Learnings from Applying Human-Centered Design in a WIOA System

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May 12, 2023

Objectives

Understand the Human-Centered Design process

Walk away with a fresh perspective on how you can deliver WIOA services

Agenda

1. Introduction & Context Setting	5 minutes
2. What is Human-Centered Design? *Activity: Generating "How Might We" Questions*	30 minutes
3. HCD Implementation in Detroit *Lessons from a WIOA Program*	15 minutes
4. Q & A	10 minutes

Raise your hand for the statement that best applies to you. I have:

Never heard of Human Centered Design

Heard about it but don't really know what it is

A pretty good familiarity with HCD
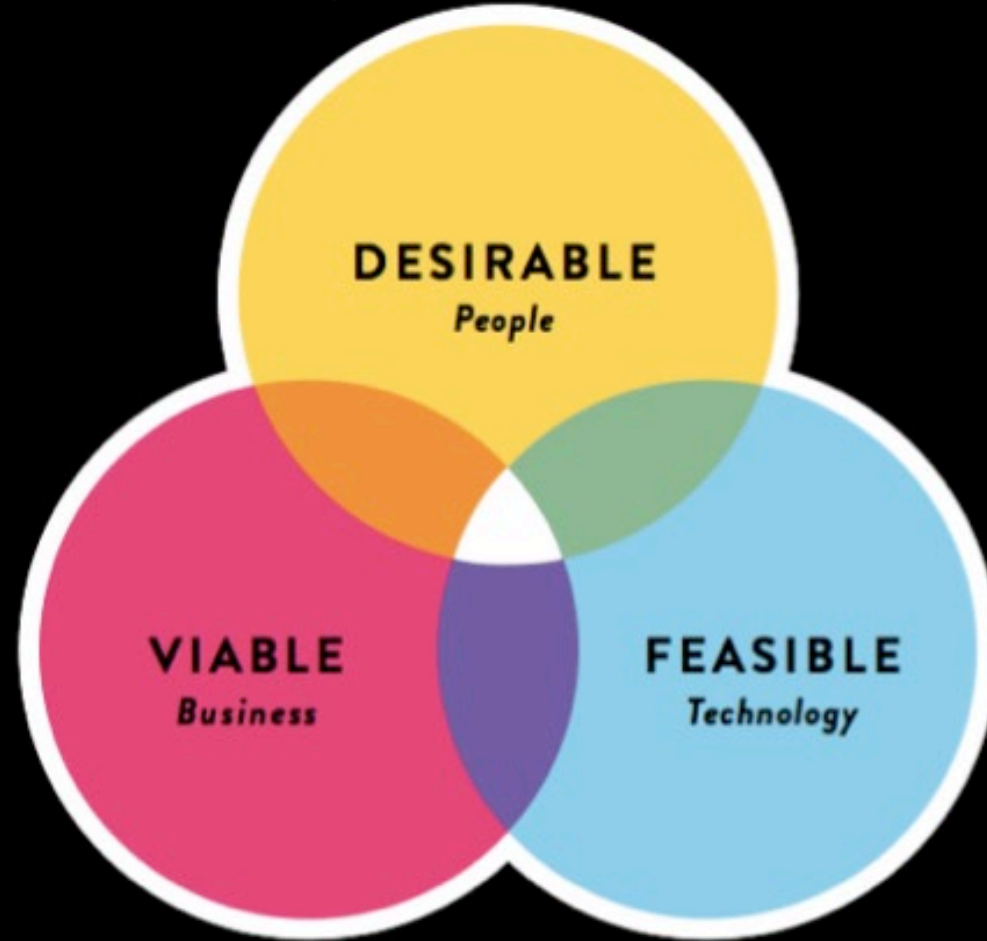
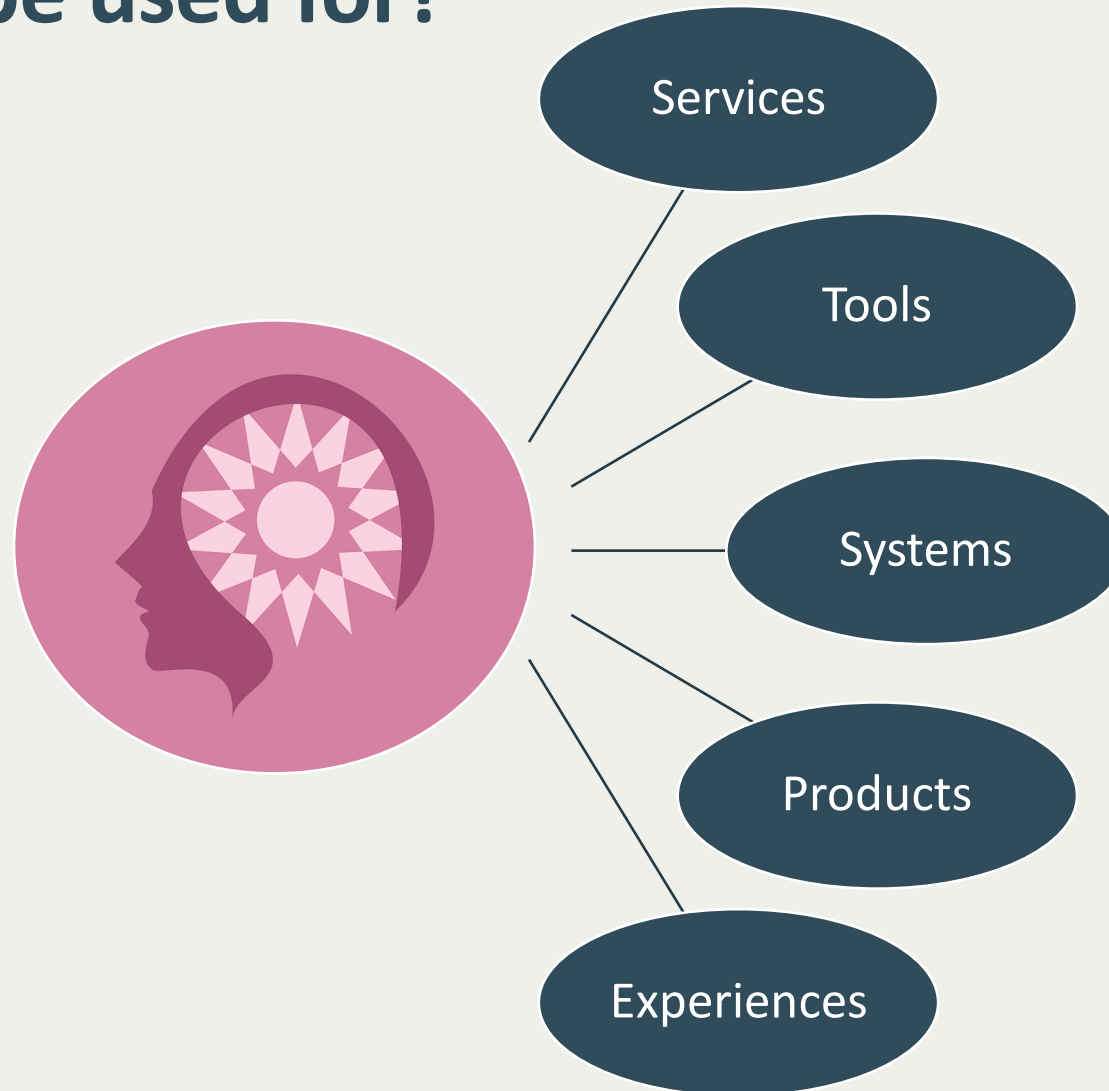Been part of HCD design work

Become obsessed with HCD

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What is Human Centered Design?

What can it be used for?

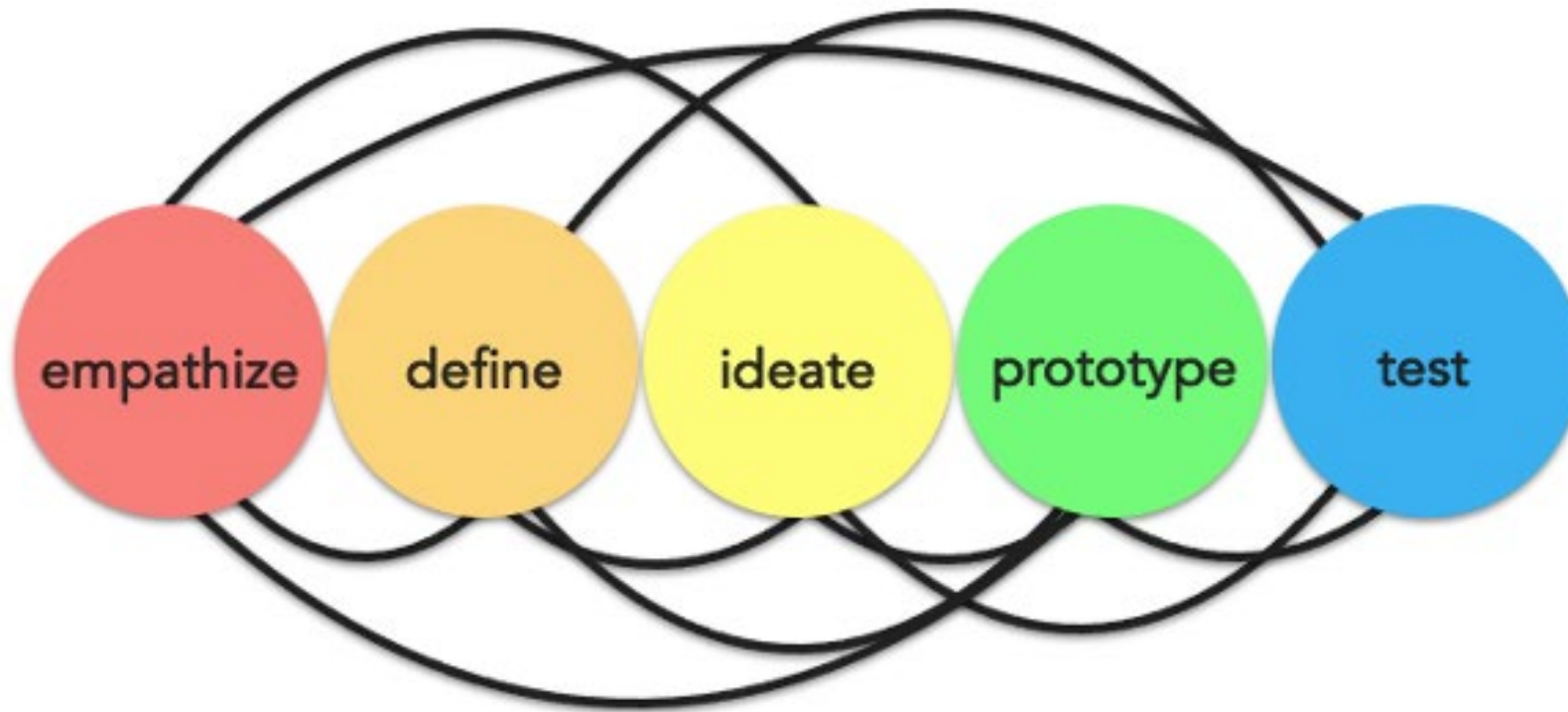Services

Tools

Systems

Products

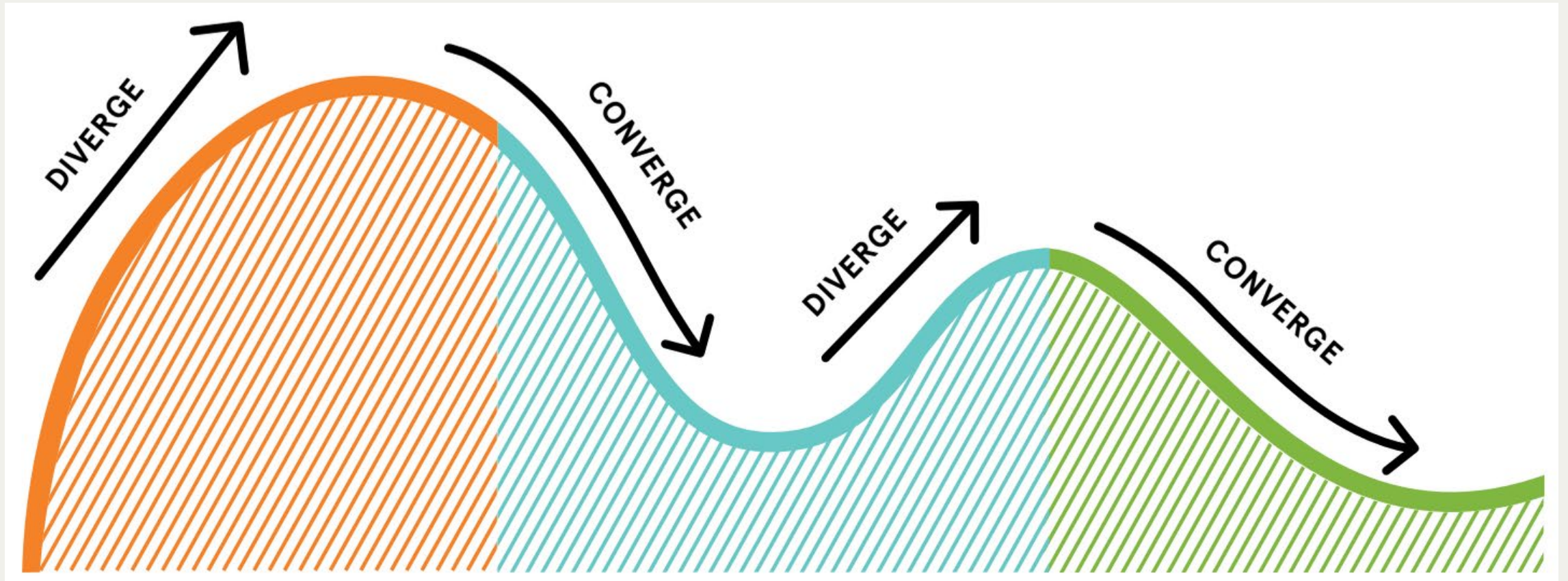Experiences

The Human-Centered Design Mindset

- Learn from failure
- Make it
- Empathy
- Iterate, iterate, iterate
- Embrace ambiguity

The Human-Centered Design process has several steps.

Human-Centered Design involves expanding and contracting your ideas throughout the process.

Empathize: Understand your users

| Learn from your users | Learn from experts | Immerse yourself in context | Seek analogous inspiration | Build a journey map |

JOB SEEKER – UNEMPLOYED YOUTH

Lakisha

Expectation: Get the support needed to start my career

	Engagement	Engagement (Cont.)	Providing Services	Employment
Experience	1. Search online ways to get a GED 2. Finds agency that offers GED training 3. Completed training and attains GED, agency refers her to One-Stop for career counseling 4. Registers online at DESC	1. Arrives at One-Stop with child and has to re-submit all of her information. 2. Schedules intake appointment on her career advisor's busy calendar 3. Returns 2 days later to appointment for assessment / intake	1. Career advisor sends generic emails with irrelevant job postings 2. After a few weeks, she requests a new career advisor 3. Learns about and enrolls in 3 week phlebotomy training	1. After completing the training and state board exam, she is sent on a series of interviews 2. For weeks, Lakisha waits, but does not receive any feedback/outcome from the interview.
Thoughts	• "Why isn't this information online?" • Why do I have to go to multiple places to get the help I need? • "Who should I meet with at the One-Stop?"	• "Why did I fill out an online application if I have to do this again on site?" • "Why do I have to come back again before I can speak with someone?!"	• "Why are they sending me assembly-line job postings?"	• "Am I doing something wrong?" • "Is all of this time and effort worth it?"

In order to attend training/one-stop, Lakisha had to cut her weekly shifts at job down from 30 to 15 hours.

accenture

4

Common Method: Empathy Interview

- Ask open-ended questions

- Ask about a specific event in the past (tell me about a time when...what was the best time...what was the worse time...)

- Avoid leading or loaded questions

- Give room between questions

- Reflect back/summarize what you're hearing

- Follow where the conversation leads, ok to go "off script"

- Observe body language as well

This is not the same as a coaching or case management conversation; goal is strictly to understand and learn.

Define

1. Review your findings
2. Group into themes
3. Generate insights
4. Develop HMW questions

Define: Creating your "How Might We" Questions

How — Assume solutions exist

might — Reduces commitment

we... — Do it together

IDEO

Checklist for a good HMW question

- ❑ Project is human, subjective
- ❑ Framing doesn't embed a solution
- ❑ Framing doesn't assume user's needs
- ❑ Goal is clear without dictating a specific outcome
- ❑ You care about solving this problem
- ❑ Question is broad enough for creative freedom
- ❑ Question is narrow enough to be manageable

Getting HMW questions "just right".

Insight: Customers often don't return after their first visit.

How might we create a policy to enforce return visits for customers? ← Too narrow

How might we address our retention challenges? ← Too broad

How might we make a customer's first visit impactful so that they are motivated to return and meet their goals? ← Just right!

Activity

1. Think of a challenge you are currently face in your WIOA programming (potential areas: recruitment, intake, career coaching, placement, retention, referrals/partnerships, physical space).

2. Generate 3 How Might We questions you could ask to address it, using the previously shared checklist.

3. Get with a partner to present and choose the best one.

Ideate

Go with quality over quantity!

Prototype

Make it real! Build the essence of the idea for testing.

Test

What aspects of your idea do you need to test? With who?

HCD & Racial Equity
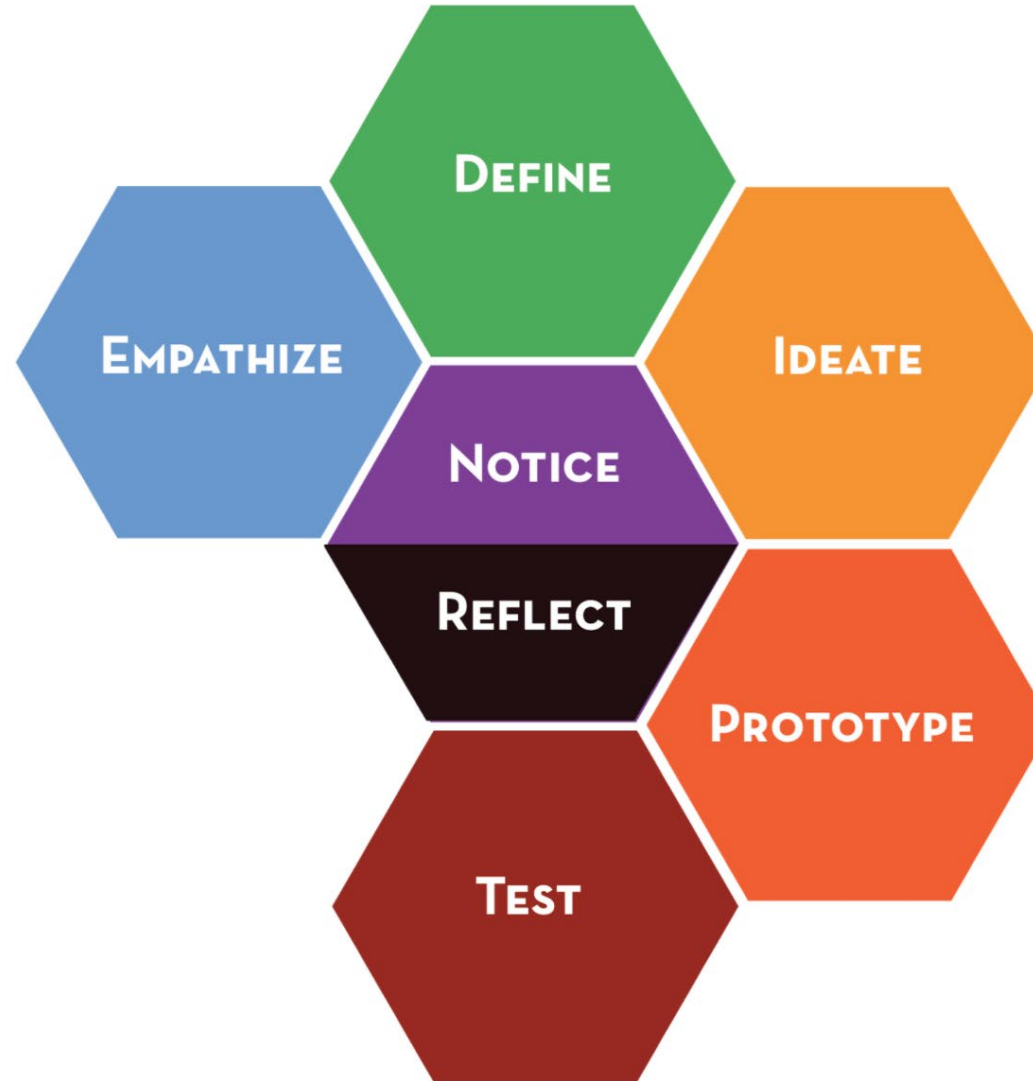
"All systems – including systems of oppression, inequality, and inequity - are by design. Therefore, they can be redesigned."

ANTIONETTE CARROLL
Founder, Creative Reaction Lab

AFTON

HCD Implementation in Detroit

Core

Staff and Leadership Training and Initial Design Work – grounded in HCD, Behavioral Insights (BI), and Trauma-Informed Care (TIC) theory and practice

Physical Space Design – using TIC principles and best practices

Common Intake Process and Document Review – using BI as a lens for improvement

New Customer Welcome, Orientation, and Referral Prototyping and Testing with design teams

Ongoing Staff Capacity Building – providing recommendations, strategies, and resources for imbedding HCD into the heart of workforce system continuous learning and innovation activities

Theory of Change
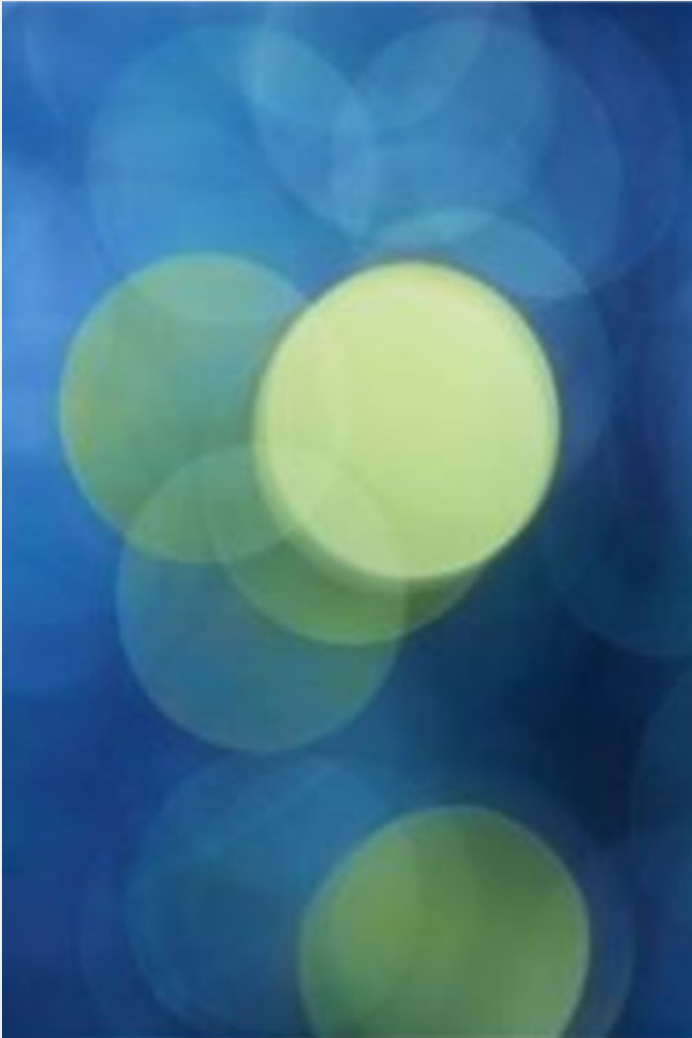
Teaching staff how to be more customer centered and helping them develop new mindsets, knowledge, skills, and practices will lead to better experiences and outcomes for customers.

Changes in mindsets, knowledge, and skills are reinforced through applied learning and practice.

Changes in practice are supported through policies, processes, and tools that positively reinforce new behaviors.

Examples of Impact & Outcomes

Staff

Building relationships in the context of getting something done, solving a particular problem

Better understanding of each other and the language different people and organizations use

Seeing a shift with frontline staff—having candid conversations about what's working, what's not, what can we change

Managers are becoming more okay and comfortable with giving their staff more voice – it has given them the platform to try things and be okay if something fails

Customers

206 customers were surveyed as part of prototyping a new orientation. Most agreed or strongly agreed that:

They felt welcomed at the orientation

Their questions were "heard and understood"

They learned something new and that the new material is relevant or helpful

The Career Center will provide them the resources they need

They are likely to refer friends and family to the Career Center

Organizations

Dynamic between career center and DESC staff has improved—seeing DESC as supportive.

Center managers feel like DESC is listening and taking into consideration how they think things should operate

Better understanding how things work at different centers and for staff operating different programs

Seeing relationships develop among the center and among a more diverse group of staff

System

Bringing leaders, managers, and frontline staff together from the system was exciting and helpful to introduce and reinforce HCD principles across the centers

Providing the venue for staff to come together and raise questions and concerns about what we're doing as a system was important

People feel like they have a place to work through challenges, seek advice from their peers and hear different perspectives

Impact on Staff, Centers, and System

Bringing leaders, managers, and frontline staff together was exciting. Providing the venue for staff to come together to be able to raise questions and concerns about what the system is trying to do is important.

This HCD thinking is very different than the way DESC has thought before, and in a healthy way. They were focused more on caring about the product, not the process or the people as much.

Helping people be more on the same page as Detroit at Work. Embodying shared identity across the centers and behaving more like a community of practice.

Detroit HMW Examples

1....give new customers the right information when they need it so that they can make informed decisions and not waste their time?

2....get more information about all of our resources to people who are unfamiliar or who had a bad prior experience so that they can get the services they need?

3....welcome new customers in the career centers so that they feel valued, respected and that they belong?

Customer Insights

"Knowing there are 9480 jobs doesn't give me hope and means nothing to me if i am not qualified for them"

" I used to work in the system years ago, and I was disappointed with the whole process. They're still using stuff that we used to use. It's time to move forward and use something else. "

"I felt respected because she looked me in the eyes. Most people don't do that."

"It seems like a lot of the questions are repetitive. Why are they asking me about the same thing in different ways?"

"I could not ask for a better case manager. She lets me know if there is additional information either by email or phone"
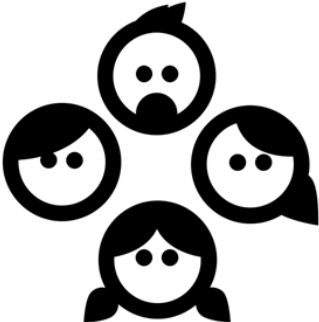
Prototyping: New Customer Welcome, Orientation, Referrals

Academy of Front Desking

- Customer Service Training
- Front Desk Training & Processes
- Transforming Lobbies/Lounges

"Academy of Front Desking"

our vision for our centers

Meet Our Design Team!

- **Ayonda** — Payne Pulliam School
- **Ramona** — DCC
- **Maria** — DCC
- **Kaitlyn** — DESC
- **Rochelle** — Payne Pulliam School
- **Paige** — SERCO
- **Linsey** — DESC
- **Tanya** — Payne Pulliam School

Prototyping & Planning
Welcoming Customers Into Our Centers

Why is an Academy of Front Desking a good idea?

So that we deliver good customer service for customers. Making sure staff are well-informed and can provide relevant, good information, and developing well-trained staff.

So that all front desk staff will be on the same page and the customers will have a uniform experience.

We should all be trained the same. Give information the same. "Do it right the first-time" attitude. So that all front desk staff will be on the same page and the customers will have a uniform experience.

Themes & Aims: that we're professional, we represent the Center system, if everybody is on the same page, each customer will have the same information – eliminate "perceptions of bias" and confusion, so that we don't waste customers time(!), recognizing how important the job is, equipping people with the right information to be able to do the job, for a lot of our customers, they are coming to a place of crisis and we do them a great disservice by not meeting their needs, front desk is first impression(!)
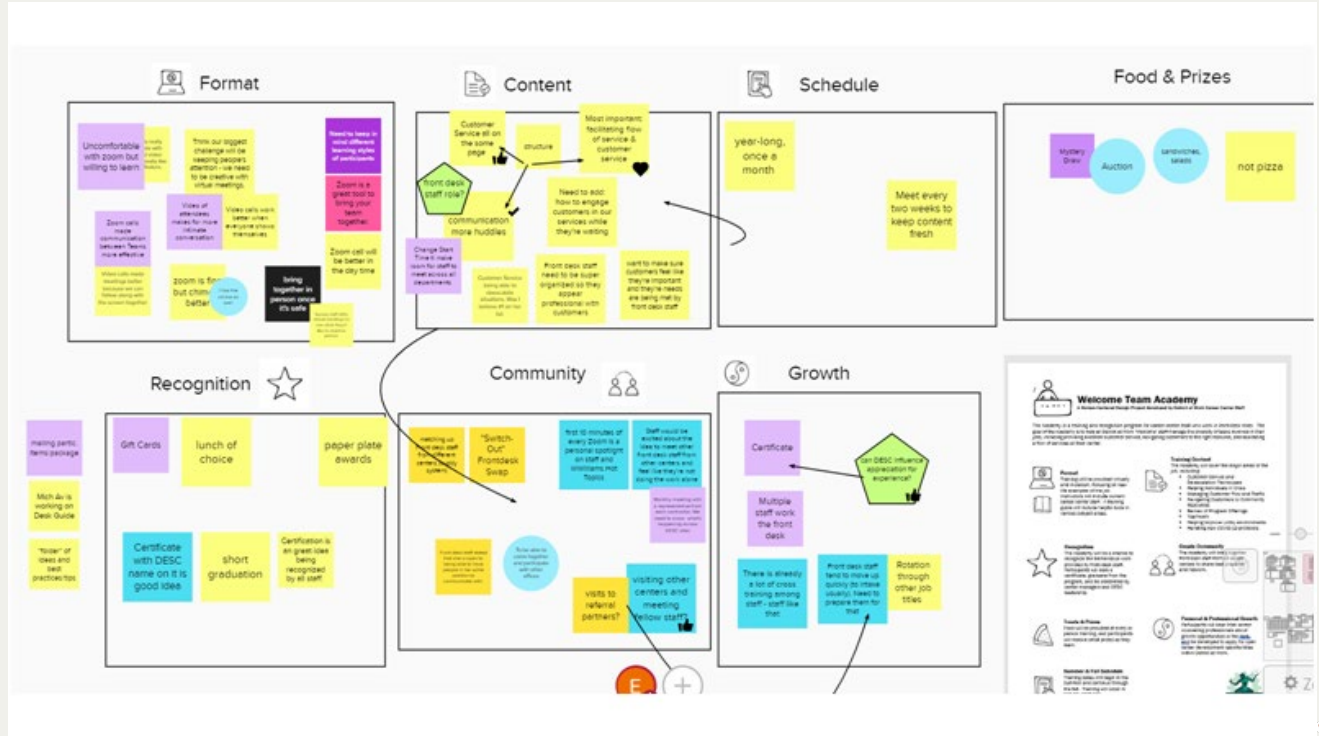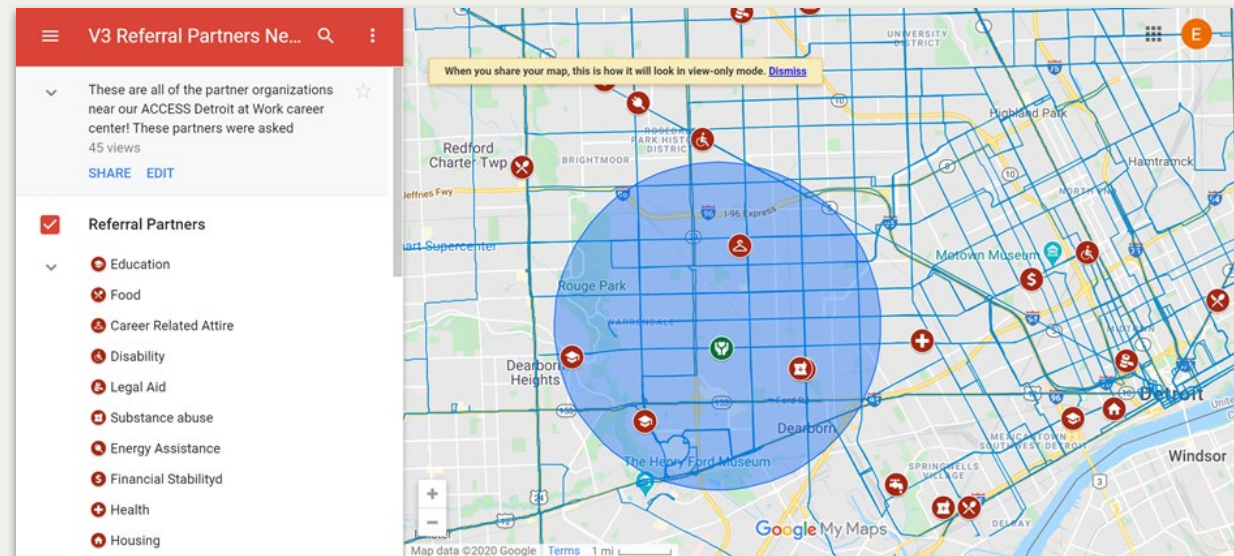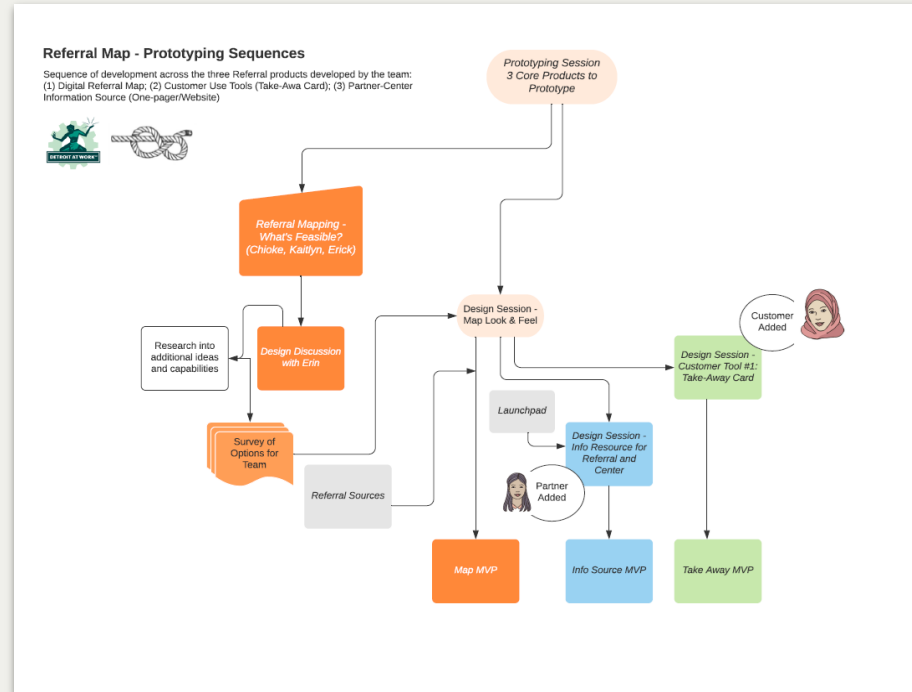
Referral Map

Physical Space Design Work

☐ New Signage & Graphics
☐ Color Choices
☐ Child-friendly Spaces
☐ Way-Finding
☐ Customer Lounges
☐ Therapeutic Spaces
☐ Orientation Room Design
☐ Success Walls
☐ Outdoor Spaces
☐ Lobby Design
☐ Huddle Rooms
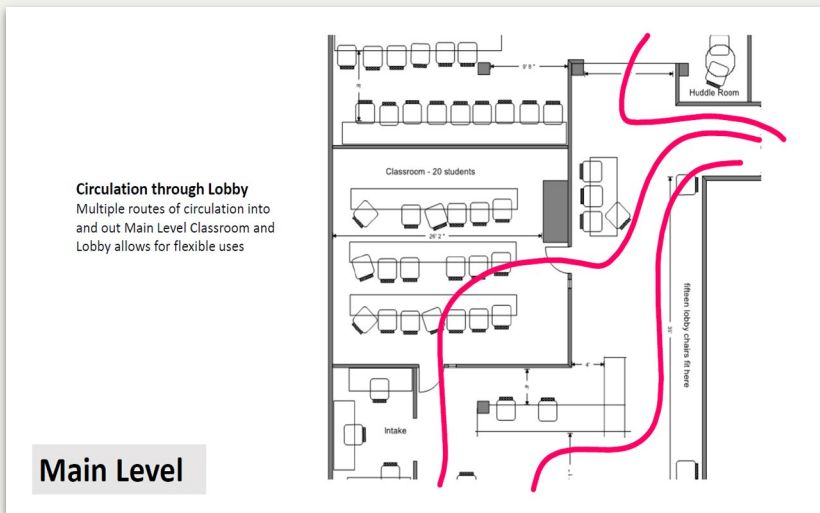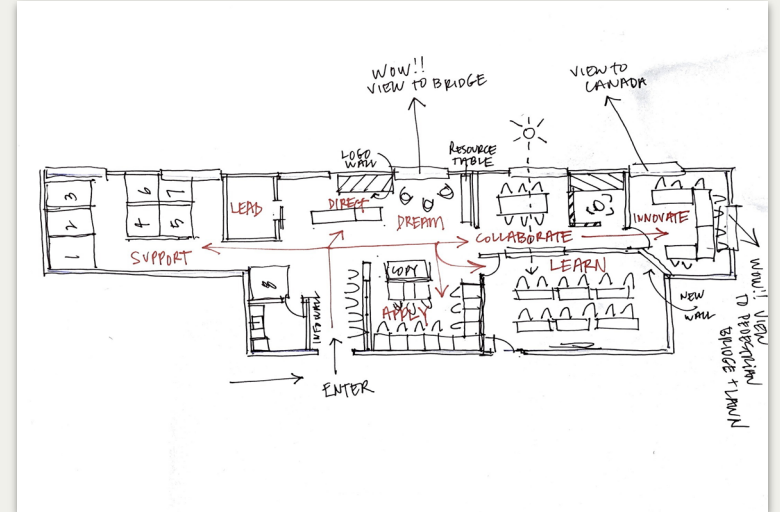
Trauma-Informed Design for Detroit Career Centers

A few quick tips on how, where and why

☐ Trauma-Informed Design
☐ Detroit at Work Color Selections
☐ Space Design & Flow

Main Level

Circulation through Lobby
Multiple routes of circulation into and out Main Level Classroom and Lobby allows for flexible uses

Classroom - 20 students

Trauma-Informed Design is...

Realizing how the physical environment effects an individual's sense of identity, worth, dignity, and empowerment.

Recognizing that the physical environment has an impact on attitude, mood, and behavior, and that there is a strong link between our physiological state, our emotional state, and the physical environment.

Responding by designing and maintaining supportive and healing environments for trauma-experienced residents or clients to resist re-traumatization.

(SAMHSA's Trauma and Justice Strategic Initiative, July 2014)

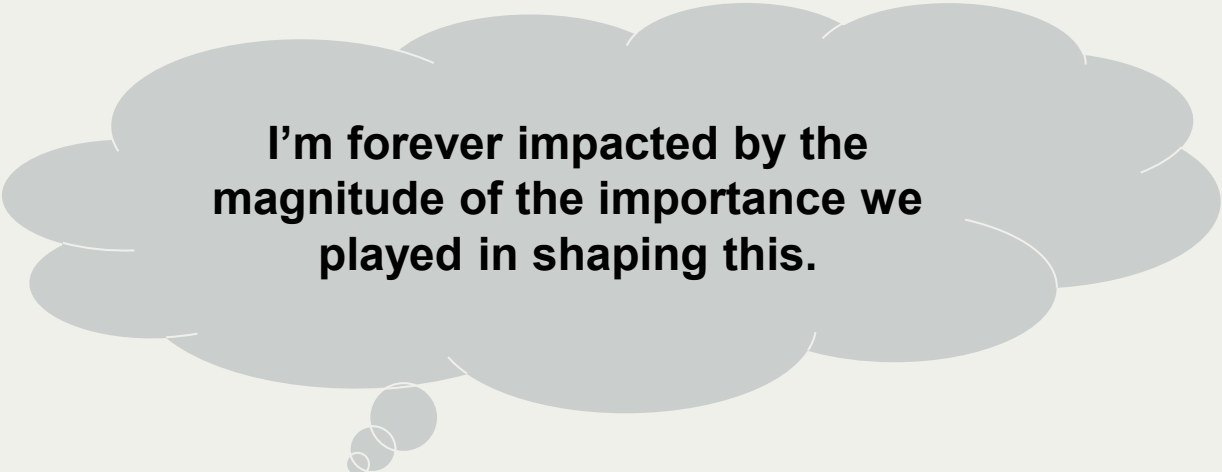Using Color in your Career Center A few quick tips on how, where and why

What Staff Appreciated about the Experience

Feeling empowered, like we're making a difference

Collaborative approach to engaging teams and system

I'm forever impacted by the magnitude of the importance we played in shaping this.

Sometimes we forget about the staff. Getting their feedback on the feasibility/possibility of things is really important.

What Staff Learned in the Process

Learning in a group is really powerful

It takes time for people to align and build trust

It's helpful to have different expertise at the table

More aware of the similar and unique challenges facing other career centers.

How to conduct proper interviews and the value of letting the interviewee lead and give feedback.

Group process tools have been really cool (RACI, brainstorming, idea tree). I'll be applying these tools in other work at DESC.

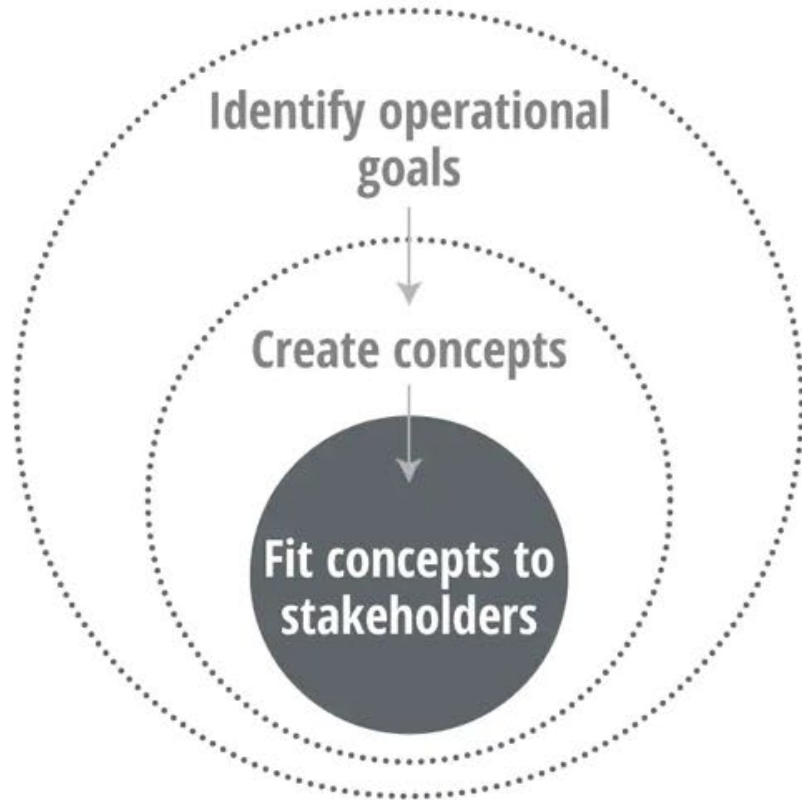# Takeaways for Illinois WIOA Programs

FIGURE 1

Delivering a better human experience requires a mindset shift

TRADITIONAL PROBLEM-SOLVING APPROACH

Identify operational goals

Create concepts

Fit concepts to stakeholders

HUMAN-CENTERED DESIGN APPROACH

Understand stakeholders

Create concepts

Build operational systems
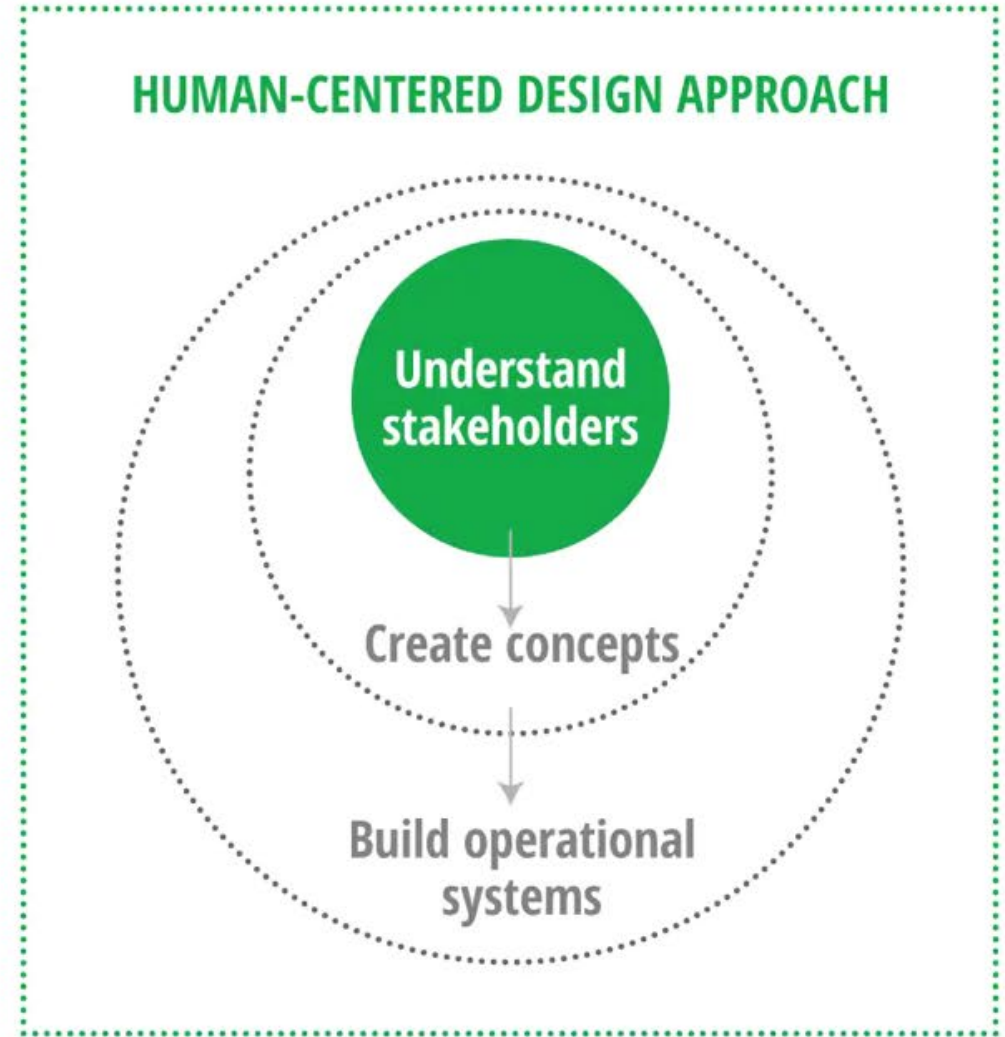
Source: Deloitte analysis.

Insights applying HCD in a WIOA Program

WIOA program flow has a lot of flexibility – take advantage to customize each customer's journey to work best for them.

The physical space does not need to feel like a government office but can feel welcoming and safe to customers, many of whom have had bad experiences with social service systems in the past.

Our educated hunch is that if we spend more time listening to customers and less time worrying about performance, it will, in fact, improve performance! Evidence to come out of California...

Ideas you might be able to replicate or explore

Revising your intake to better understand each customer's individual needs

Revising your intake process to customize each customer's journey through your program

Creating a referral map, mapping your partners and connecting customer to resources they need

Training your staff on service delivery best practices – career coaches, front desk, etc.

Revising your signage, what messages are they sending as customers enter?

Redesigning your physical space to be more welcoming and supportive

Adding a customer satisfaction metric to your KPIs, signaling that customer satisfaction matters as much as WIOA mandated performance
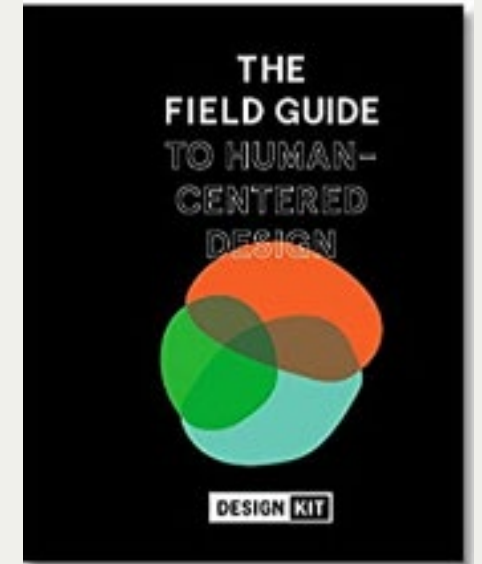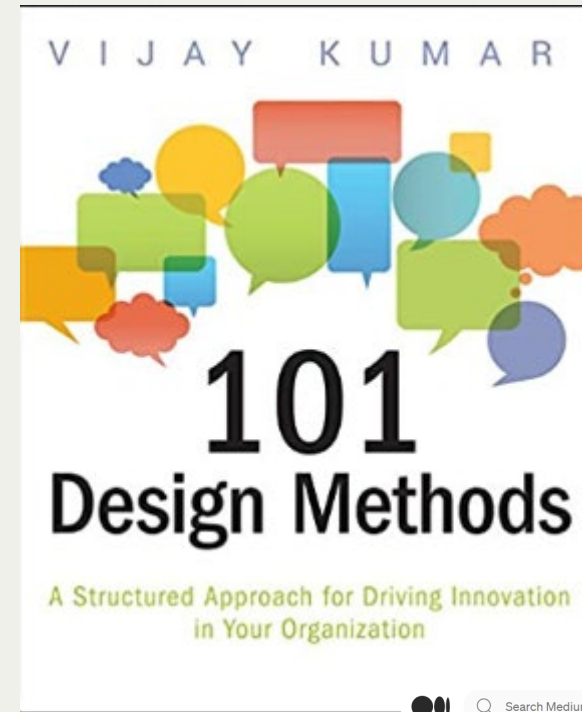
Resources to Learn More

Introduction to Human-Centered Design

Master human-centered design with IDEO.org to solve real world challenges

VIEW COURSE CATALOG

Innovate

7 Weeks   Sep 19, 2023   Free

Enroll Now

VIJAY KUMAR

101 Design Methods

A Structured Approach for Driving Innovation in Your Organization

THE FIELD GUIDE TO HUMAN-CENTERED DESIGN

DESIGN KIT
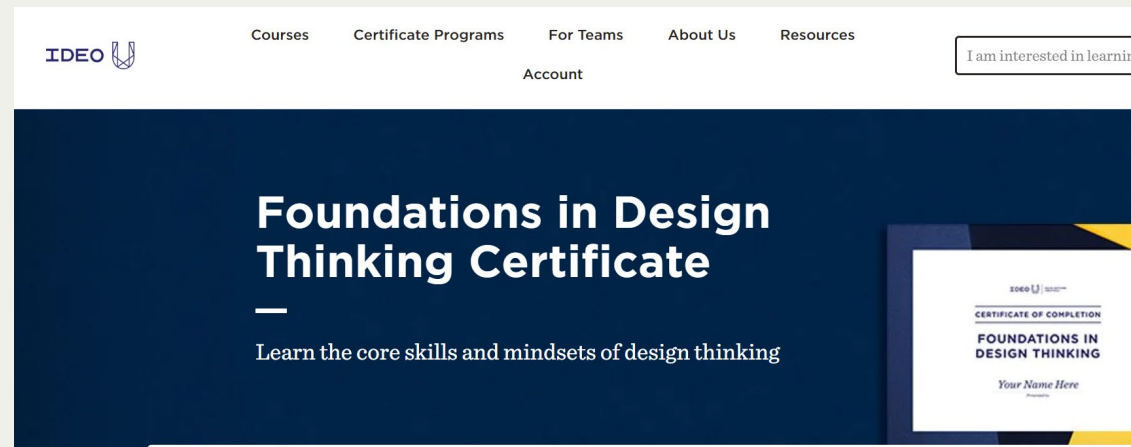
DESIGNING A HUMAN-CENTERED WORKPLACE

Designing a Human-Centered Workplace

This guide introduces a method for centering workers in job design. It will help you approach job design as a process undertaken with employees, not just for them.

IDEO U

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—

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The Most Complete Design Thinking Tools & Resource Collections

Design thinking is a popular concept in design. This article explains basic ideas of design thinking, and lists design thinking tools and various resource collections.

In the article "*What Is Design Thinking*?" pointed out that design thinking is an understanding of the design process, so all involved people, regardless of their roles, must be responsible for creating a practical, functional, aesthetic products with reasonable price.

This article will explain in more detail the **definition of design thinking, five phases of design thinking**, **design thinking methods**, **design thinking tools**, and **various types of resource collections**.

I. What Is Design Thinking?

Thank you!

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