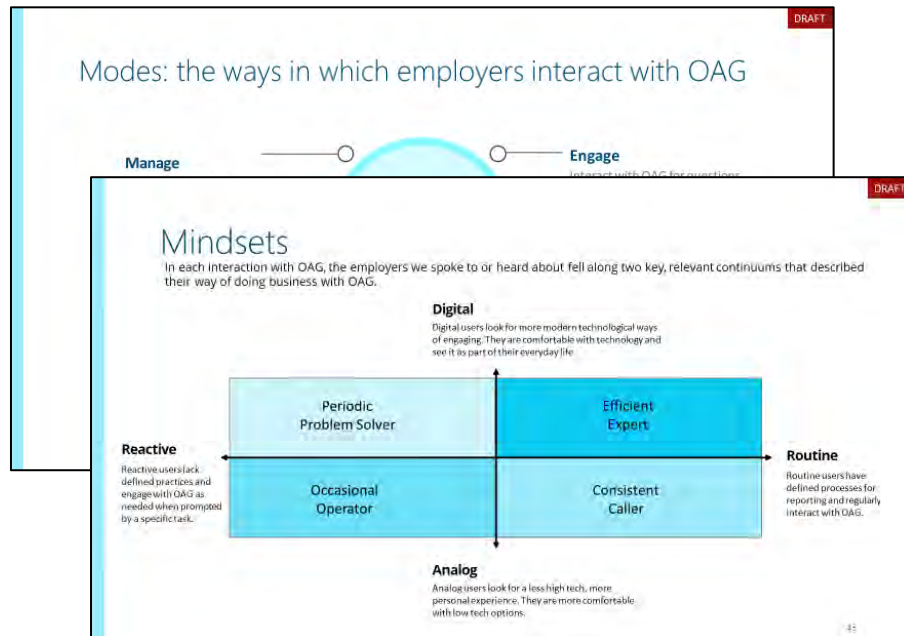


Example: Conceptual Laddering



Example | Analyzing & Synthesizing User Research

Once user research has been conducted, it should be analyzed and synthesized to identify key insights & opportunities to inform our understanding of the current-state and guide our design of the future.



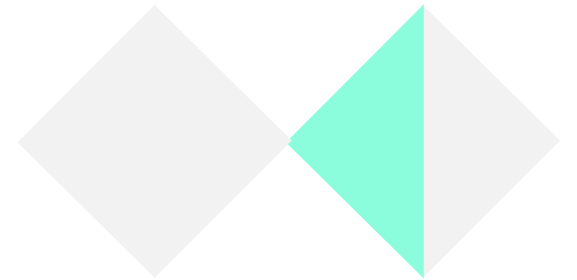
	CASE INITIATION	LOCATE	PARENTAGE TESTING	COURT PROCESS	CSR PROCESS	PAYMENTS	ADMIN ENFORCEMENT	MODIFICATIONS	CLOSURE
PAIN POINTS	Customers are unsure about where their application stands and get confused with the legal jargon surrounding case initiation. Also, TANF customers don't always know why they were referred to CSD, causing confusion and delay in process.	Lack of automation in the locate processes and inaccurate data causes delays in case movement.	Customers don't understand genetic test results and parentage laws and need direction and detailed explanations on results and next steps.	There is often a delay in receiving a court date, and it can also be a challenge to get a date that is convenient for both parents. Additionally, customers lack the understanding of legalese.	Customers may be overwhelmed by the process and not understand all the terms of the order. Notarizing a form can cause delays, leaving customers unsure of what next steps are.	It is sometimes unclear to one or both parents when the payments should begin, how to pay before income withholding starts, as well as the impact of withholding for multiple cases.	Customers lack an understanding and visibility into the admin enforcement process, leaving CPs frustrated by response times and NCPs lacking understanding of pending enforcement options.	Customers sometimes feel their modification request isn't being responded to in a timely manner or don't know where in the process their modification stands, leading to concerns and frustration.	Lack of clarity around the closure process can leave customers in a state of confusion. Moreover, unresponsive customers may not be aware of the implications of not responding and its effects on the closure process.
OPPORTUNITIES	Visibility into case status can keep customers informed about their case and online document submission and providing information about the role of child support can save time in the application process.	Automating case actions based on information provided can ensure action is taken in a timely manner and speed up the case process. e.g., Self-service option to provide other party's location	Providing more education about parentage laws and the meaning of genetic test results can empower the customer with knowledge of what's to come. e.g., Self-service option to schedule paternity testing	Providing an integrated scheduler between the court and CSD offices that also notifies parties of upcoming court date can allow them to plan for it. A walkthrough of the court process may help with understanding some of the legalese, too.	Providing a quicker way to communicate the support order will help parents understand the expectations surrounding the order and what is needed from them ahead of the CSR meeting.	Providing a more convenient communication channel to notify customers about their payments upcoming, made or received, as well as the 'why,' would provide clarity to customers' payment-related questions and for expectations about the payment process.	Providing a platform (e.g., mobile app) to allow customers to view current enforcement actions and what's happening on their case will increase transparency into the process.	Providing online mechanisms for requesting and tracking modifications, as well as a way for customers to assess their eligibility, will help streamline the process and increase visibility.	Offering informational guides around the closure process for customers will alleviate confusion around the closure process. Providing a better interface for staff would help to expedite the closure process.

Use the **Modes & Mindsets** framework to synthesize user research and provide design direction based on customer behaviors & outlooks.

Assessments of the current user experience help to illustrate the current-state and identify key **pain points and opportunities** to inform the design of future solutions.

Develop

20 mins



Developing Solutions

IDEATE

Come up with ideas... fast!

ITERATE

Make it better based on the feedback you've gathered!



PROTOTYPE

Design something for your team and users to react to without investing too many resources in it

TEST

Watch people interact with your design and learn from their feedback

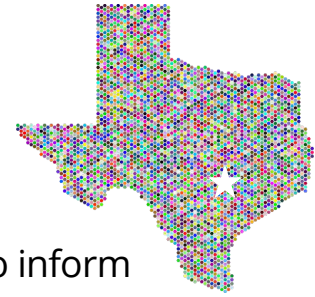
Best Practices for Idea Generation

- | | | | |
|----|---------------------------------|----|----------------------|
| 01 | Defer judgement | 05 | Headline your ideas |
| 02 | Have one conversation at a time | 06 | Stay on topic |
| 03 | Build on the ideas of others | 07 | Use visuals |
| 04 | Go for volume | 08 | Encourage wild ideas |

Let's Develop! – Buy a Feature

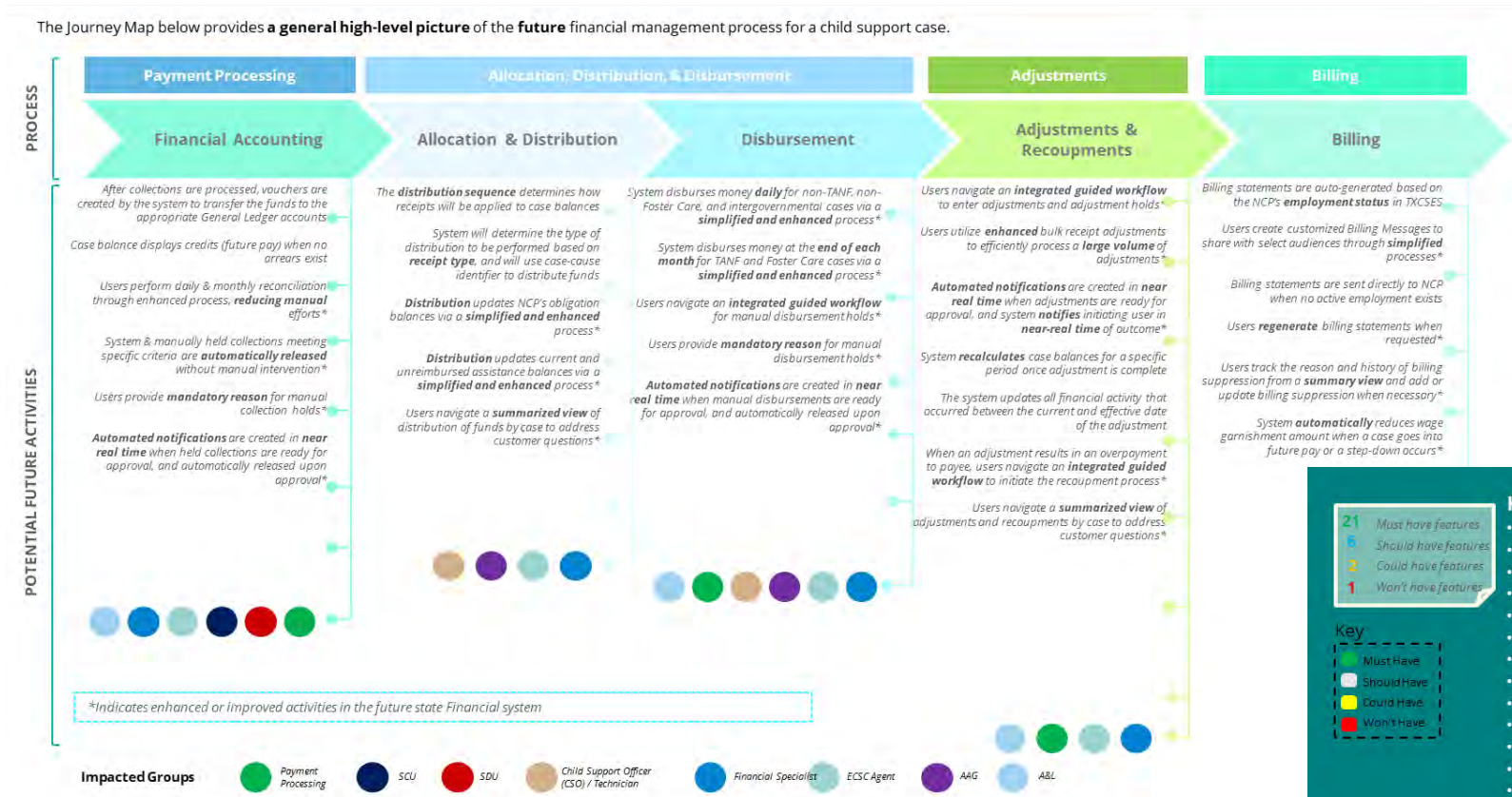
If you had \$1000 to solve this problem, what features of a solution would you include?

	Family Roles	Policy & Tasks	Family Context
☐ \$100	Flexible family role tagging in System	Customized Policy & Service Recommendations Based on High-Level Family Types	Self-Description of Family Type
☐ \$200	Smart tagging based on sex / gender and identity selections by Customers	AI Generated Policy & Task Recommendations based on Demographics	Flag the Self-Description for Case Workers to Review
☐ \$400	Seamless and automated smart tagging from multiple interfaces	Equity-focused Policy & Task Recommendations based on complex variables	Family Self-Description is Processed by AI Chat and Converted into usable data for agency
☐ \$500	WILD CARD	Equity-focused Policy & Task recommendations-based AI conversation & customer narrative	Transcribe interviews with family and automatically convert into usable data



Example | Design a Future State Journey

Once user research has been conducted, it should be analyzed and synthesized to identify key insights & opportunities to inform our understanding of the current-state and guide our design of the future.



HCD teams design a future-state journey for each module, incorporating opportunities and solving for challenges identified during user research.

Each future-state journey is accompanied by a list of **prioritized features** for development, which informs sprint-planning & development.

21 Must have features
Should have features
Could have features
Won't have features

Key

- Must Have
- Should Have
- Could Have
- Won't Have

Key Financial Features:

- Support Order Entry
- Interest Calculation
- Accruals
- Deposit Vouchers
- Support Order Modification
- Support Order Linking
- Support Order Enhancements
- Adjustments
- Distribution
- Collections/Payment Processing
- Unidentified & Suspense Payments
- Disbursements
- Billing
- Recoupments
- Financial Activities Log
- Case Balance
- Global Financial Holds

Financial Feature Enhancements:

- Financial Indicators
- Knowledge Articles
- Customers Alerts
- Financial Dashboard
- Child Support Calculator
- Enhanced Search Features
- Reports
- Financial Timeline
- Warrant History
- Analytics & Dashboards
- Chatter
- Tasks
- Credits (Future Pay)

Spectrum of Prototyping

Low-fidelity

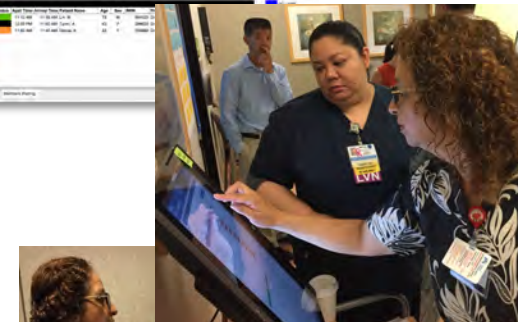
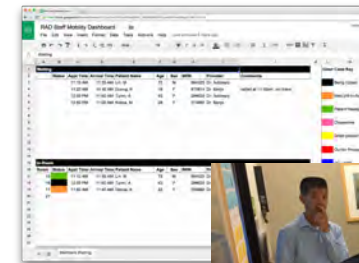
Paper Prototyping

Enactment/ Role Play/ Body Storming

Mock-up

Minimally Viable Solution (MVP)

High-fidelity



Prototypes in Action



Paper Prototyping



3D Co-Creation



Physical Prototype

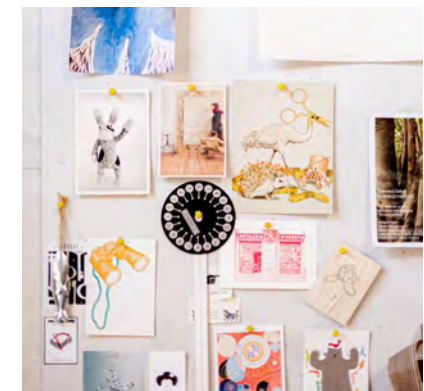


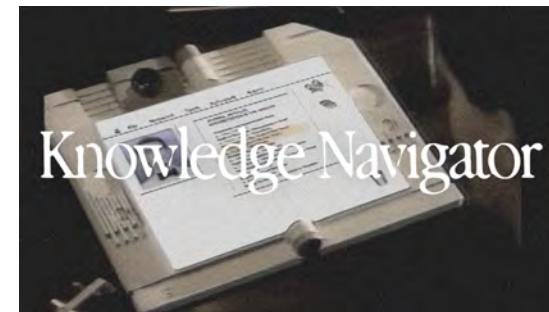
Image Mood Board



Wireframing



Storyboarding



Experience Simulations

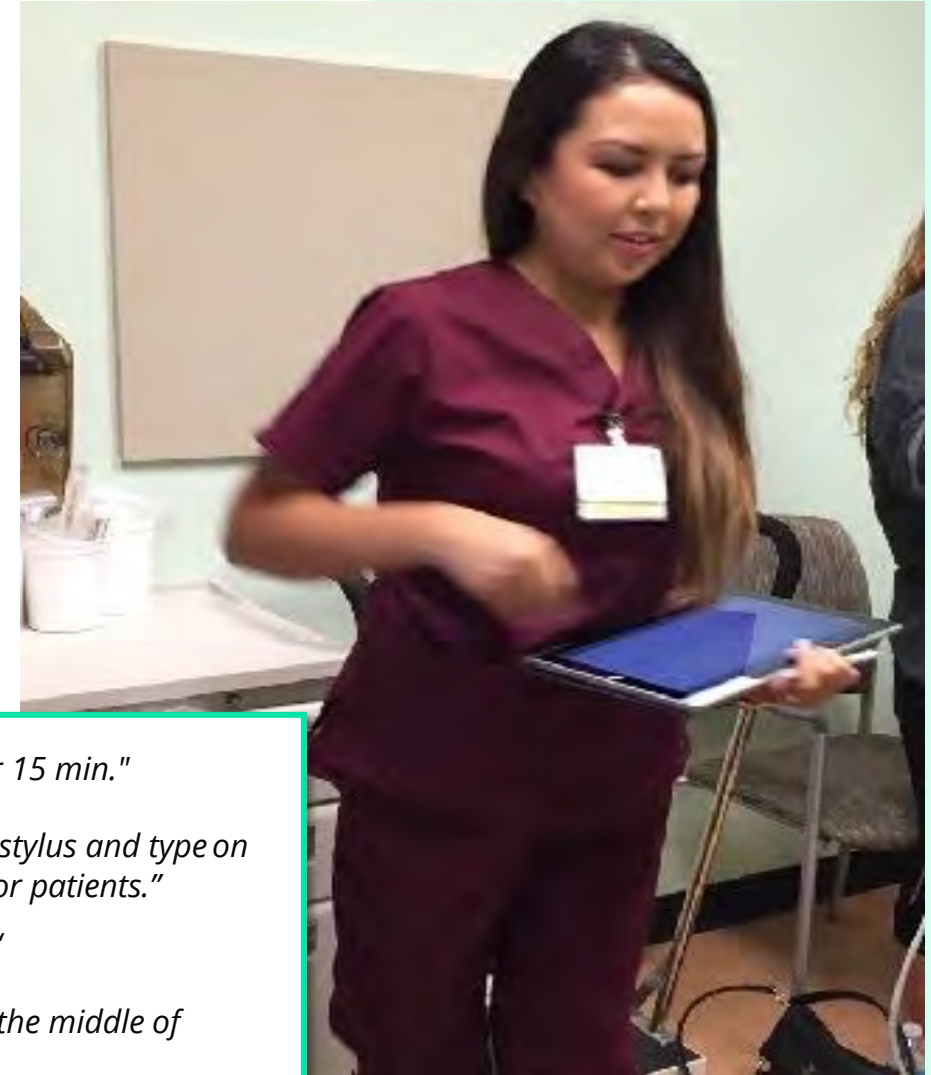


Service Advertisements

Why is Testing Essential?

"You can make **bad assumptions** about what you think people need **until you see it in action** and then you may find out you are very wrong."

– IT Healthcare Executive Leader



"It's burning my arm after 15 min."

"I have to hold it and the stylus and type on it - I have no hands free for patients."

"I lose charge in 2 hours."

"Connectivity goes out in the middle of charting."

Deliver

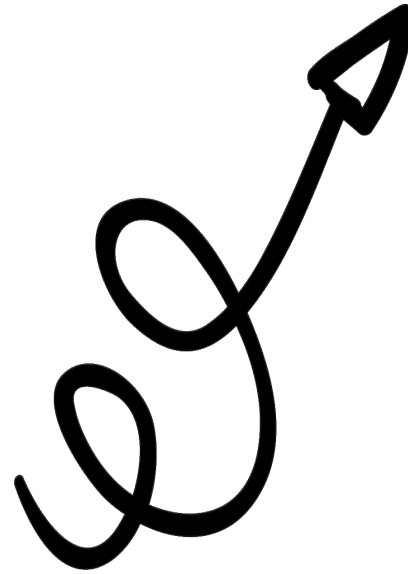
20 mins



HCD Doesn't Stop With Ideation

HCD also includes making and delivering your product to your client – whether that's a digital app, or a breakthrough lab!

All the mindsets we've discussed today are *critical* to the delivery process as well.



SYNTHESIZING PARTICIPANTS' FEEDBACK ON THE FLY

IDEATING WITH PARTICIPANTS

CONTINUOUSLY **ITERATING**

STAYING CURIOUS &
DEFERRING JUDGEMENT

STORYBOARDING IS JUST ONE METHOD OF DELIVERING YOUR PRODUCT TO YOUR CLIENT

Why Storyboard?

Storyboarding is a low-risk activity that yields high value in the design process. It can be done individually or as a collaboration, and internally or with the client.

Communicate visually.

Storyboards get everyone out of their Excel sheets and Word documents and activates the creative side of their brains with simple visuals

Craft a narrative.

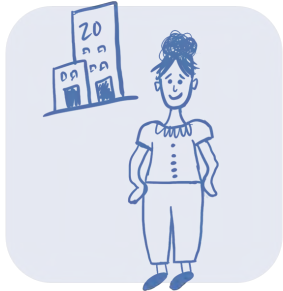
Storyboarding forces you to think logically about your user's path. After all, a story must have a beginning, middle, and an end.

Avoid talking in circles.

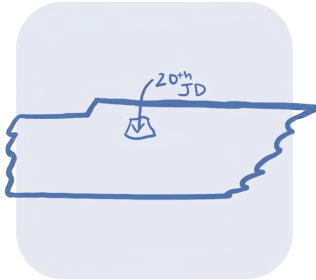
If you find your team talking in circles around an idea, a storyboard provides a concrete deliverable to rally around, driving conversation and informed decision-making.

How to Storyboard

8 AM



Leah works at the 20th Judicial District as an enforcement caseworker.



12:30 PM



Leah receives a call from an upset customer.



Leah felt overwhelmed as she does her best to fulfill the role of a caseworker.

Stay user-centric.

Make your persona into the main character of your storyboard and draw them in real-life scenarios to keep humans at the center of your narrative.

Avoid drawing screens.

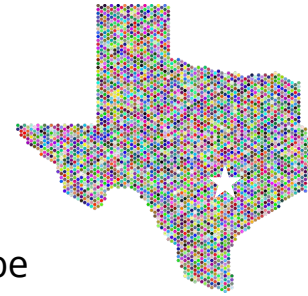
The technology can be a “prop” to your story, but we’re not wireframing here. Instead, draw how the technology impacts your persona’s day-to-day.

Keep it succinct.

You can only use so many frames to get your point across. Six to twelve frames with simple captions are all you need to tell a compelling story.

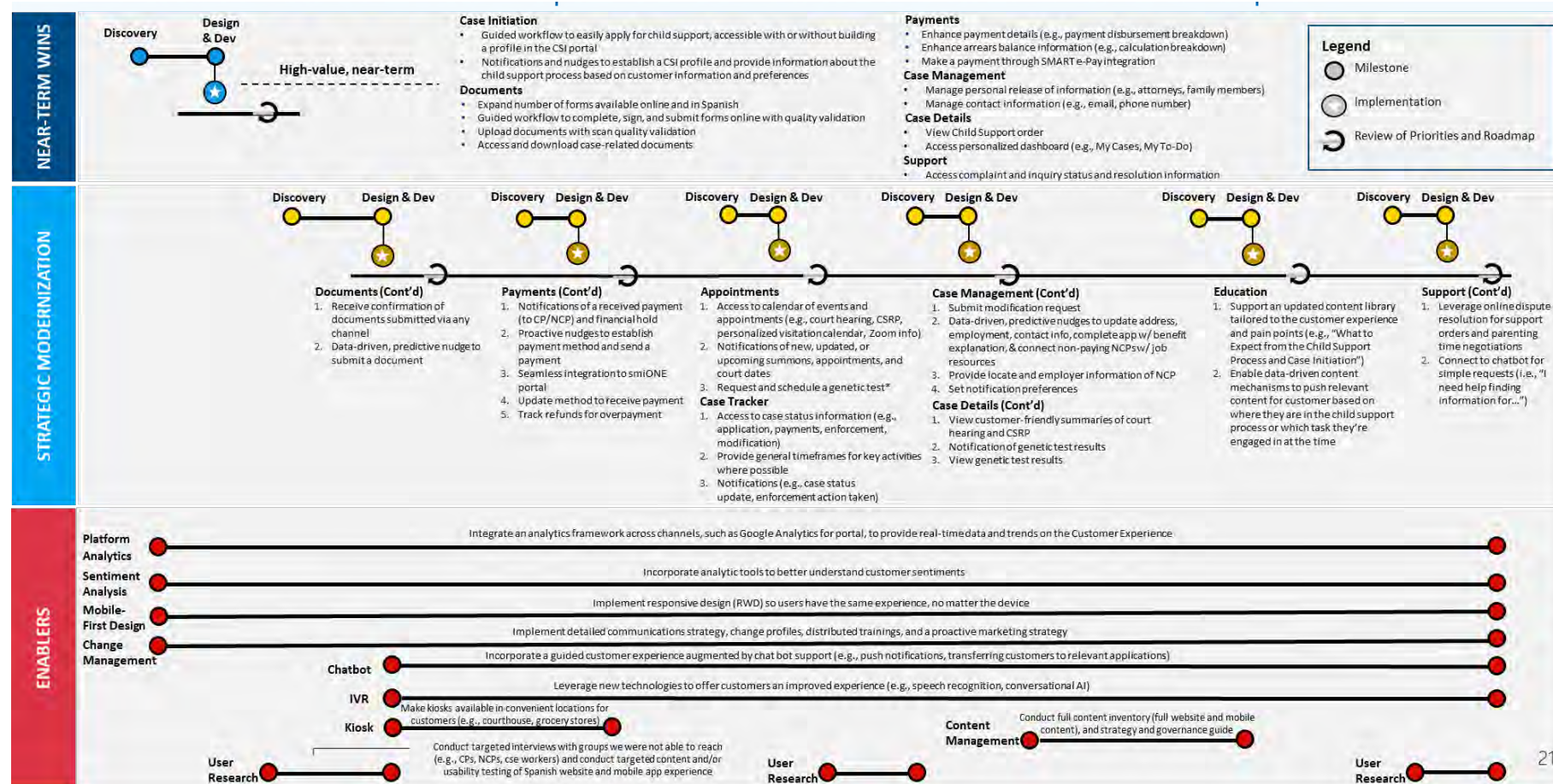
Communicate pain and gain.

Share the current state story, or challenge, as well as the future state story, or gain, that your solution or experience provides.



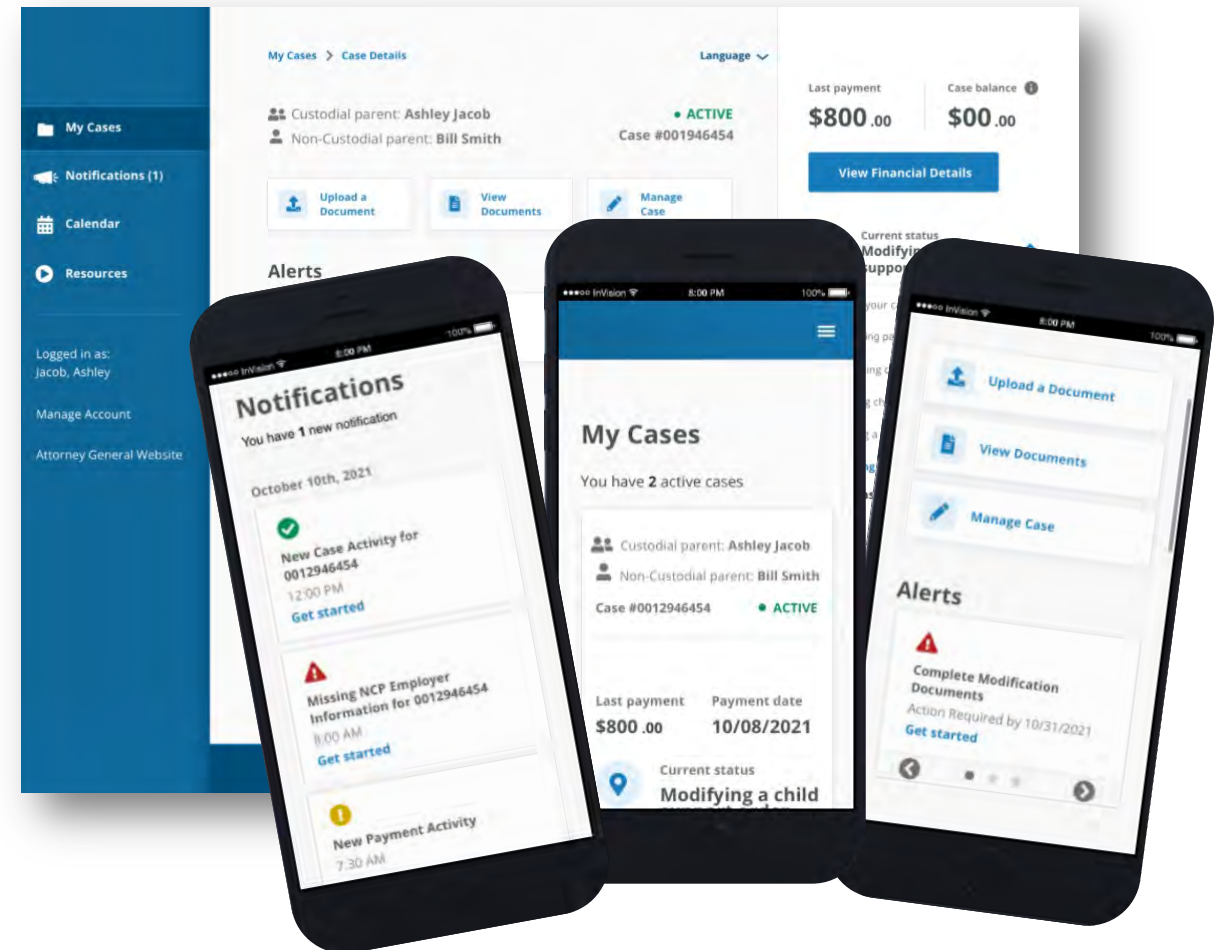
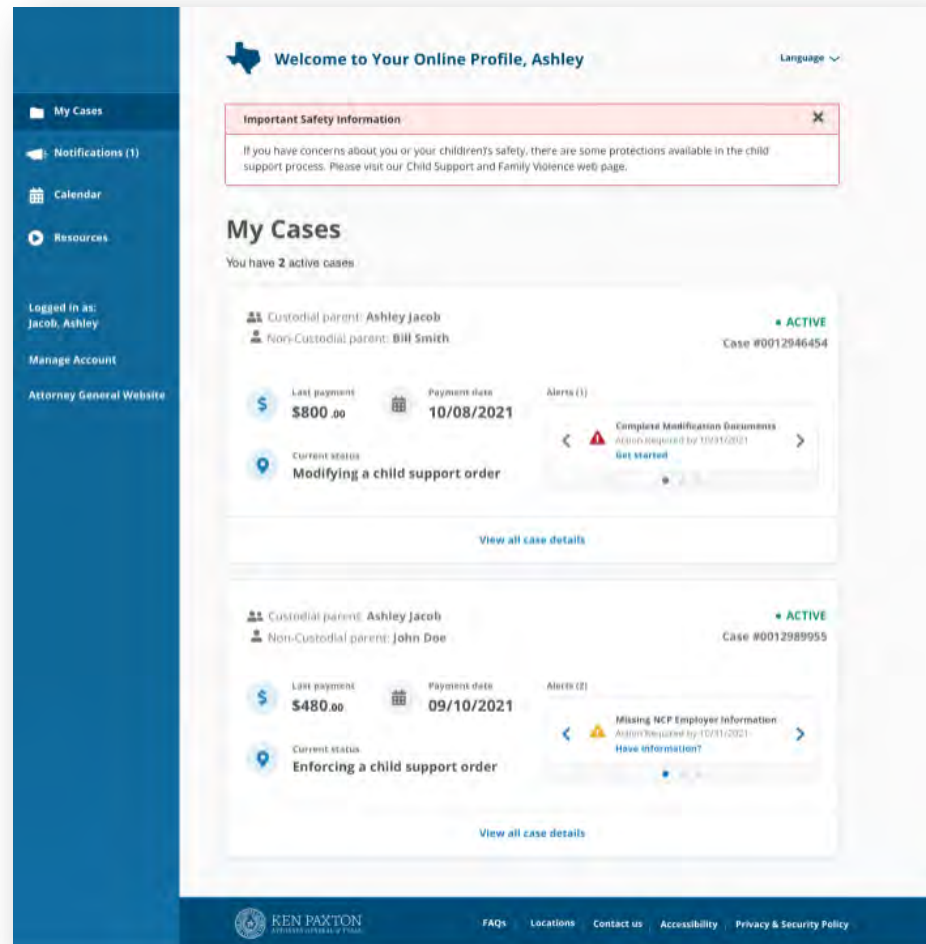
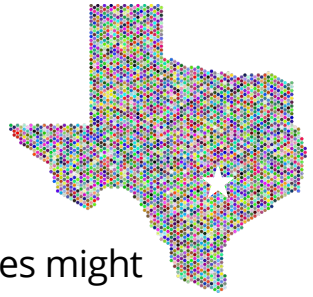
Example | Future State Development Roadmap

Prioritized features are then mapped onto a future state development roadmap that outlines when certain features will be developed and when product releases and other milestones will occur.



Example | Key Wireframes & Mockups

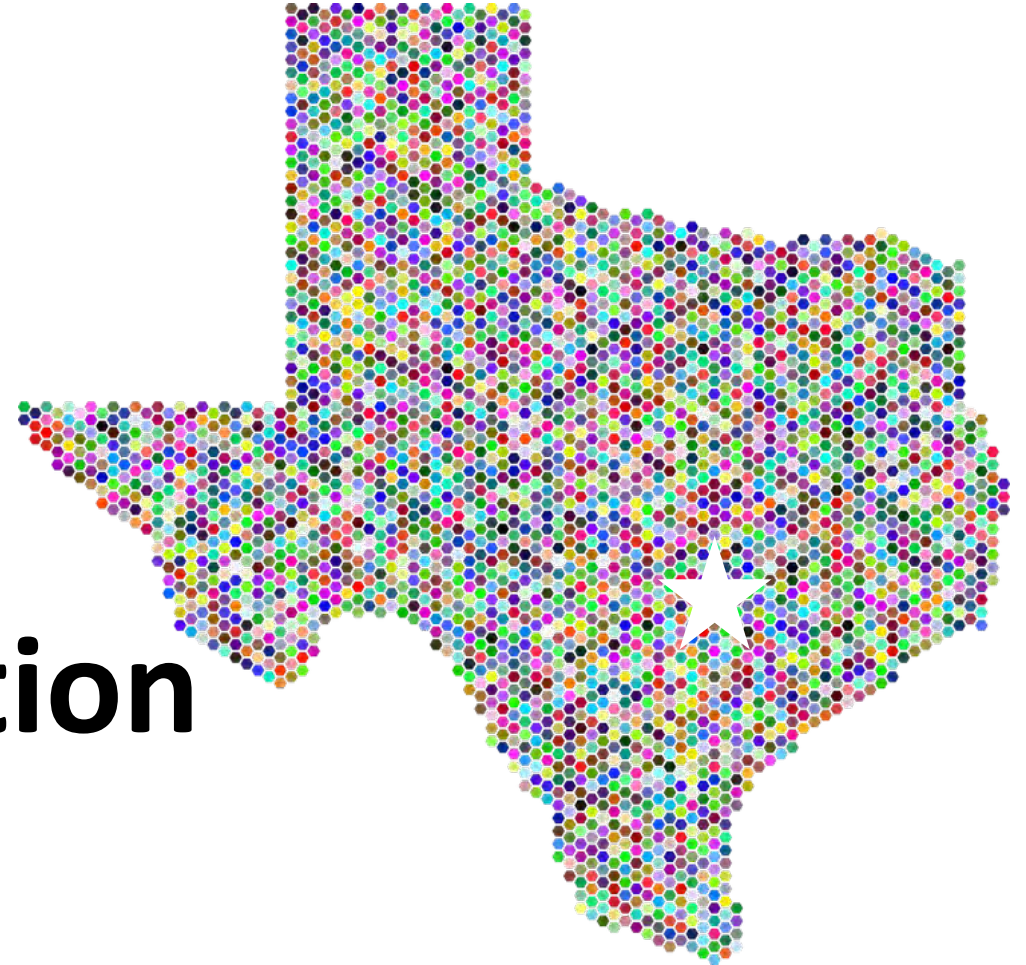
Visual concepts for key screens and user experiences are created to help stakeholders visualize how the prioritized features might look in the future state product.





3 | Child Support HCD Transformation Spotlights

Spotlight:
State of Texas
Next #1 Transformation



Texas CSD is #1 — in many ways

By many standards, the Texas child support program is considered **one of the highest performing programs in the nation**, supporting the **largest caseload in the country**.

Two years ago, our program started on a journey to **set our sights even higher on an ambition for our next #1 accomplishment**: to be more than just the best child support program as compared to our peers, but to be the very best version of ourselves possible and to better position our program to **meet the needs of the families we serve today, tomorrow, and for years to come**.

Ranked #1 most cost-effective Child Support organization

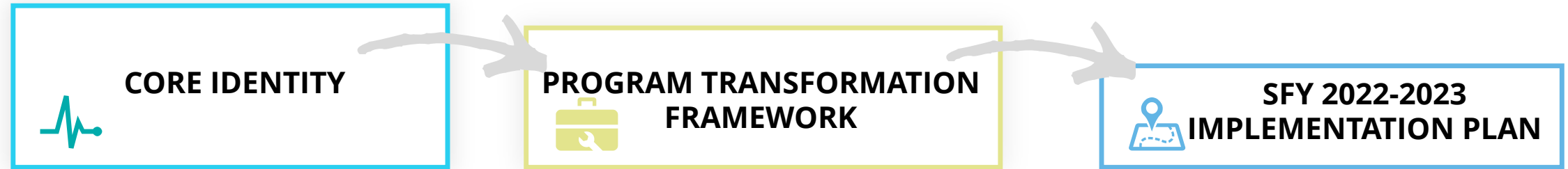
Ranked #1 in the nation for amount of child support collected

Collected \$4.8 billion in payments in the last fiscal year



The Next #1 Strategy Will Guide our Transformation

Our Next #1 Strategy includes the factors that make up our core-- our vision, mission, and values-- as well as the Program Transformation Framework and the SFY 2022-2023 Implementation Plan.



VISION: *A Texas in which every child consistently receives the full financial and emotional support of both parents.*

MISSION: *To encourage responsible parenting by promoting the involvement of both parents and ensuring that children receive the support they need and deserve.*

VALUES: *Respect, Innovation, Service, Excellence*

Our **unwavering commitments** to who we are and why we do what we do

Guiding Principles, Transformation Domains



Principles and focus areas that will guide the **future of the Next #1 Transformation**

Themes, Goals, Strategic Priorities, & Measures of Success



Themes, goals, priorities, and measures that drive our work for the **next 2 fiscal years**

Regional and Section Ideation Labs

The Next #1 Project team conducted Ideation Labs to bring leaders together to aspire for the future through the lens of the Next #1 Strategy. During these collaborative sessions, participants brainstormed what could be possible for their teams using the sentence starters, “what if...?” and “what must be true...?”

CSD Regional and Section Leaders & staff assembled in...



5

Ambitions Labs, with...



100

Total Participants across...



10

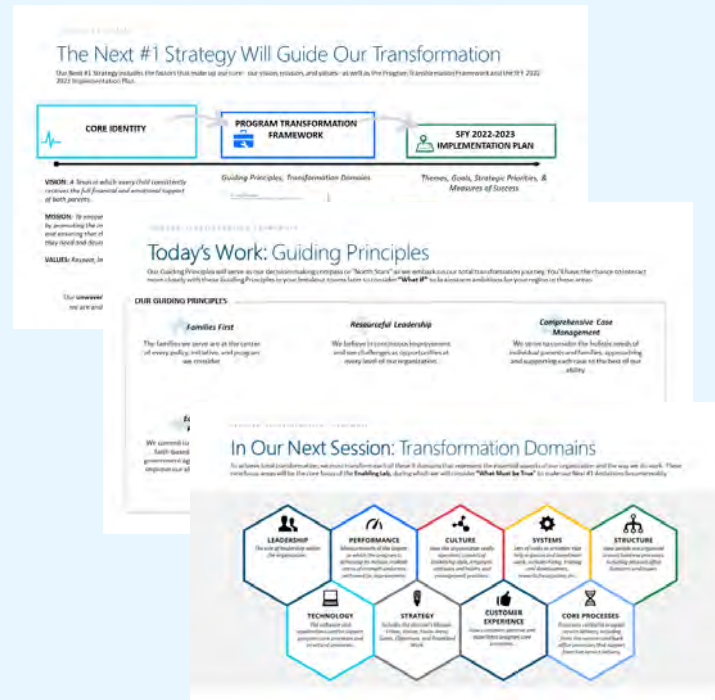
Regions



6

State Office Sections

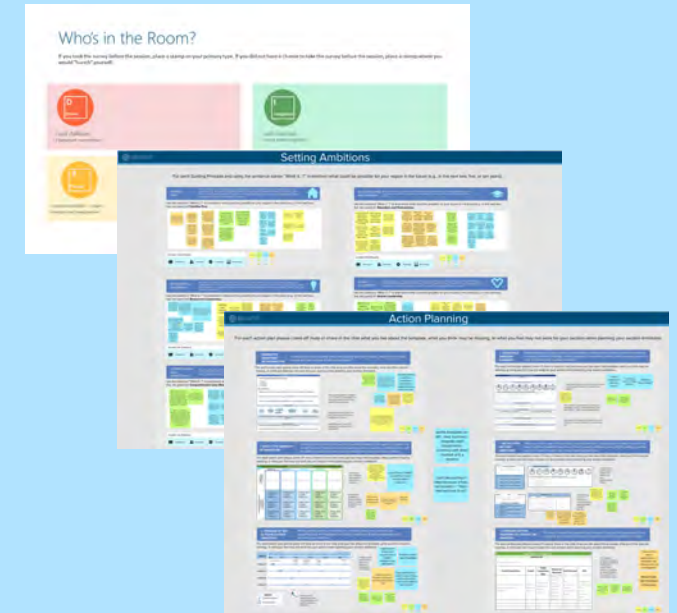
...to consider CSD’s future through the lens of the Next #1 Strategy...



...and collaborated to brainstorm ambitions for their region in...

3

Interactive Breakout Sessions



Continuing the Next #1 Conversation

Following Ideation Labs, we provided participants resources to share what they learned about the Next #1 Ideation process to continue the Next #1 conversation with their teams.



Bringing the Next #1 Experience to Your Teams

These talking points are intended to guide and support managers as they collaborate with their staff and work toward their Next #1 ambitions.

Reflecting on our Journey

Over the past few months we've worked together to **challenge** the way we operate today and imagine how we can **better serve tomorrow**. The Next #1 Transformation is an effort to **reimagine** the way CSD fulfills our vision and mission through the total **transformation of every area of our organization**. Over the past few months, leaders across the agency have participated in a series of workshops to explore possibilities and action plan toward our **Next #1 ambitions**. However, **we've only just begun**.

Have ideas or feedback for the Next #1 Transformation? Did you team try something new and learn from it? Share with us on CSD-SHARE!

Where We're Going Next

The Next #1 Transformation continues with you and your teams. We challenge you to aspire for better outcomes for families and each other, identify "what has to be true" to create those outcomes, and make a plan to try something new to make them **possible**.

The Next #1 Transformation will continue to **push us to think differently** across all areas of our business. We encourage you to stay tuned for more information relating to the latest activities and milestones through the CSD-SHARE Transformation channel.

Start a Conversation with Your Team!

Use these conversation starters with your team to share about the Next #1 Transformation activities so far and hear their ideas. We encourage you to identify exciting future and touchpoints where you can begin to weave in aspects of the Next #1 conversation!

- In the Next #1 Enabling Labs we considered "what must be true" across the nine Transformation Domains (e.g., culture, strategy, technology, etc.) to realize our Next #1 ambitions. What do you think "must be true" of our team to realize our Next #1 ambitions? (Consider: team characteristics, processes, culture, working styles)
- Although the Next #1 Transformation is an organization-wide initiative, the change begins with each of us. How will you personally commit toward challenging the way you think about our work in the next five days? Next five weeks? Months?
- What aspects of your team's Next #1 ambitions are you most excited about?
- In what ways do you wish to grow and wish to learn throughout this Transformation journey? How do you feel about the Transformation journey thus far?
- In what ways will you encourage others to challenge the way we think about our work today and try new ideas—or experiments—for how we could do our work better?

Key Questions: "What if?" & "What must be true?"

Throughout our ambition development and refinement journey, we've asked the key questions, "What if?" and "What must be true?" to aspire and plan for what the Next #1 Transformation might look like in your region or section as we align every process, tool, technology, structure and more with the families we serve at the center. We encourage you to take these questions back to your teams and ask them to answer these questions as well!

START HERE

1. Ask "What if?" as you navigate your daily tasks

Setting an ambition can happen at any time! As you go throughout your day, ask "What if..." to aspire for a better CSD! For example, what if the court experience produced less anxiety and confusion for customers? What if community partners felt empowered to help customers navigate the child support process?

2. Check-in: Does your ambition align with our Next #1 Strategy?

Does your ambition align to the CSD's vision, mission, values, and guiding principles? Is there a different way of thinking about your "what if..."? That could further center positive outcomes for families?

3. Ask yourself and your team, "what must be true" to make this "what if" a reality?

Consider each of the 9 Transformation Domains (e.g., customer experience, strategy, processes, etc.) and ask the second key question: "what must be true in each domain to make this ambition a reality?"

4. Identify an experiment that you and your team can test

As you brainstorm "what must be true" in each Transformation Domain, there will likely be some things that need to change that you or your team cannot own—but there are also likely things that you and your team can change or experiment with to learn something new and take a step forward to your ambition.

5. Make a plan & take action

Identify the actions, owners, target dates, and the resources you need to conduct your ambition experiment or implement one of your "what must be true" factors. Collaborate with your team and others across the agency to get new ideas and coordinate with other teams as necessary.

6. Monitor progress, document what you learn, and keep the process going

As you conduct your ambition experiment, take some time to reflect and document your lessons learned. Consider what you may adapt as you move forward and don't forget to celebrate your progress (cheer!)

Continuing the Next #1 Journey From Ambition to Reality

Get stuck? Remember, you can always navigate between ambition-planning steps and course correct! There's more than one path to realize your ambition!

Need inspiration for your team's next ambition? Check out the Implementation Plan in the Next #1 Strategy for ideas!



Thank You!