GUIDING BEST PRACTICE DESIGN & DELIVERY

Detailed Guide

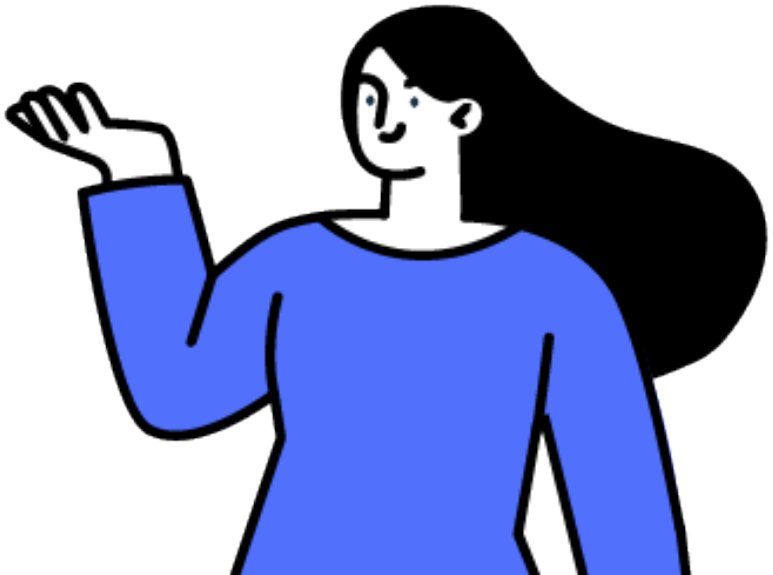
ACT Government | Digital, Data and Technology Solutions

The Design Wheel

Enter the wheel at any point

This guide will focus on some of the most important parts of designing a change. It will help teams to design human-centred solutions that achieve better outcomes for government and the community.

Define the Outcome
Understand the problem, articulate the change and maintain clarity of outcome



Design Governance and Approval
Know what we are creating and have it approved

Data Journey Maps
Understanding your data, where it's coming from and going to

Staff Journey Maps
Understand the staff experience and processes

Customer Journey Maps
Understand the user experience

Privacy Impact Assessments
If you are handling personal information

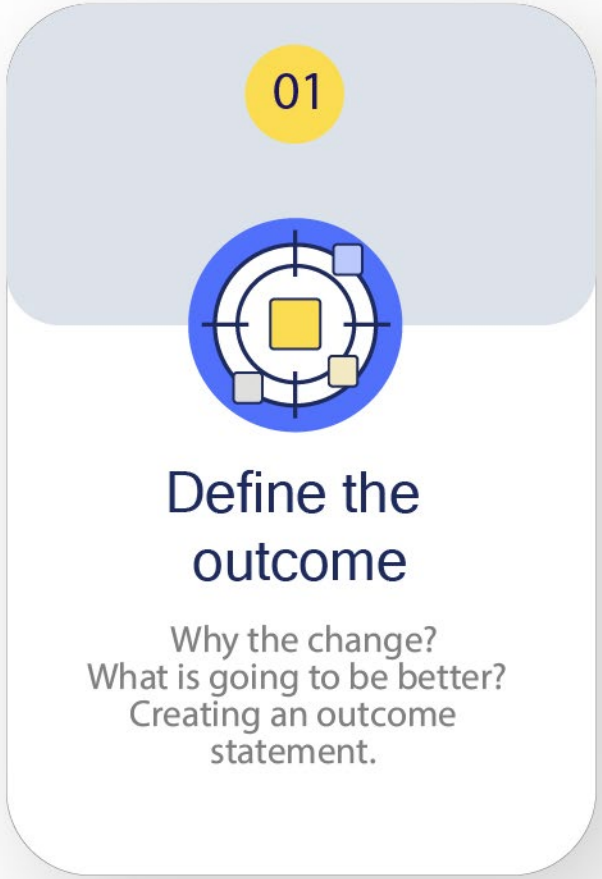
Trial, Test & Refine
Gather community feedback, undertake technical testing, integrate changes and iterate.

Threat & Risk Assessments
Understand and treat your security risks

For **executive sponsors** - it is these things you should expect to see from your design/project teams.

Why use the Design Wheel?

While the specific steps you take will depend on the scale of the change you are making, the Design Wheel can help guide you through every stage.



01. Define the outcome

Working out what you need

The first stage of the Design Wheel is to **define the outcome**: why do you need this change and what will it deliver?

To do this, you will need to create an **Outcome Statement**.

What are Outcome Statements?

An outcome can **define a goal** such as:

"*Canberra: One of the world's most liveable and competitive cities - open to all.*"

Or it can **outline a problem** to solve, like:

"*People are complaining about the wi-fi on the light rail. People should be able to rely on good internet connections while they travel.*"

01. Define the outcome

Why use them?

Outcome Statements **set a clear and common objective** for everyone working on making the change. It focuses people on what needs to be achieved, rather than the ‘thing’ that is being delivered or implemented.

01. Define the outcome

How to create an outcome statement

Output — Deliver the 'Minority Report' system

So that

Function — ACT Policing can predict crimes before they occur

In order for

Outcome — Canberra to be a safer place for our community who will benefit from the lowest crime rates in the country

Check alignment to the outcome the whole way through.

Often compromises are made throughout the change.
Make sure we don't throw the outcome away.

01. Define the outcome

02. Design the change

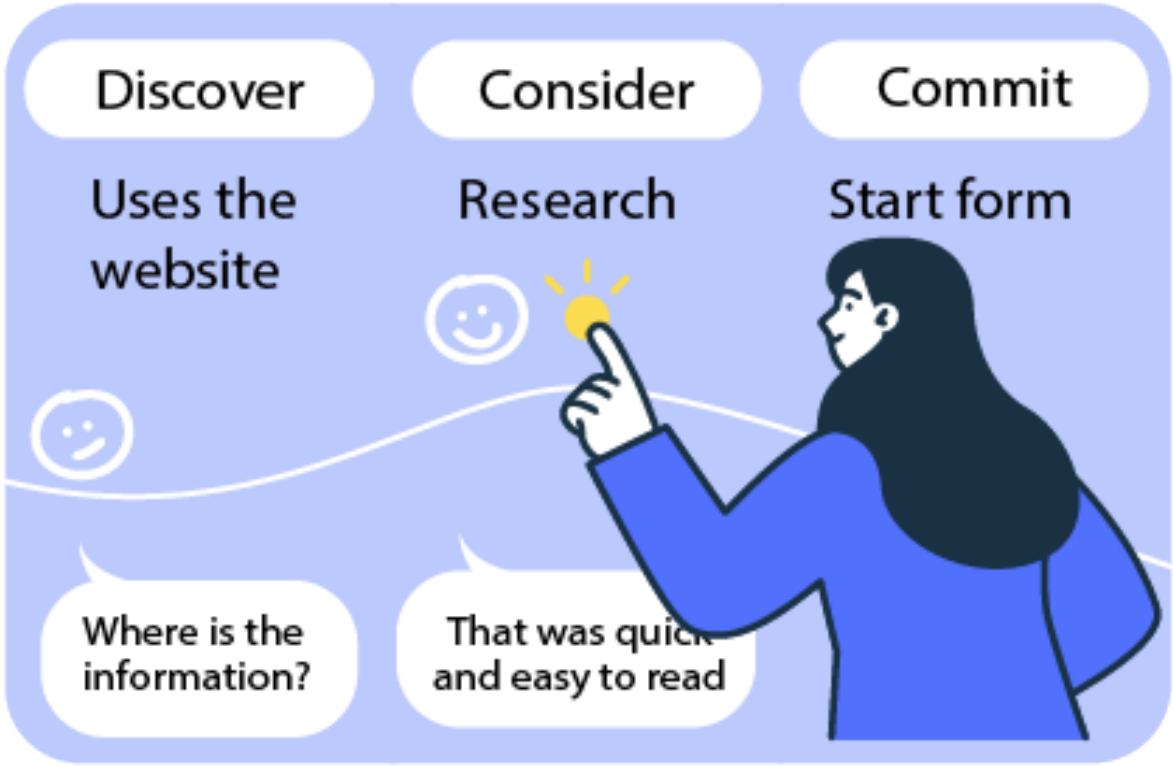
Understanding the user experience

A critical part to design is understanding the user experience. This can be customers accessing the service through to staff who support the delivery of the service.

Mapping the customer and staff journey will illustrate the current and future experience of the service. The map will also build an understanding of the needs of the customer and the business lines to ensure the solution solves the problem and addresses current pain points.

What is a journey map?

A **journey map** is a visual representation of a user's experience when using your product or service. It is essentially a timeline of user actions, from their point of view.



02. Design the change

How to create a journey map

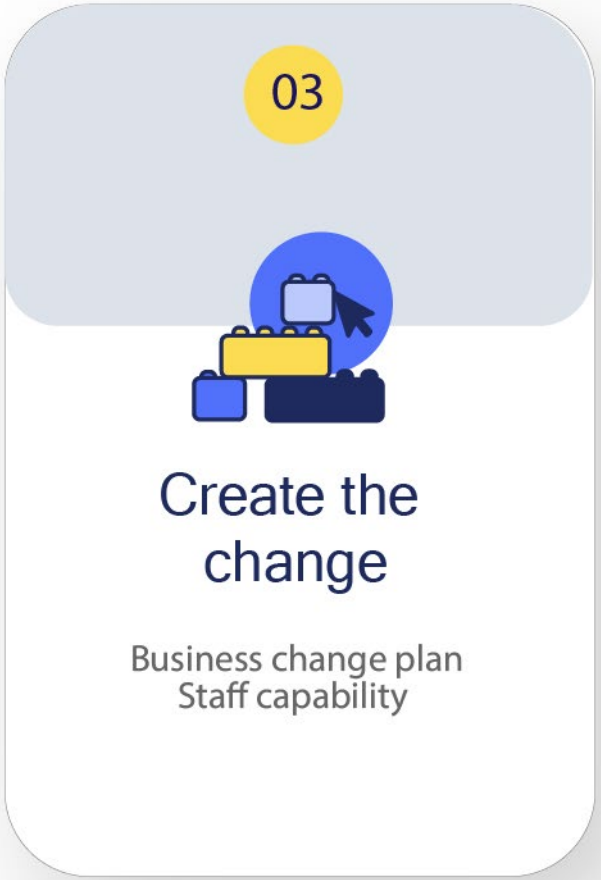
Step 1

Decide on the extent of the pathway you are looking at, particularly where the map will start and finish.

Step 2

In a chronological timeline, map the steps the customer takes from start to finish. As you map the experience, include the touchpoints, which are the ways in which the customer interacts with the service, such as websites, devices, phone calls, app products, paper forms, kiosks etc.

02. Design the change



03. Create the change

The process of creating change

Creating the change is the process of making the design concepts tangible. Creating the change may take many forms including:

- prototyping or creating a visual model that can be tested against the outcome
- writing legislation or policy
- building or configuring a machine or system
- creating or updating operating procedures, scripts or training materials
- developing communication materials and media statements.

What is a prototype?

A prototype is a very basic version of an item, process or service that the change is intended for.

Low fidelity techniques include:
- paper models
- wireframes
- sketches

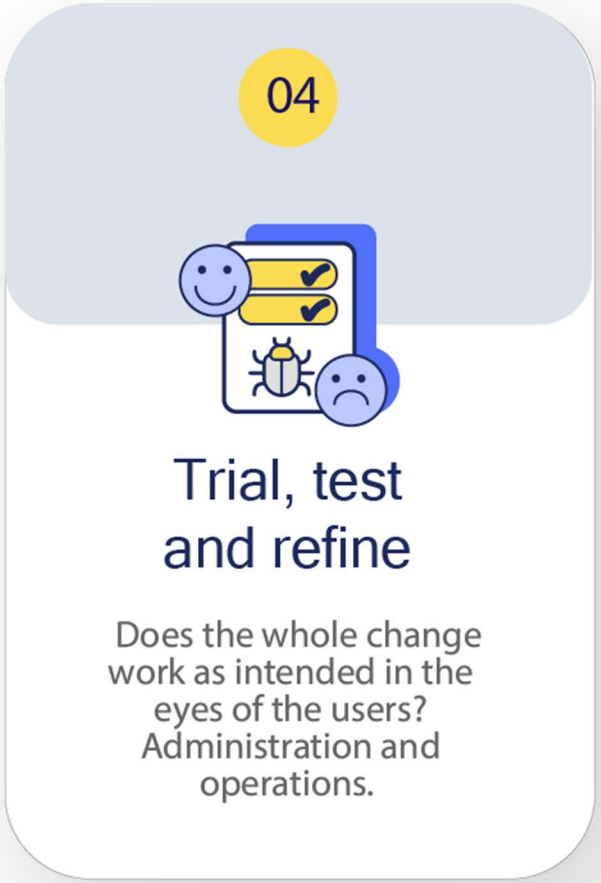
High fidelity techniques include:
- clickable wireframes
- HTML

03. Create the change

Check alignment to the outcome

As a project continues, we learn more about the problem we are trying to solve. We will receive new information and may get new directions. Often we need to make compromises around what we can do. We should regularly check our alignment to the project outcome throughout the entire design process.

03. **Create the change**



04. Trial, test and refine

Why is testing and trial important?

Various types of tests are needed to ensure the project outcomes will be achieved. Testing should check to see if the changes being made work as intended. Testing is a useful assurance step to make sure concerns around the change will meet the needs of the community, the program, project board and other stakeholders.

Tests should be a combination of user focused sessions (is it doing what is required) and technical reviews (is it performing as expected).

What should testing focus on?

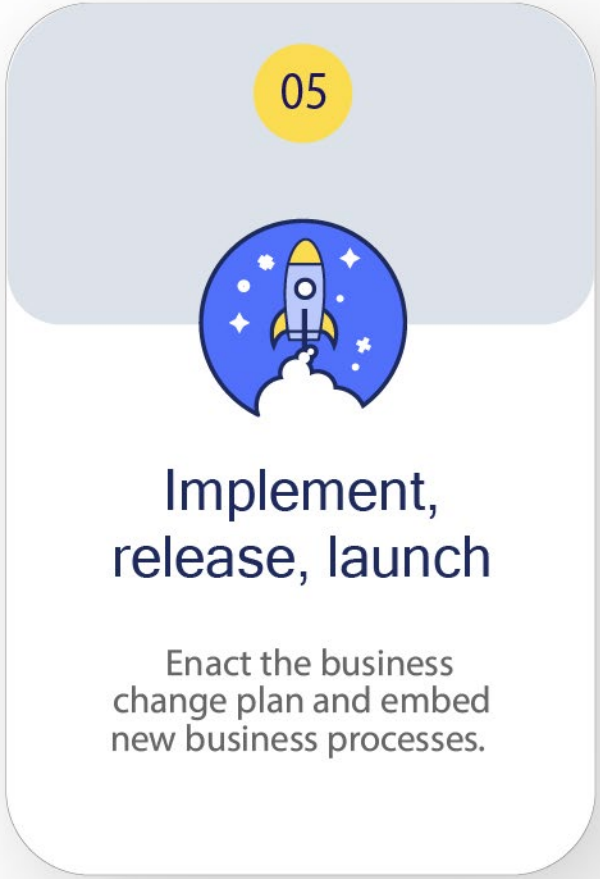
User based testing
How will the users react to the change? Does it work for them? Do they understand it? Is it easy and intuitive? Can they achieve what they set out to do?

Privacy Impact Assessment
Identifies where a change may impact on a person's privacy rights, and allows for consideration for how these impacts can be mitigated.

Threat Risk Assessment and Vulnerability Testing
Looks for potential risks and vulnerabilities and makes recommendations about ways to mitigate or improve the security controls to reduce the risk of a security incident.

Technical Testing
Investigates how the solution functions in part and as a whole. Ensures the technical aspects of the build work correctly. For example, that a website can handle sufficient traffic.

04. Trial, test and refine



05. Implement, release, launch

What to consider when planning a launch

Launching a service can be complex. Aside from managing the build of a service, you will also need to consider:

- onboarding business units to support the new service
- developing Standard Operating Procedures (SOPs)
- training staff to use the service
- talking with ICT around how to turn on the service
- communicating with people about the service.

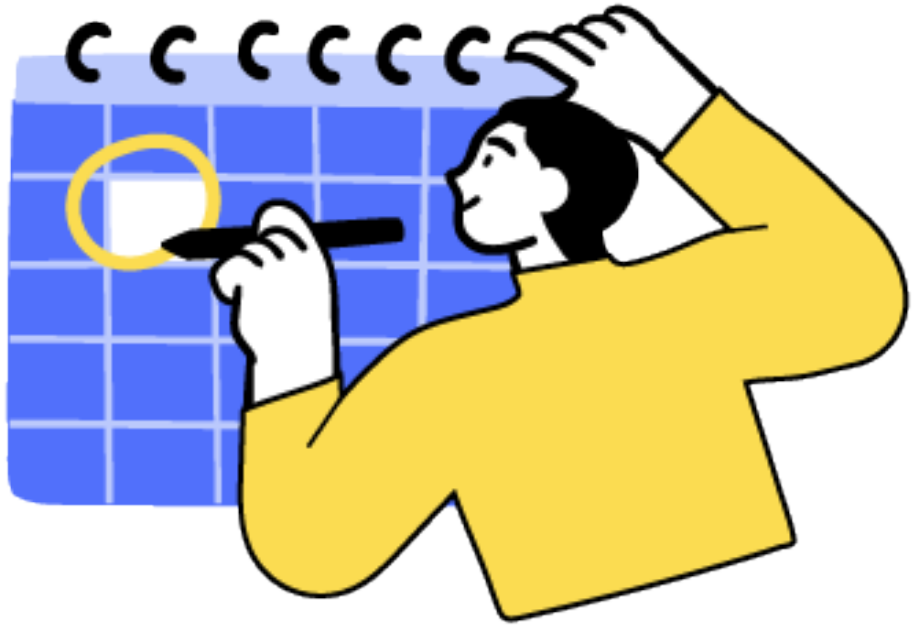
Beta releases

A beta release is a limited release of your service that hasn't been fully tested for bugs or possible issues. It is more than a 'draft' or early version though. A beta release will still be functional – but it may require some changes after implementation.

05. Implement, release, launch

Plan the release

Releasing a service to beta or live needs detailed planning. If you are replacing an existing service, you will need to consider how the new and old services can work through a transition period. Keep in mind that the transition could involve more work for teams.

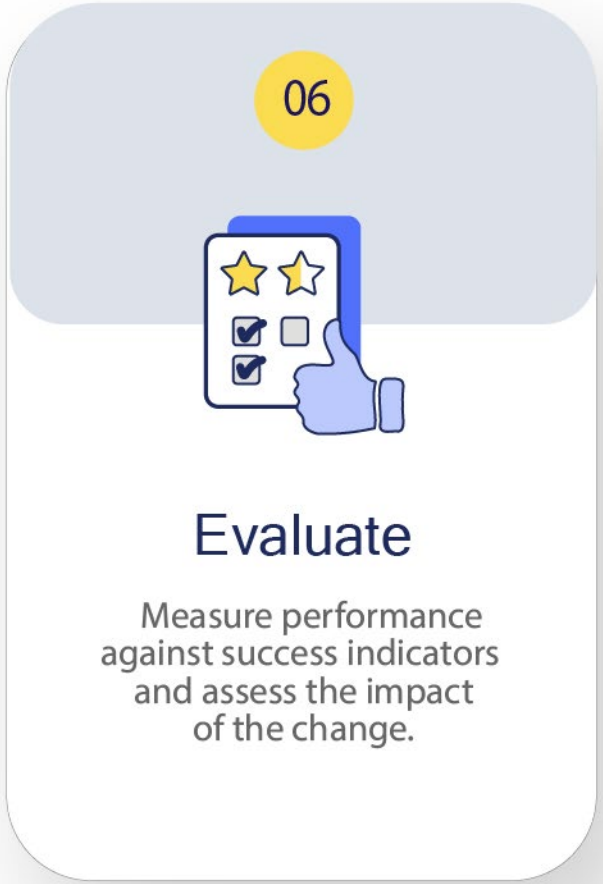


05. Implement, release, launch

Change management and communication

A new service offering can be a big change for people. Both your users and your project team need to understand the goals of the service and how these goals will contribute to the service outcomes. A good change management process can help them understand the ‘how’ and ‘why.’

05. Implement, release, launch



06. Evaluate

Evaluation serves more than one purpose

Services should be reviewed to determine how they are performing – both in the short term and the longer term. Measures used could cover:

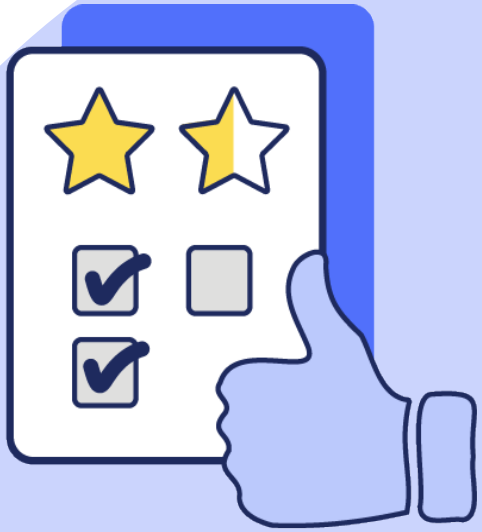
- how the service is meeting the needs of users
- understanding how the underpinning ICT system is performing
- alignment to the project outcome.

Evaluation is an ongoing process

Metrics, surveys, user research, and feedback portals are all ways to check in on how a service is performing. In the short term, you can use these methods to help you evaluate how the service is running and whether it is aligned to your outcome.

In the longer term, the learnings from these activities can be used to report on and improve the service. Have you solved the problem and created the future you intended?

This can take time and these questions may not be answered for months or years after a service launch.

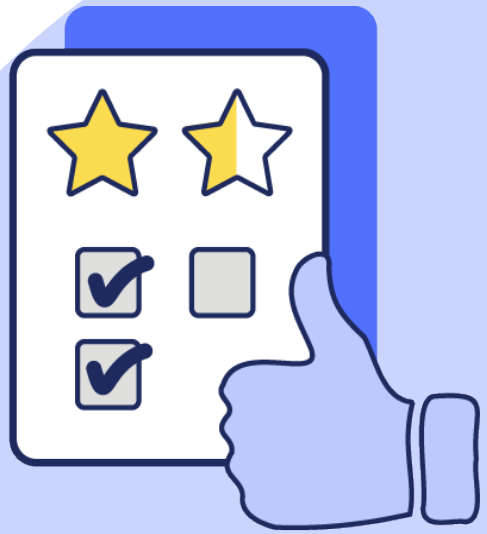


06. Evaluate

Evaluation is an ongoing process

Turning a service on is the start of life for a service. Services need to grow and change over time to cater to the changing needs of users and the underpinning teams and technology supporting the service.

Plan for the future and consider the processes you have in place so your service stays relevant and fit-for-purpose in the longer term.



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