One of the core commitments our government digital strategy and action plan is to adopt a digital service standard or a standard method to help agencies, for you guys to help transform the services.

 And transformation is tricky. And this is kind of the first time we’ve actually tried to do this sort of thing, digital transformation.

Which is why we felt it was really important upfront to partner with the commonwealth government. Who have got some good runs on the board in this, to help inform what we do.

The commonwealth government spend a couple of years, and Jacqui has been leading that work, to build a digital service standard to help to commonwealth agencies to do exactly what we are trying to do here. And they are probably just a little bit in front of us at the moment.

So our approach was to align with the Commonwealth Government, rather than trying to invent something separate and different. But we have adopted the standard with a trial period of ending in about March next year.

So we are looking to you guys trialling and use the standard, and we learn a little bit about that today from Jacqui, to an exemplar service of some description and to then share with us and with each other how that’s going, so that we all can learn about how to do this digital transformation thing a little better.

So with that in mind, it’s a great pleasure to introduce Jacqui Van Teulingen who is the head of the digital service standard in the digital transformation agency. Was the digital transformation office, but has recently changed.

Jacqui is a very long term friend of our office and also of our government and has helped us on a range of different projects over the years. And Jacqui is going to help us get our heads around how we might start to apply the digital service standard in our own context.

Could you please welcome Jacqui.

Thank you everybody. May I just ask who was with us earlier?

Most of you, Ha ha. Well I’m just going to zip-a-dee-doo-dah through some of the things.

More importantly, who wasn’t here earlier?

Okay, so for those of you who were, I apologise because you are going to hear some of these things again. But maybe you will be able to walk away and repeat them again because you would have heard them twice.

But for the new people that are just joining us for this session, I’m not going to cut anything short. Because it’s really important that you get the fundamentals.

So we just did an hour session with other people. Where we talked very much about the fundamentals underneath the digital service standard, and how they as leaders might start the transformation that the South Australian Government is committed to.

In this session I’m going to go through some of those things, not all of those things.

So if they are repetitive I do apologise but we don’t want the new people joining us now to miss out of any of this stuff.

So I’m Jacqui Van Teulingen, I am head of the digital service standard.

My team is 6. We have a very big job, well we’ve done a very big job already and have a very big job ahead of us, because 6 people can’t transform the entire Commonwealth.

And in fact we are not even here to transform the entire Commonwealth. We are here to lead the transformation through the development and roll out of a digital service standard. That you as practitioners and people involved in digital transformation will actually be able to apply.

So we’re here in a truer sense of the word in the digital service standard team. We’re here to support you in the transformation.

We’re building the policy and standards around how we might do that in some of the guides. But ultimately we’re here to talk to you about these things.

Who has been exposed to the service standard already in their roles?

Quite a few of you.

Who considers themselves a practitioner? So somebody who is actually a practitioner involved in developing digital products services already.

A couple.

So what does the rest of you do? Are you policy people? Are you business people? Are You business owners?

Who’s a business owner? Who’s a policy person?

Okay. Who’s frontline staff? Who talks to users?

Okay. Look if we ask that question in a year’s time we want to see everyone’s hand say ‘yeah I talk to users’. At least once every six weeks.

We want to see everybody be exposed to the users of the services.

So that poll was for my benefit so I know what kind of people are in the audience.

So, I am going to introduce you first to the digital transformation office, agency.

And I will apologise because we have just changed from the digital transformation office to an agency in the last few weeks and I’m using those words interchangeably. So if I say digital transformation office I mean agency, I just haven’t got my head around the changes yet.

If you see digital transformation office written in slides, we mean the digital transformation agency.

And what that means is that the government has taken a very big vow of confidence in the DTO in what we are able to deliver as the DTO in the last year and said you know what, this is really what we want to happen in this area of government.

And we take a very big vow of confidence and gave us more responsibility a few weeks ago.

So we will have responsibility of all ICT policy and all ICT procurement. So at the centre of government, in Commonwealth Government in Canberra, that’s 6 billion dollars spend on ICT every year.

And that responsibility will come into the DTA, digital transformation agency.

So the things that we’ve been able to do have really enabled that for the centre of government.

And of course the prime minister thinks this is one of the very important things to help innovation, certainly within the government in the next few years.

So I’m going to talk to you today about, really about the service standard.

But before we talk about the service standard. I want to just kind of give you a few ideas about why we are actually here and the digital transformation agency.

So we know that people who use government services have no choice. They’re not customers, they’re users. They can’t take their custom somewhere else, they bring their custom to us.

They have to come and use our services. Either because they need them, they are going through some crisis or something, or they have to comply to something, or they need to pay a bill or whatever it is they need to do.

55 percent of those people encounter a problem and we need to fix that. It’s really not acceptable.

If we tried to do this in the private sector we wouldn’t have a business if 55 percent of our customers had a problem, we wouldn’t be in business.

So we have a moral and ethical obligation to fix that to make our services simpler, clearer and fair. And to do that for everybody.

We collaborate with agencies in the DTO. This is our role, we collaborate with agencies to help them transform their services.

So this is what we are doing at the commonwealth level.

We have a transformation hub in the Canberra office and another one in the Sydney office, were we talk about, where we bring teams from agencies in and they come and do a project with us or a program and product with us in 20 week time boxes. And we help them transform that product.

So, so far we have done things around citizenship booking service.

We’ve done, we’ve simplified imports for a certain category of imports.

We’ve done a hobby and business tool we’ve transformed.

We have a whole series of people in Australia we call “makers”. So those people who make doll houses in their garage or lipsticks in their kitchen and can’t quite work out if they are a hobby or a business, we’ve transformed a service for them.

We’ve done some, transformed a way you enrol your new baby into the Medicare system.

And we have done some work around ACT Health, that when you do have your new baby and you need to make appointments, to bring that child in for health checks, you know the six week health check and immunisations and all those kind of things. We’ve transformed all those types of things.

That’s happening in our transformation hub in Canberra and Sydney.

So we’re working with agencies to collaborate with them and actually apply the digital service standards to products and change them within 20 weeks.

And in most government kind of scenarios that is just unheard of, but it is possible and were including this as possible.

The other thing that we do is, in the digital transformation agency, is to create whole of government platforms.

So not too dissimilar, we had a little giggle about this in the last session that you know in the Commonwealth Government we have you know twenty different platforms, in twenty different agencies, built in twenty different ways, that all do the same kind of thing.

And we know that it’s not all too dissimilar in other governments. We’re sure you can see examples of this in the South Australian Government.

So we’ve been tasked with the role of building some platforms for whole of government at the centre of government, whereby all Commonwealth Government will use the one platform.

So we’re doing something around Gov AU which is kind of like a one entry point.

We’re doing an identity platform at the moment, like a federated entry platform because identity seems to have been a vexed issue, proven digital identity seems to have been a vexed issue for a long time, and never really solved the problem so now we’re solving that problem with a platform.

We’ve done a digital market place that is already available in public beta and you use the digital market place already.

And we’ve working on, we’ve built a cloud.gov platform, so any kind of cloud services that have been developed to support the new products we’ve been developing can go up on that cloud platform.

And as we determine the need for more platforms, well start developing them in the DTO for everybody to be able to use.

And the final thing we have been doing in the digital transformation agency is establishing the policies and standards to help government transform it services and it products.

And that is my role, that’s where I come in, that’s my team.

We’re responsible for the digital service standard and that’s what we came to talk to you about today.

So who has seen the digital service standard? Who knows where to go to find the digital service standard?

Okay, so for those that don’t, you have a user-centred… what’s your kit called?

User centre design toolkit on Digital.sa.gov.au.

So that’s where you get to it and that pipes you through to the DTA website or you can go directly to the DTA website DTA.gov.au/standard and you can you directly to the service standard.

All the product and things that we produce around the service standard you can download from that page.

So we have little sheets, I don’t think I have one with me. But we have little print, little posters that you can put by your desk. And big posters and Kanban boards and things like that.

So any kind of product that we produce that can help you disseminate the service standard around the teams with people who are using it you can go and get it from our website.

So first of all I want to start with talking about the scope of the service standard.

The government wanted us to adopt a more consistent approach. Not a uniform approach to the way we do things, but more consistency.

So we know that consistency matters because once we teach a user a new skill, for example, once we rolled out a booking system to a user and they know right, I click here and I get my calendar, I get my time and we’ve taught them a skill. We don’t want them to have to be faced with another booking system on another website that works a completely different way.

So if we use consistent design patterns and we have those design patterns and we’re able to share them. Then users have the skill and they’ve learnt the skill and they have the skills so they can apply them were ever they go.

So that’s what we mean when we talk about you know consistent design as a pose to uniformity.

But going back to the commitments.

So this matters at the commonwealth level and I’m not sure what your commitment here is, except that your trialling the service standard and you want people to give it a go.

And we would very much like to listen to how you go with your application into the digital service standard here.

It would be great to be able to case study some examples of the South Australian application.

But certainly at the federal government you know we mandated that PGPA Act, commonwealth non-corporate entities.

So that’s people that aren’t commonwealth business enterprises like Australia Post and things like that.

So all government agencies have to use the digital service standard when they are developing and designing for public facing services.

We talk about services in three ways.

We talk about high volume services, low volume services and information services and I’ll come back and explain that to you in a minute.

So we have a lot of people come to our presentations about the digital service standard that kind of go “oh right, well good I don’t have to do that”.

And we kind of challenge those people and say you might not have to do that but why wouldn’t you do it?

Because in fact all it is, is a set of principles that help you apply this practice.

So what we’re seeing now is lots of the agencies come and say oh well we don’t have to do that.

But actually they are the best people because they say “wow this is actually really valuable, we’re doing this, we can actually apply the service standard”.

So not sure what your plan is after you have done the south Australian trial, but ideally it’s a best practice way that you can use to apply to the redesign and redevelop of the service you are responsible in South Australia and I do encourage you to use it.

And I encourage you also to share back what you find and found that didn’t work or could be improved on because we are about improving it all the time as well.

So we say at the commonwealth level that you must apply the standard when a new service is developed.

So any new service under development at the commonwealth level must apply the digital service standard or when a service is being redesigned or refreshed, or whatever the Whoo-do word that the agency uses.

We say if there is an opportunity for you to apply the service standard in the refresh of that service then you absolutely should.

But we don’t have any expectation that the agency retro-fit their services; it’s not about going backwards, it’s about going forward.

So even for agencies who might just be doing a content refresh on, you know, portions of their website, we say treat it as a product.

It’s a product, it’s an information service and you should apply the elements of the service standard that are applicable to that kind of refresh.

So, you know, make sure it’s a responsive design, speak in plain English, make sure your users can comprehend the words that you’re writing.

So we say, wherever there is an opportunity for you to apply the service standard, do it and do it pragmatically because it will help you.

So I want to just clarify that when we talk about services at federal government, we talk about transactional services and information services.

We classify a transactional service as something that resolves a change to a record held by government.

So if you’re buying a product, paying for a licence, updating a medical record, any type of digital payment in or out. They are all things that result in change of records held by government about you or on your behalf.

We call them transactional services.

A tax calculator or a wizard or bit of stuff on a website that allows you to put in information and get back information and doesn’t result in a change record, those kind of wizard things are what we call information services.

They are not considered transactional services because they don’t change a record.

We then talk about information services.

So a website or mobile application or whatever, we don’t call them websites anymore, we call them products. They are information services.

A website is just the delivery of information that you are providing for someone so that they can do something or be empowered to make a decision about something we want them to do or that they need to comply with.

So wizards, calculators, examples, decisions, support tools, they are all considered information services not websites.

In our development service standard we actually spent two years developing the digital service standard and most people think it’s hysterically funny when I say we actually developed the service standard using our own process.

So we used the service’s design and development process, which I will talk to you about in a minute, to actually develop the service standard.

So we went through a discovery period and we talked to about twelve hundred people in Canberra and commonwealth public servants who are practitioners who are responsible for providing products and services.

And we talked to them and said how might we, what might be the best practices that we could adopt in Australia for a digital service standard?

How could we use this, and we modelled from the UK government, so we were asked to model from the UK government.

All contemporary government, contemporary western governments who have embarked in a digital transformation have at their core a series of standards or principles.

So in playbooks, standards or principles or whatever, we have them all.

So we started with the UK standard. We talked to about twelve hundred people and worked out what the best things were.

We started with twenty five criteria, we moved eighteen, we moved it to fourteen, we moved it to thirteen.

So we went through discovery, and alpha and beta, and we had the privilege of having your Monica with us when we iterated, you were with us when we the finally iteration weren’t you?

So when we iterated the standard in the final time from beta into its live phase and got Cabinet’s endorsement for the standard to be applied.

Monica joined us and went through our very painful, you know we argue about words, single words.

Do we say by default, as appropriate, you know what do we do? We argued for hours about a word and what that means and it changes the intonation and stuff. So very, very hard work.

So the service standard is a result of about three hundred and fifty hours of user research.

And lots and lots of people were involved about telling us what, you know, what they thought would be good and what they thought would be achievable and applicable here in Australian context.

So what we have now is the digital service standard; it’s thirteen criteria which went live on the sixth of May and basically they’re really high level principles for great service design and delivery.

We, I’ve told you where you go to find these standards.

So you can get these kind of posters and stuff off the website.

One of the things we did to make it more comprehensible for people was to give these shortened forms, you know understanding these, make it secure.

But I encourage you not to just rely on the shortened form.

If you look at criteria five and say make it secure and you think five is just about security, it’s not.

It’s about data and privacy and legal things.

So don’t just, we’ve used the shortened form to get, so people kind of understand these are the things that I need to think about.

But you need to read the whole criteria because there is so much more that sits under that criteria that you wouldn’t want to miss.

If you just focused on security you might miss legislative things or privacy and other things that relate to data.

So we encourage you to go and look under the shortened form of the service standard.

So big question from you, if you’re a practitioner, if you’re a policy person, if you’re a business person, if you are in the chain somewhere of services delivering then you probably need to know about the service standard.

And you probably need to think about where can I start, what can I do.

Unless you are actually in a service team about to embark on a new development or refresh, you don’t really get to apply the service standard.

But it’s really important that before you have to start the service standard that you understand some of the fundamental principles, so I’m going to take you through some of those.

Now I apologise to the people who were in the room this morning because you would have heard this already today. But I love this slide because it’s my favourite, it’s my favourite of all of them.

So this is how we traditionally work in government.

So we’ve been doing things this way for eons. This is the entire policy to the delivery system, this is how it works.

And what happens is that we formulate policies, so those people sitting around the room will go yep I can get that.

We formulate policies, someone comes up with an idea about how we need to do something or how we might do something better or some new policy to meet a government commitment.

Then we spend months, sometimes even years, documenting those requirements and you know documents like this, or like this, or like this in some cases I’ve seen them.

Then we make applications for funding so we get money to buy stuff, even if we have that stuff, we buy more stuff.

We buy more things that we don’t even need sometimes or we develop things and even though we might be developing something over here we will develop something new because we think we need to.

And then we launch the thing, the policy, the service and we send it out to users.

And then we’re smacked in the face by reality because the user can’t use the product or the services and it isn’t going to be right for them because we never ever talk to users in the first place.

So this is a real high risk, full certainty proposition and this is the way, certainly this is the way that we work at the commonwealth level.

And you know when we talk about writing reprimand documents and spending money we spend millions of dollars doing this stuff, buying stuff that we already have to make products and services that are never really going to work because the reality at the end of this long time is that it doesn’t meet users’ needs.

So the service standard asks you to change the way that you think about this stuff and change the way that you work and to work in what we call, in a service design, delivery process that puts the users need right at the beginning of the process.

So even a policy process, if policy people actually talked to real users of their product or service in the beginning, you might have a completely different outcome.

So we say put users’ needs first.

Actually spend some time in discovering, listening, learning and observing what real people are trying to do.

We say go out there and look at users in a user context and I’ll come to this a bit later on. But if we spend that time actually understanding what people are trying to do and the context of their own lives, then we can design for them and can try out lots of different prototypes to work out with those users in a co-creation kind of way what works, what doesn’t is called user centre design.

And then if we keep iterating on that and building and build more users and more users, by the time we get a product to the end and we can scale that product, we know that the product that we made and that technology we’ve invested in and all the money we’ve spent is actually going to work because we are dealing with a product.

And we can do that in twenty weeks.

Not geological time scales that sometimes it takes for us to do the whole policy cycle and funding and things like that.

So this is the service design and delivery process and in just a little bit of a different way.

One of the big warning signs I always say to people is if someone comes to you with a product design that has a solution in its title, it’s already wrong.

We do this extraordinarily well in government where we actually come with our preconceived ideas about what other people need and we design for our world view not theirs.

So we don’t do it that way, if you do it in the way that we are suggesting and you spend time in discovery and actually talk to users in their context, you’ll design the right thing and you’ll do it the right way because you will be doing it with users all the way.

So very, very important concept that underpins the entire construct of the service standard and when we get to the end of the presentation I talk about the way we assure whether products or services are meeting the standard, this is the process, this is the gated process that we use to make sure that products are doing the right thing.

The other thing that under pins the service standard is the set of ten design principles and they are really pretty self-explanatory, I’m not going to read them all to you.

You can find them as well with the service standard on our website.

But you can all start with the design principles today. You don’t need to be applying or redeveloping a product or service.

You can actually take those design principles and you can start using them in your work and whatever it is your doing, you can use it today.

So for example you, if you pick the ‘start with users’ needs’, in the next email you have to write and instead of writing four paragraphs of stuff, you right four points.

You’ve thought about, well who’s the recipient of my email?

They don’t want to read a ton of information, they want to quickly get the four points that I need to tell them, and then suddenly you’ve started to transform things.

You’re doing less, you’re making things simple, you’re telling people only what they need to know not the waffle words we tend to put around things.

You can actually do this today.

In most of my presentations I always challenge people to say you can start your transformation today and we worked out before that we have got six weeks until Christmas.

So you can take two of these every week in in the next five weeks you can be transformed before Christmas.

So you can start the transformation that South Australian Government is committed to, you can do that in your work.

Everything that you do, if you apply some of these principles, I need to iterate this, I need to do less, I need to make it really simple for someone else and be consistent about what I am doing, you’re on the path and you’ll be changing other people.

So what we’re doing here is not really, you know, a digital transformation.

It’s a mid-set shift, it’s a mind-set transformation with the way that we think about things because in government we’re too stayed.

You know we wear the comfortable old jacket that we wore yesterday and we think that that’s going to be okay for tomorrow and it’s really not.

So this helps you to change and using our design principles is really a way that you can put these things practically and into practice today.

So when we talk about the service standard we talk about the standard in themes.

So the thirteen criteria breakdown into four individual themes and I’m not going to go into detail of the thirteen criteria because we need to do that across a day, not two hours, but what I’m going to do today is break down the themes for you.

So the themes firstly are users and then we say if you put your users first and design around the users, and you do it as simply as possible and in a most adaptive way as possible then you will have a great service.

So let me unpack the themes for you.

Let’s talk about users first.

Who uses a government service? Everybody! We’re all users.

We drive on roads, we register our cars, we buy things, we use our Medicare services when we go to the doctor or whatever.

We’re all users of government services but we use them in the context of our own lives.

We’re kind of super users if you like because we’re users of government services as recipients of those services but we’re also in the cog, we’re also users and consumers of government services internal to government because we play a role in people’s information.

So we’re all users of government services internally to government and we might be in the processing.

So we are users, we all use government services in the context of our own lives and I want to talk for a minute about context. Because this is the core to understanding our users.

So what we want to do when we are in discovery is to understand what is it that the user is trying to do in their context.

So we research, we go out and talk to users, and talk to users in their kitchens, we talk to new mums in hospitals, we talk to people standing in Medicare cues.

So we go out we talk to people standing in immigration cues or coming through airport. We ride trains with people, we talk to them about what they care about.

So we do, we join them in their lives when they’re interacting with government and we watch and we listen and we see what they’re doing and if we don’t understand their context then our service design is never going to meet their needs.

And if we don’t meet their needs, then we’re going to create what we call failure demand.

So this is Melissa, she was a person we talked to in one of our transformation services and Melissa told us at the end of that slide she just thinks that online is just too hard.

So if we can’t design our online services and our information services to help people in the most efficient and effective way possible, what do they do, opt out, call us up.

So we call that failure demand.

If Melissa can’t get what she needs from us and we haven’t provided our services its simple enough, she’s going to pick up the phone and she’s going to call us and that cost us a lot more money than Melissa being able to self-serve herself online, and causes her a lot more confusion because she has to you know call us, sit in a call que or whatever.

So we create failure demand by pushing those costs onto other channels and that’s not what we want to do.

Another thing that we do in the DTO when we’re talking about users is we’re very focused on building empathy.

So by using empathy we can really design and build in real transformation.

So some people have had experience in interviewing the people trying to use the service and then as a result come back into the DTO going, oh my god I had no idea it was that difficult.

So for example we transformed the citizenship booking service and we went and talked to people in citizenship office in Parramatta, Sydney and Melbourne and we actually sat with them in the cue for two hours waiting for them to get called to the counter.

Taking their ticket, called to the counter to do their citizenship test.

We sat in call centres listening into the calls where people were trying to get help to make a booking to come in to do a call centre test.

They sat on call centre ques for nearly ninety minutes and so we sat on those ques listening to their frustration, listening to the horrible music that someone in government decides people want to listen too.

You know we listened to all of that and so we can feel their frustration we build empathy for those people and when we do that and can bring empathy into our work place, we can transform and we use empathy to tell stories about our users that changed the view of our stakeholders.

We all have higher people that we answer to and we learn in the DTO that empathy is probably the most important leaver that you have in getting people to change their behaviour.

So bringing user stories into the workplace and having visual boards, so these are real examples of work that we have done in the DTO.

We go out and we do user personas, we learn about who Melissa is and what she wants to do, and what she’s trying to do in the context of the interaction that she’s having with government.

So empathy walls are highly recommended to you, they are very, very powerful.

Another very powerful thing that you can do is learn to tell stories.

So people look at me a bit strange and think, hmm that’s sounds like camp fire you know kumbaya kind of stuff but it’s not.

If you can learn to tell a story and you can use empathy and tell the story of an experience that your user is having, when they’re using your product, you will change the world.

So if you’re not good at storytelling, learn to tell stories to tell other people’s stories and talk about their experiences because it’s the fastest way to change people’s view on what’s going on because we bring or own world views, not other people’s stories.

One of the other things we do when we talk about users in the DTO is we bring behavioural artefacts. So people have all kinds of needs, all kinds of behaviours and they go about things is some really bizarre ways that we go you did that do to x,y,x, it’s quite bizarre. But until you actually go out there and look and listen and you understand all the kind of diversity that we have in the people that we need to serve, you don’t understand it.

So we do things like this.

We actually sit and really work out who the users of our services are, in all the different shapes, sizes, colours and flavours and we look at what the behavioural diversity is for those people.

Some people are totally IT illiterate, some people aren’t, don’t want a computer, don’t want to know about it and want to come to talk to you because you might be the only person they talk to in a week.

So you need to understand those things in order to be able to design your services around them.

We also think about lots of different scenarios where we talk about the behavioural and culture diversity of the people that we have to serve, we look at the kind of scenarios they might come and try and interact with us.

So this is really, really important this example is relevant in criteria one and criteria nine when we talk about accessibility and people’s needs and I’ll come back to this a little bit later on.

But we have a very low level of literacy in Australia and yet we don’t design for it.

We talk about people heads so I’ll come back to that a little bit later.

Bringing in that kind of behavioural and diversity into your workplace means that accessibility and building things for everyone is a core of your thinking all the time.

You have someone’s face looking at you that is completely different from your behavioural context then you’ll think always about that person and what that person might need in the way that you approach your own work.

The other thing that we do in the DTO is make sure that we do lots and lots of user research and we track that and we continue user research right through out any product service that we develop.

So we don’t just do the funky discovery stuff up front and go and talk to lots of people. We continue to ride trains with them, and we continue to user research with them.

We take our products back to them to test them, we ask them do you understand the prototype, can you step us through this, does it meet your needs.

So it’s a continual process it doesn’t just stop.

We say in the DTO we have a few little principles about this and we say that user research is a team sport and everyone participates.

So we have a bit of a rule that everybody in the team does two hours of research every six weeks, and that’s coders and developers and things like that.

I’ve seen extraordinary transformation with people when we take a dev-ops person who is sitting there, you know, always with their head in their computer coding, out to see the real user how their using things.

They go “oh that’s easy to fix I can just go this, x,y,z”, change on a code and the problem is fixed straight away because those people develop empathy for people who are using their products.

So it’s really, really important to exposed everybody in the team to this kind of research.

When you get to, if you decide here that you’re going to assure against the digital service standard, these are the things we look for when we ask teams to show us when their applying to service standard.

So our teams record how many interviews they’ve done, how many people they’ve spoken to, how many hours of research that’s why I could stand up here in front of you and tell you we do three hundred and fifty hours of research and talked to twelve hundred people because we track it because it matters.

What we do when we do user research is produce what we call user journey maps.

Has anyone ever been involved in producing a user journey map?

So a couple of people, a few people in the room. That’s great.

So what we do, this is what we call a low-fi journey map so when we go out and we talk to users, we come back and say what were they trying to do and try and break down the story about what they trying to do into phases, into stages, into activities.

We try and work out if they were happy or sad, did they feel frustrated with that and we map it all out on a wall.

We use lots of brown paper and sticky notes and lots of sharpie pens and things like that. So it’s like sticky note heaven in the DTO and we map it all out on the wall so this is the ‘I wanted to become a citizen’ so this is the low-fi journey.

So we mapped it out and said well what do they do, they inquire.

They want to, you know they make an investigation, how do I become a citizen and then they start to make bookings and they have to come in to do their citizenship test.

And by understanding their journey we can understand what their pain points are.

So we have about three hundred and thirty thousand, no thirty thousand people a year want to become citizens and about twenty eight thousand of them have a problem.

They need to make a booking, they need to come in and sit a citizenship test and what we were doing is we were you know unforgivably made those people sit in an immigration office or sit in a call cue just to make an appointment to come and do the test.

That’s not even to do that test, that’s just to make an appointment.

So when we do user journey maps and we actually put quantitative information around what the pain points are we determine, wow there’s thirty thousand people there to do this, twenty eight thousand of them are sitting in a call cue, you know, up to a hundred and twenty minutes if you can cost that, if we can remove that and make that saving into the transformation that we have done.

And that’s how we focus on where the best transformation are by understanding what a user journey is through the system.

So this next one is a similar kind of thing. This comes from having, this is for a first time mum.

So one of the services we transformed in the DTO was Medicare enrolments for new mums that have to enrol their babies into Medicare.

Much to people’s surprise, new mothers don’t wake up in the morning and think right I’m going to Medicare today to enrol my child.

It’s just a nonsense they don’t think like that, it’s just another thing that they need to do.

Understanding their context was really important for us to say you know what, why do we make those people do that? We know what the babies name is, is know when it was born, we know all those details through other process that lets us use that information there with consent to just automatically enrol those people, the new babies on to Medicare card so we did that.

But we then used the research that we developed in the Medicare program for an ACT health program so this is a way that once you have created research and you learn about a user’s context you can get lots of insights from that research.

And when we follow a process of a new family when they think about having a child and all of the government touch points that occur in deciding to have a child and having a child and then living with a brand new baby.

For first time mums it’s a frightening kind of thing because you have no clue and you don’t want to deal with all of these ridiculous government processes.

So by understanding their context we could map that out and then we would use that same research to improve ACT health services.

So that same research has been now used to transform a new service.

So that when that mum does have her baby and has to make her appointment for the two month and four month health check and immunisations, they can use the same booking system that we developed for the citizenship appointment services, to book online at a time that is convenient for them to come in and have appointment with their child.

So here is a little bit of a way that we can actually review and be really smart about the things we are actually doing.

We are reusing the research and reusing the things that we are developing.

So that’s a little bit about users and user centre design in the digital service standard.

The second part of the service standard is around designing and we are going to go back to the services design and delivery process just for a minute.

It kind of looks a little bit linear that we do this discovery then we do alpha then we do beta and then put out into live.

But it’s anything but linear, we continually build and improve on what we did before.

So what we did yesterday we’re changing tomorrow because we know we’ve tested that with users and they had difficulty.

So we prototype things and we try things out with real users, we don’t just do it ourselves, we actually march right out there and if we’ve got something to happen in the citizenship office, we take the prototype out to the citizenship office and we do it with real users how are trying to step through that thing, and we keep iterating and improving the product in a continuous cycle.

So lots of the criteria in the service standard are there around adaptability and continuous improvement using analytics to help improve things and make this better.

We talk about user centre design and we talk always about products and we say actually don’t design the product, design the experience because don’t sell widgets to people we don’t sell sauce and in fact you know, when we look at this image all the time is a way of saying how many people use the sauce and turn the sauce bottle up and you know the sauce doesn’t come out.

So they development tomato sauce that really good but we all want to use it on something so if you actually design for the experience, you design a sauce bottle that lives upside down that you know you just push the sauce out and you don’t have to wear it.

So this is the same kind of thing that were talking about design for the experience you want people to have rather than just thinking about your product.

In the design phase where we start talking about prototyping as well. So we start to prototype at the end of the discovery phase.

So you kind of integrate the insights that you’ve learnt when you’ve gone to speak to real users in interview and you deal with the problems that you have and you come in and say how might we, you know.

So we know that these are problems, we know where the pain points are because we used a journey map and we come and we say how might we resolve that problem, how might we address that issue, how might we, we spend lots of time ideating to work out all the different ways that you might be able to solve those problems and then you start prototyping.

So you might prototype questionaries or step through services, you might prototype for some kind of web app to help the people step through what you want them to do.

And first of all you start with paper prototypes so we always say go mobile first because we need to know that people are using mobile technologies more than using anything else.

So if you’re expecting your product to be ready on a mobile device, then prototype for a mobile device so people get the context.

And we do things like this, stick paper screens over the top of mobile devices to understand how people might logically want to step through something.

And then when you have enough information with the prototypes that you might make, you might make ninety prototypes and throw them out and keep building and building and building, you move to prototyping in code and so you can see there our Gov AU prototype on a mobile phone in code.

You keep building over and over and over the prototypes and testing them with real people until you get to what we call a minimum viable product and the minimum viable product is the minimum thing that you can put out there that meets somebody’s needs and I’ll come back to that a little bit later on.

So if we think about the current process, my favourite slide in the beginning, the policy to delivery, we don’t even prototype. We just build something and throw it out at the end.

We don’t even prototype in many cases, if we do we might prototype and test with our own little internal cohort.

We never talk to a real user about whether or not that product or service is going to work for them.

So in the design stage as well we are talking about designing in the first end of the service standard we also think about service map, designing and understanding the service maps.

So you’re not intended to read this slide.

The idea of this slide is there’s three services there and it’s all the process flow, the ins and outs, the end to end service of things.

These are real services, they come from Ministry of Justice in the UK and the first one the first kind of line you see is money claims.

So think about when your neighbour chops down a tree that squashes your fence or car or whatever you need to go and have a civil claim in order to have a money claim.

That is the process that happens that’s the Ministry of Justice process that occurs in the UK.

So you can see it’s pretty complicated there’s stops and flows all over the place, you know that bit of information go here and its tied to a record and all that kind of stuff its very complicated.

Until you start to design and you understand the entire service map and you map a service map.

What we’ve found in government is just by making to service map with all the ins and outs of what happens in the service, we can see where the problems are, we can see duplication in a process and we can see what we’re doing.

Because generally we have, we do things in silos. This team looks after this bit and this team looks after this bit we very rarely put it all together.

So by making a service map it helps us to understand what are all the processes that are going through, what are all the processing that we’re doing as a government, and we overlay the user journey on top of it to see what is the user seeing of this and there we can start to see what the problem are.

If we quantify this then we can actually go wow and here’s where we get our priorities for transformation.

So if we look at that we go it’s almost always overwhelming. If you look at coming to transform the money claim process it’s kind of like where do you even start and unless you know where to problems are, it’s very difficult to start and get a start.

So we say do this, Transform in slices.

Don’t look at the entire thing, enter in right at the beginning. Look at these kind of things and focus on the main pain points.

Focus in the service map and the things that are causing the most problems or the things that really matter that will provide efficiency for you or efficiency for your customers or people who are using the product.

And we do a lot of that in the DTO and we try and talk to people about value streams. Has anybody ever done any value stream work?

A few, yeah.

Okay, so value streams is actually understanding where or what are the drivers costs or what are the drivers of benefits and actually seeing where is the process you can actually add most value and that you can calculate.

So when we transformed the import service we looked at, we transformed one import permit.

One of the things we were doing in government was requiring people who wanted to import endangered goods. So think about crocodile handbags and snake skin shoes like protected species. We transform the way that we import those things.

We ask people who want to import those particular things, so they are very expensive prada, handbags and things like that from endangered species, crocodile skins and things like that.

We asked them to produce their permit ten times and we asked them to fax it around.

They were over laugh hysterically thinking do people still use faxes. We asked them to fax it around ten times and by the time they got the permit at the last fax it was illegible but we still wanted it and it was just nonsense.

So when we transformed by laying out the service map and understanding where all the processes where. We had no idea what we were even asking for that same permit to be produced ten times because customs needs it, agriculture needs it, quarantine needs it, you know, the import person at Fedex or DHL needs it.

And until we actually went out and we talked to those custom and we talked to DHL and we talked to Fedex and you know what they told us, our entire business is digital.

So you go into a Fedex warehouse or a DHL warehouse; everything is – widgets move everything, conveyer belts everywhere, RF ID tags on everything. Everything is digital, no one touches the parcels.

The only part of their business that isn’t digital is the part that they deal with government.

I mean that is pretty shameful and we could make it so much better, but until we lay out the service map we don’t even know this stuff.

We actually don’t even know that we had these problems.

So really, really important to kind of pull together the service maps.

Not only understand the journey for the users but for the service map for the agency. What is it in your service that you are actually doing and when you mesh the two together you can really see the things that you need to focus on.

What you do, when you do the service map you understand very quickly what minimum things are you can do to make a difference.

So this is what we call a minimum viable product so I talked about this this morning and I’m going to show you a picture I will try and explain to you, this is the picture.

So you know the first diagram kind of communicates the way we do things you know the A to B, how to get from A to B.

So think about that groovy diagram the policy to delivery system that takes eons.

You know, that’s eons, the first line is eons that’s the eons, we can expect every single little thing that goes into the car and we get to the end and realise that actually the person prefer to ride a motor bike so the car is never going to do it.

So when we talk about a minimum viable product we say you know a skateboard is going to get a person here to there.

Sure we can add some handle bars might be a bit more comfortable, then we can even add some bigger picture but we never take away functionality we always build on it.

So we need to think what’s the minimum thing that, we can build and design and deliver, that adds value for a user, in the shortest possible time and that’s how we, that’s how we transform.

One of the other things that we talk about in design in the Design Criteria around the Service Standard is Open Code, so it's probably one of the most vexed issues in Government about Open Source Code because we like to invent at the Commonwealth level anyway we like to invent anyway a lot of beige tape around all of these.

We could not possibly make that open because it is secure and we are breaching the whole system will come down because we put a little bit of code online.

So, we have lots and lots of beige tape and that exists for most people because most people do not understand what they are doing and how code works, and why it should be out there and all that kind of stuff.

So we don’t want to we say in a Service Standard to make your Source Code open by default because we actually don’t want to build the same thing ninety times you know.

We don’t need ninety booking systems. We don’t need ninety pieces of code with ninety different booking systems across Government.

So by doing things in Open Code and sharing them and putting them on GitHub and opening them on our Code repositories we enable other people to build upon the work that is already there for them.

So if you need to build a service that has you know a booking service and it has an identity requirement and something else and something else you should be able to go down the proverbial take your shopping car down the proverbial code shop and say we need a booking service, we need this design, we want an audience for this and you don’t have to build it all, you just have to focus on bringing the design together because all of the code has been there and you can pick it up and you can build on it.

So one of the things that we say in the Service Standard when we look at Criteria four is that, you know, to have a look at the tools, the systems and all of the bits that you need to build your service and we say very particularly, Adopt, Adapt or Procure, in that order.

And the idea is that if there is code already available or someone has done this before, adopt it first because that is cheaper and then if you can’t quite adopt it, then adapt it, adopt what you can and make an adaptation, but share that back and then only in the final last resort is to procure something

because we don’t need ninety things, in ninety different ways and we don’t need ninety of them

so that’s what we talk about when we talk about code. Federal Government I am not sure if it exists here in South Australia but we think we are special little snowflakes, that no one does this business anywhere else in the world,

well in fact there are lots and lots of other Governments especially Western Governments who are all transforming, who are all doing the same kind of things that we are doing here.

So what you are seeing there is the repos, the repositories the Open Code Repositories from the US Government.

So every contemporary Government has GitHub repositories where they have probably faced similar situations to what we have faced before and they have open their Code and it is there and available.

So if you are a Dev or somebody in the system, happy to look at what kind of technology you can use, go and have a look at what other Governments have done because I can guarantee you will be able to pick some things up from other Governments and be able to adopt and adapt them.

We did it for the Digital Market Place, we picked up the UK’s Code, we have done it for the booking system, we started with a prison booking system from the UK to build our booking system here and we added to it and we adopted theirs and then adapted it.

So we are all doing it because it enables you to do things in a much fast way.

So the citizenship booking calendar that we pulled in from the UK is now the booking system that is being used for the ACT exemplar service and the citizenship process so we did the citizenship booking service for the citizenship test, we are now using the same booking mechanism for people once they have passed the test for them to book in and attend their Citizenship Ceremony.

Same thing. So you can see the value of being able to reuse this stuff.

So the third criteria in the Standard is built around Simplicity and so we do a lot of stuff in Government that is unnecessarily complex, but we do a lot of stuff in Government that is complex, extremely complex, that we need to make simpler, so you have to be careful.

Doing things to make, doing the hard work to make things simple is exactly that, doing really hard work to make things simple.

I have an example here about content design, about simplicity and content design, so at our Criteria six we say you know to make things responsive and to use our style guides and our content guide and our style guide says write in plain English but we do anything but right in plain English in the Government.

So very few of us have been trained to write this way.

Who in the room is a Content Designer or would consider themselves a content person?

Do you write in plain English? You do. But it’s really hard isn’t it, it is super difficult, super, super difficult to be concise and simple.

So this is an example that comes from our hobby and business tools so with the Department of Industry we did a twenty week transformation project around trying to solve a problem for people who are what we call them makers you know retired gents who make doll houses in their garages or mums or retired chefs who started a jam business in their kitchen.

Those people that do and make that kind of stuff, and they kind of live in this no man’s land of not knowing whether they have a hobby or they have a business because businesses are determined by scale and turnover.

So these people kind of exist in the middle, not quite sure if they are a business and not quite sure if they are a hobby and therefore there are compliance issues from which they are not certain about.

And if you don’t comply you know that you can be fined you know if you don’t do taxes and have a business and trade as a business and that kind of stuff.

So we found that when we did the research that this was a real issue.

So we actually started to look at how we could design some content to help these people solve the problem and we designed a wizard so that the service we transformed we developed a wizard because this is what our research told us.

So we actually got people in a team, so we got the tax ruling.

Who is aware of tax rulings?

So for every bit of tax that we have to pay there is some big piece of tax ruling that says why and the tax ruling is anything but comprehensible.

So on the left is the tax ruling.

Its nine hundred and thirty words that explains, you know, the process for which you are to follow under the tax rule to determine whether you are a hobby or a business – gobbledygook.

Even the people in the team, the tax people in the team, had a hard time explaining what the tax ruling was in plain English.

So nine hundred and thirty words.

So then we asked the lawyers that were in the team to see if they could actually make it simpler so that we were still in the legalities of what we were telling people to do.

So the legal people had a go and they got it down to one hundred and thirty words but it was still difficult and then we actually got Content Designers in to say, right, well how do we take that tax ruling and legal stuff and actually simplify it and test it for a way that people will comprehend

And we got it to ninety one words set up in bullet points that step them through this wizard, and this is working.

So no one understood the tax ruling and that’s what we were serving to people on the tax website.

Here is how you work out whether you are a hobby or a business and everybody went oh no, shoot me now, I can’t figure it out, whereas now you know people are working out whether they have a hobby or whether they have a business.

So this is a beautiful example and really good content design. Yes.

What sort of timeframe did that take?

A couple of weeks, because it had to be tested.

So every time, I am showing you a slide that says this is really simple, but every single prototype was tested and every single word has one of those painstaking argue about the words.

Yes exactly. So we had to test people’s comprehension, so yes, a couple of weeks, but lots of prototypes.

In fact, there is a good point that I should put in, the fifty prototypes that probably sat behind getting to there, it wasn’t that simple, it was really hard.

So that is why I say, do the hard work to make it simple.

We all consume simple services and when we do we will go ‘oh gosh, that was easy’ but we don’t have that experience when it comes to Government.

Very rarely do I go on a government website and go ‘oh gosh, that was easy’.

My latest example is trying to do my Tax Return last week before they closed off the My Tax thing and I got all the way to the end of the My Gov process and then all the way to the end of the My Tax process to go, well where do I put my deductions?

I don’t have very many deductions but I do have deductions and it’s like oh well now I have to put it in the Tax App.

So at the end of the tax year I learnt that there is a Tax App, and I should have had the Tax App and all year I should have been going, I am travelling from here to there, I have the Tax App now.

Has anyone seen this?

This is my public service to you.

If you intend to claim a deduction and do My Tax you need the Tax Ap. And on the Tax App you can do all kinds of things like you can take photographs of your receipts on the Tax App and it will automatically pre prepare them for your tax thing.

That’s awesome! What a wonderful use of technology but you told me at the end of the tax period.

So, we do this kind of silly stuff in Government. Great App but I did not know about it. So I know about it for this year so I am now using the Tax App and I have sold it to you all, so if you want to claim a deduction use the Tax App and its automated, it will populate it in your Tax Return but I didn’t know about the Tax App so that is something that we need to learn from as well.

So going back, going back to simplicity in content and simplicity in design and doing the hard work to make things simple.

The plain English foundation founder the APS Rights the average grade level of fifteen or sixteen that’s post graduate.

That’s a post graduate level and more than eighty percent of Australians actually even lack an undergraduate education and forty five percent of Australians have a low level of literacy, so that is a Year six reading level.

So Year six, top of Primary School.

So, if you have to write, if you have to write any kind of content for a product or a service you really, really need to write and use plain English.

What you are seeing on the screen here is a thing called the Hemingway App.

There are lots of Aps out there online now. The Hemingway App allows you to write a passage, click it and paste it into the Hemingway App and it will help you understand your own gobbledygook because we are really good at writing gobbledygook.

So the Hemingway App, we use this in my team all of the time. Its basic stuff for us. No one sends me any information to clear to go anywhere unless they have gone through the Hemingway App first, and when you do, and start using these tools you go ‘oh wow, I had no idea I wrote like that!’

It’s a revelation. There are lots of these kind of things. Everything that we develop in the DTO we are using these kinds of things like Hemingway, there are lots of other things, but this is my personal favourite, but you can find lots of those things.

So being really simple in a way that you communicate is absolutely core to doing things well

And also simplicity comes around by actually being clear about what we actually want people to do.

So here is a really, a really good non example of being clear and really confusing to people.

So a few years ago the CAOG governments, all Governments of Australia, Health included, agreed that we would establish a National Interpreter Symbol.

Does anyone know the National Interpreter Symbol?

So the symbol looks like that, it has got a little blue box, two people talking to a person in the middle.

So we tell people and we agreed to do this and all Governments in the Country agreed to do this because we have such a multicultural diversity in the people that use our products. And A lot of people do not understand written English but can hear spoken English so lots of websites I don’t know if you have seen it are using text to speech tools now, so you can actually highlight the text and it will speak the website to you.

Some people who are illiterate, they are illiterate in the reading not just in hearing they are understanding, but some people don’t understand spoken English so they need interpreting services.

So we, in our wisdom, agreed to put up interpreting service, we tell people about this on the Immigration Website, we tell people about this on the Department of Social Service Website but I challenge you to go to those websites and go and find the National Symbol for Interpreting.

So the idea is if you need help to interpret this information that should be front and centre of a website or a product somewhere where you should be able to click on it and get interpreting services and I challenge you to go anywhere and find that symbol.

So we are really confusing in what we are telling people to do. We say that if you need interpreting help look for the symbol and I challenge you to all go and look for the symbol because we are terrible at really helping people understand what it is we want them to do.

We are confusing.

The next part of simplicity comes at the end of the Service Standard where we talk about making sure that people can switch between channels without confusion and without repetition

So shamefully, this is a commercial example and they have done is stunningly well.

Who has ever bought a house, or rented a house?

It is complex. Is it not?

It is really, really complex and typically, not everyone, but typically most people do all their searching for a home, where they want to live, where they want to rent, whatever they want to do online at home sitting in front of a computer with a big screen and you can have a look and do those funky you know walk through the houses and all that kind of stuff.

We look at insurance, we apply to our bank, we do all of those kind of things we do that at home. We can put all of our systems in, this is the domain website, and then we go out to the field, we want to go out and look at houses and stuff like that.

They have got a stunning example of being able to move from system to system you know across channels and then design their product and service around the way people look for homes.

So you can sit at home and you can do all that complex stuff on your computer or desktop but then you can go out into the field and you can have your Domain App and say I am here and I want to look at houses here and they can return that to you and you can move on your account between those channels without repetition, without confusion.

We need to do this kind of stuff in Government, irrespective of how someone wants to use our services they must be responsive, they must be able to be used on any device.

So this is a really, really good example of an organisation that has really understood their user journey, has been responsive in their design and designed around their users.

A really, really good example.

If we could do even half of that we would be doing really well.

Also around the designing, as I said, I talked a little bit before about the platforms that we are building at the centre of Government so Gov AU and Identity Platform, we have got a digital market place out there now, we have built a performance dashboard and we are building cloud.gov.

So the idea is that if the services that you are designing and building need an identity verification or proof of evidence or DOI or whatever it happens to be, you can plug that, the identity system into your service, you don’t need to build one again.

So we are doing that at the centre of Government and will continue to do that with more platforms, so that we avoid this, you know, twenty different platforms that all do the same thing, so that is part of designing and actually understanding what is out there that is already developed that you can pick up.

The next thing is about common solutions so in my team we are trying to keep a repository, a list of all the different common solutions that we are developing

So I talked about the booking system, so the idea is that you should be able to come to a central repository somewhere to find all those things, like booking systems and things that have been developed so you don’t have to do them again.

So we are responsible for putting common solutions out there and keeping the repository and those kind of things and you can find those on our website under our guide called Common Solutions.

The final part of the Service Standard is around adaptability and when we talk about adaptability this is where the things like the multi-disciplinary team comes in.

So in Criteria two in the Service Standard we say have a multi-disciplinary team and the reason that we do that is that we, we’re currently silo in the way that we think and in the way we design and develop things we silo, so I am not sure how it happens in the Departments you come from but we see it in Federal Government all of the time

The User Centred Design people sit here, the business people sit here, the policy people are here, IT are over here and you know performance accounting is somewhere else

And we are actually saying that is the wrong way to do things, we need to take a slice of all of those people and put them in one team in a multi-disciplinary team where they can work together to solve the problems to understand what the user need is, go through ideation about how we might solve the problems because then you are getting experts from every, they are coming with knowledge about their own expertise putting them together to produce something.

So in the DTO we say about two pizzas, so ten to twelve people in a team and what you can do to transform a service in twenty weeks with just ten to twelve people but they have to be from every discipline, with decision making capability in the team, not this nonsense of fifty levels hierarchy and rubber stamps all over the place.

The team has to be empowered to make decisions and not have to write requirements documents to become the stairway to heaven.

If we bring those people together in a more multi-disciplinary team we can create quite magical services very, very quickly.

We are seeing this in the DTO and we see this with people working in an agile way and any time we ask somebody once they have had an experience of working in that way would they go back, the answer is definitely no.

Monica, you had an experience of working in this way with us in the DTO and how did you like it, you didn’t want to go back.

I think most people know I’m converted.

Yep. Yeah.

So look in the thirteen, fourteen years or whatever that I have been in Government I have learnt most in the last two years since I have been in the DTO and I have learnt most by working in this way.

So in my team, there is not a single person in my team who can do the same job as another person in my team.

So we say the unit of delivery team. We are not one out.

If I am not there to lead or someone is not there to do the content or someone is not there to push things to publish or whatever a few of us can do different things, so we shadow each other and we learn from each other’s job but all of us are all in every day.

We all contribute and there is no hierarchy. We are one. We sit at one table around one circle and we all contribute and we all play.

Once you work like this, once you work in a team like that, you establish incredible trust and you really see really quickly the strengths and weaknesses in people and the way that we also work in the DTO is by using agile as the principles.

We have some team principles, we have ceremonies, so we have a stand up every morning, fifteen minute update from everybody from what they did yesterday and what they are doing today and every single week in our team we have a retrospective and we say this worked really well, this didn’t work really well and here is what puzzled us, like we kind of haven’t figured this out yet, and here are the actions that we are going to take to make that different next week.

And it takes a whole lot of trust to go, oh gee I really didn’t like the way that you said that or you did that or whatever.

We do that every single week and the things that we liked we do more of and the things that we lacked we do less of and we do that every single week.

We have awkward conversations about what worked and what didn’t and we iterate the way we work every single week and it is incredible.

We have a really, really highly cohesive, highly productive team and we are able to produce things that I would never have been able to produce anywhere else when everybody sat at desks with their backs to each other, we talked to each other all day every day and even when we are not here we’re talking to each other through things like Skype and things like that.

So it’s part of working in this new way all of the people in the team from the beginning can build a product together and they can do it much faster.

So when we talk about product teams we kind of say as you go through, as you go through the Service Design and deliver process your team may change a little bit so all the roles are important in the team but we kind of go through this process of expanding and contracting and expanding and contracting depending on what your product or your service is.

So we kind of say in discovery you are probably have a few more User Researchers than Service Designers and when you get to Beta you will probably have more Dev and Dev-ops and people coding and testing things so your team will change and the idea is that this isn’t written in stone, only you know your product and service and only you know the right level of people that should be in your team.

So for example, in that hobby and business tool team we had a tax expert and we had a lawyer who wouldn’t normally have a lawyer in your team but they are the Subject Matter Experts so they come in and out of the team to help guide the team and make sure that the solutions the team is delivering is actually going to meet the legislation and the law or whatever it happens to be.

Everyone in the team is a doer. No person in the team can do it on their own. We are all contributors.

One of the ways that we kind of share things, I don’t know if I said this here or in the last session, is by pairing and spooning sometimes we call it and shadowing.

So where someone in the team has expertise that someone else doesn’t have, we ask them to work together and shadow each other so that one person shadows that person’s job for a few days until they have actually learnt the key things that that person does and it is really important because it helps upskill your own skills.

A few years ago I could not code and now I can code because the most junior member in my team is teaching me.

I find it as boring as hell but you know at least I can do it, at least I can kind of do it.

I understand now when someone says to me ‘oh I can’t change it’, why can’t you change that, just do this.

I get it now so I am really building empathy even with the people in my team. It is really good.

So the other thing about adaptability is also making sure that you continuing value improvement, continuing user research, that you are actually out there continually observing and listening to the users of your product, because only by doing that will you actually improve.

So I said before remember two hours of research per person every six weeks.

So in my team we have just finished about we have probably just done about sixty more hours of research because we have been talking to people who are out there, accessing services against the Service Standard.

So we went to actually understand what the assessment process was like and how people were finding it and could we make it better.

So we do that all of the time. We keep talking to people. We keep every prototype, every product that we put out there.

We keep testing it when we use it making sure that users are able to use it and if they can’t why can’t they.

Which brings me into the continuous kind of usability testing.

So what you are looking at here is an artefact from our wall.

All of the pink sticky notes are accessibility issues, so once we started to put things in code online and actually start testing them with people we found that we were having lots of useability issues and so by understanding what those issues are every single one of those pink notes goes into a ‘fix-it’, into our backlog so we work on a process of user stories as a user I want to be able to do X, Y, Z and I can’t because that pink sticky note is preventing me from doing that.

So we take those notes and we say right we need to fix this and they go into our production backlog and then we fix those things as we find them and that is what we mean by continual improvement.

So every day we are releasing new things into the product because we are improving what we are doing.

And the other part of adaptability is making sure that you understand all the analytics and all the information that is available to you from wherever it is coming.

So in the Service Standard we say you must measure four KPIs User Satisfaction, Completion Rate, Digital Take-Up and Cost and that you should report that on a dashboard and we will come to the dashboard in a second but they are not the only four things that you should measure when you have a service.

If you have got an information service you probably want to care about where people are coming, where they enter your page and where they exit and you probably want to look at bounce rates and you probably want to look at numbers and people and if you are providing a leap for them to do an action, how many people complete and do their action.

So depending on what you service or product is you will be measuring these four KPIs plus you will be measuring lots of other things that help determine the success for your product.

This is an example of a Performance Dashboard that we have built at the DTO.

So for every product that goes through to the Beta phase, once you are in the Beta you don’t pass through to the Beta phase until you have a Performance Dashboard.

So we are being open and transparent about every single service.

We are saying these are the metrics that help ensure that the service meets the users’ needs here user satisfaction, here is the cost for producing that service and you will see on that dashboard we don’t have any cost data in there because the cost per transaction is not something that the Commonwealth Government is measuring at the moment but we have got it there because it matters.

We would not have jobs if we thought in the private sector if we thought we can build services without any recognition of how much it costs for them to build.

So it is something that we are pushing the Commonwealth Government very hard to understand what are the things that make up the costs for their product or their service, and actually be able to report them transparently.

So we want to know over time, you know, if one agency can develop a service that costs one dollar and thirty three cents per transaction and it costs someone else one hundred and thirty three dollars, we need to understand why, what is going on with that product that makes it different.

The other thing that I encourage you to have a look at is when we talk about measuring user satisfaction we think measuring user satisfaction in a one dimension, i.e. serve somebody a five point questionnaire or were you happy or sad at the end of the transaction is not really useful especially if you work in an eligibility space

So for example, if you work at the Department of Human Services and someone has applied for eligibility for a benefit and they get to the end of the process and are told ‘no’ they are not eligible for the benefit and then you ask them are you satisfied with the service, they are never going to be satisfied with the service, it was nothing to do with the service and everything to do with not getting the benefit.

So we think that measuring user satisfaction in one dimension has a limited life and so we have been experimenting with the Google Heart Framework in the DTO and the Google Heart Framework actually measures satisfaction in five different elements, so we are playing with this at the moment.

I am not sure whether it is totally applicable in a Government environment but it is certainly much better measuring the user satisfaction in a multi-dimensional way rather than a single dimension, is a much better indication of user satisfaction.

But depending on your product or your service you might find other ways to measure user satisfaction and if you do, I really want to hear about them because this is something that we are struggling with at the moment and testing this.

We have never done this before at the centre of Government on a per product basis, we have kind of done surveys and you know done you know kind of qualitative surveys about what people think of Government services but we actually want to know what people think of that Government service when they are receiving it.

So if you get to experiment with this stuff in the work that you do we would really be keen to hear from you.

Another part about adaptability is making sure that you are listening to all the analytics and all the processes and stuff like that, that you are able to be informed by to help the data improve your service.

No one can argue with data.

We actually get a lot of, again beige tape, at the Commonwealth level where Commonwealth Public Servants make up rules that simply don’t exist to justify a position that they want to push but I say all of the time, have the data, have the evidence.

No one can argue with evidence.

No one can argue with data that you put on the table.

If you say, you know, we have taken fourteen thousand pages of information from a website and moved it to twenty eight and its better because people are going, people are actually comprehending what we want to do, no one is actually going to believe you.

Have the data and have the comprehensive scores at the end of it to show this is what you have been able to achieve.

So I am not sure that I am going to spend a lot of time on this, on meeting this, I am just going to whiz though it very quickly but in the Commonwealth Government we actually measure all services against the Service Standard, no services are allowed to go Live unless they pass our assessment and we have assessments.

We assess services at 3 points through the Service Design and delivery process.

We assess them at the end of Alpha. We assess them during the middle of Beta and then we assess them again before they go Live and the purpose of that is to make sure that we don’t put any product out there to the public that doesn’t meet their needs, that can’t demonstrably meet user needs and you know all systems are working and it is safe and secure and all of that kind of stuff.

So this is the way we do it at Federal level.

At Alpha we are looking for the service must demonstrate that they have passed the first 3 criteria and then at Beta and Live they have to pass all criteria and we help teams to track against the Service Standard so on our pages, on our website, there is a whole lot of information about what you need to do to show that you are meeting the Service Standard and that is all there and you can go and have a look at that.

We provide these Kanban Tracking Boards so if you are in a service team and about to apply the Digital Service Standard you should go and print some of these off, so they are big AO posters and they help to track the kind of things you are doing in applying the Digital Service Standard and actually help you collect all the artefacts that help for you to demonstrate that you are applying the Service Standard.

So in the DTO we have this thing called Show The Thing, so assessment principles are ‘doing doesn’t equal done’ and you are making plans about plans because that is just waffle, actually we actually say show me the thing, show me what you have built, show me the prototypes, show me the users using the product and you know we video these things and we photograph these things.

So when it comes to the service assessment we are looking at assessing products and services, we look to see the artefacts and so we have put all these tools together so that teams can help track how they are going against the Service Standard.

All of the artefacts that they are building and developing are against the Service Standard so that when we come for an assessment, we sit down with them and we have a big discussion about what they have done, are they ready and are they meeting the Service Standard and then we either pass or not pass them against the Standard.

So that is what we do at Federal level. I have a couple more slides for you.

One is about where to go for guidance.

On our standard pages on our website we have these clickable, short headings, they are all clickable and if you click on the short heading links you will find underneath the things that we look for in each criteria.

So in Criteria 1 in Alpha you must be able to show these things, in Beta you must be able to show these things and the next level of things.

You can find all of things on our website.

We also have down the bottom of the Service Standards page this tools, so all of the tools that we have ever produced for the Service Standard are all there, so you can just hop in there and you know pull anything down or print it off.

Always check the date at the bottom from the previous one you go to see whether or not it has been updated and of course we have a whole lot of guides on the website as well so if you need any information about creating APIs or doing some of this stuff, we have guides and you have your own great Service Design Toolkit here that Monica and her team have put that together for you.

And I know a lot of that links to that stuff as well.

So this is a great example of the South Australian Government building on what we started with because we now look at that and go ‘whoa, let’s have some of that’ and we share it back and that is the way we do things.

So this is a slide for the Commonwealth Government.

One of the things that we do is have lots of communities and it would be great to see, you know, in the way that you go forward to establish your Service Design on a Digital Government community here.

You will learn more from each other than you will ever learn me and you will learn more by talking, and coming together and talking about your experiences and sharing your failures, what did not work and why didn’t it work and it is really good to have those kind of conversations and work together in a community to learn from each other.

So that is enough from me. How long have we got now, fifteen minutes or so or twenty, for questions?

Great, well I think we start off with a quick round of applause to thank you.

Would anyone like to start the bidding? Is there anyone? Yep over here and then over there.

I don’t actually have a question but the word you used in most of your presentation, the word was User or Users. I just want to let everybody in this room know that the Department for Communities and Social Inclusion has a Disability Engagement Register which has about one hundred and fifty eight people on it, all of them who are ready to be consulted about the user experience.

Can we share that at Federal as well?

I don’t see why we couldn’t.

That’s awesome.

So yes, it is there, it’s on the DCSI website and the Disability SA Engagement and Consultation and please make use of it because people with disability are many and varied and they are your customers.

Thank you.

One of the things that we have learnt at Federal Government level when we transform their services is that it is really hard user recruitment, recruiting users to talk to is really, really difficult and finding people with special needs or special, you know, diversity is quite difficult.

We did some work around the LGBTI, is that it? Yes? We did some work around that and it was really hard to find those people and they thought it was great when we went to talk to them about their experiences.

So where you have that available, that is gold.

So I would like to come back to you and hook our people in with that because when we talk to users we don’t talk to users just in Canberra, we go all over the place.

Your users are our users too. Thank you.

Alysha?

Just in regards to the multi-disciplinary teams, what challenges have you had in that sort of space? Did the DTO do some recruitment to try and get some other skills in house? I mean here in this Government we have done we outsource a lot of our coding now because it is software as a service so they are some of the skillsets that we don’t have anymore.

So did the DTO / DTA have some experience to share in that space?

Yes, I do. You are absolutely spot on. It is really, really hard to find people with these kind of skills.

People who work in Agile Teams who have, in the different streams, all of those expertise and skillsets, we have had a really difficult time in the DTO getting people with that expertise.

There is lots of generalists but there is very few experts out there and you may not have been in the last session, but one of the things that I spoke about in the last session was to make sure that when you are bringing in contractors and stuff that you are not upskilling contractors who are going to sell work back to you.

So we say in the DTO that when you bring people in, when you bring contractors in, make it part of their contract to be skill transferred to your staff because one of the things that hampers are certainly in Canberra and the ACT found this that all of the digital skill is not there and we need to develop it rather than continue to upskill contractors who just contract back to us at five times the price which we all get paid.

We all chose to be Public Servants because we want to serve the public and we keep upskilling these other people. So we talk about pairing and shadowing other people.

Experts are expensive so make sure you get your value from that person and make sure that that person leaves having transferred some skills to your team.

And you learn by doing, you know you learn so much by doing and also when you one day get to do assessing you learn a lot by having a window into the service if you are the assessor of another service.

But yeah it’s a critical issue for us and it is one of the reasons why we are focusing on a lot of capability building strategy and communities because people like to come together to be able to talk about, you know things, and share their problems and help them be solved. So yeah, it is an issue.

So if you were with me this morning and you googled the ‘Atlassian Spooning Video’ you get a pretty good idea about what I am talking about, about getting experts in to share and help pair with other people to share their skills.

If you find that that page starts to get blocked by the Central Government IT Service.

I should just say, sorry, I should just say our Digital Market Place, so we have a product out there already called the Digital Market Place where we have done a panel of experts like this, so we have actually gone on the Digital Market Place and said these are the skills that we need, these are the roles that we need in Government, Agile, Coaches, Coders, Developers, you know User Experience Designers, all that kind of, Content Designers, all that kind of stuff and all the job descriptions for what that person should be able to do are all available to you on the Digital Market Place.

We also have guides on our pages around the team, the digital team about what skills you should be looking for to be considered one of those people.

And you can go onto the digital marketplace and put a brief on there and say we need this kind of expert to do this kind of job and be served all of these things so it’s a really fast way to get those skills in an agile environment as well.

There’s lots of great info on there around skills and what those particular roles really do, so if some of you in the room fit into those roles you go and have a look at all of those skills and say “have I got all those skills or don’t I?”

And if you don’t, take your own pathway to developing more of those skills because we know at a federal level that we don’t have all of those skills.

Thank you, so many questions.

And thanks for the heads up about the tax app too, the most useful piece of information ever!

Useful at the beginning of the tax cycle not at the end of it.

Just wondered Jacqui whether there was somewhere, or thought been given to somewhere that has been developed for people to put their “it’s broken” stories rather than have to complain back through to departments and go through departmental complaints processes; which often stats kind of seem too often get buried and individuals get things resolved but they may not be tackled at a systemic level?

Is there some sort of thought that has been given as to where people could lodge their systemic issues also that someone else can pick them up and elevate them?

That’s a really good question. I have been the author of several briefs over the last few years to do exactly that, based off again, a model in the UK where they had a service called “Fix my street”, developed in local Government, and I think it’s a fabulous idea, and if you do it, please tell us, because I think it’s a fantastic idea and we have toyed at the policy level about doing something like that; the Commonwealth Government for quite a long time but it’s probably a double edged sword.

I think there is something like that sorely needed. But more importantly if we make it someone else’s problem then maybe the product owners aren’t really listening (if it’s someone else’s problem) so it’s a bit of a double-edged sword in doing that which is kind of why we have sat on the fence, if you like.

But it would be great to see that. We know, we work with the My Gov people and they have a “misery wall” of the things that people say about My Gov and they are not very complimentary but the My Gov people must own that and they must do something about what people are saying about their product so having over there, being someone else’s job kind of takes away the responsibility, but I still think it’s great.

There are lots of applications from a State level that would be ideal to do that kind of stuff. If you do one, please let us know.

We have Heather over there, we are looking for some questions from this side because the right hand side is dominating here.

My question is around how to operationalise the transport service, so I am guessing that’s the role of the service delivery manager, but are there any lessons learned and challenges around, operationalisation of products?

Yeah look that’s a really good question.

One of the things that we are seeing at Federal Government is that even though the DTO works at a very fast pace, agencies don’t and some agencies approach this and come with, like I said before, the same old coat that they put on yesterday.

We have a project management methodology, we have a process for funding approval on that and that’s cast in stone and we are saying we want you to work in a different way and they don’t quite know how to start.

So our words to agencies like that is to say, just pick one project, one thing that you could do, one product that you want to transform or one hypothesis.

Your staff know where the problems are, you only need to ask them and once you ask them they will say right, we know that looks like a problem because we are getting all that information about it.

It’s like horizon scanning, we know that there is all that noise over here and until you decide to say right, let’s set up a team to try this and actually try to understand what that problem is, you won’t ever start so that’s what we say to agencies is keep working in the way you are working but just try working in this way.

Establish a multi-disciplinary team, apply for service standard in the principles and give it a go and time-box it to twenty weeks and the minute you do that and people can see what occurs then you get another one and another one and another one and it works like a domino.

So that’s what we say to agencies, is just start there. That’s the kind of challenge I put out to you this morning, you don’t have to be in a delivery team or in a team applying the service standards to start transforming, you can do that with the principals today in your own jobs.

But having a team together and doing a few little pilot programs together is exactly the way that you start. You need to share what you are doing, you need to be open about what you are doing.

You all know the story about the General Electric, that’s exactly what they did, create people working in the middle in a fish bowl where they can see what they are doing, everybody is working and having fun and creating great things and everybody is just a little bit curious about what are they doing and why.

And when they do showcases, when you work in this way every week, you showcase your work to someone else and they go wow that’s amazing and people see the transformation and what transformation really quickly and then you get another product and another product and hopefully within no time your seniors are saying we have to work in this way.

Just one more very short one hopefully, you have mentioned you’re developing common platforms for common functionality, I guess how does this relate? This is a question for Aron as well, to the cloud services policy? The education is build, build, build but we are also being told to look to the cloud for software for service and other more efficient ways of delivery so how does it all fit?

So all of the things that we are doing in the DTO are cloud based so all applications and things are all are all hosted on our own cloud, so we are providing that platform for whatever agencies want to do, that’s where it’s held.

I’m guessing in terms of best of researchers that are already available professionally? We got a couple of plays. Still early days for us in terms of Cloud First.

We have got a couple of capabilities that we built into our Cloud First policy.

One is that every agency that chooses to use or outsource a Cloud based service has to tell us about it and we maintain a central register that is available to all agencies called the Apps catalogue that has over six hundred different shareable applications.

I think to add to Jacqui’s idea people should look at first before going out to procure something from directly from the market. That is one of the things we are doing.

Another thing, we are building a series of case studies essentially from agencies and we are just in the process to publish three of those.

For agencies to get a better idea on how successfully other agencies have gone out to outsource Cloud based services and all the thinking that they have done.

And we have got a suite of seven different guides that are in various stages: alpha and beta development that should be released in the coming weeks. How to think about the financial implications, the network implications, some of the planning around security, records management and that sort of stuff.

So we are working hard and that is all based on clear signals that we are getting from agencies and sometimes industry, about what we need to put in place to help you guys because ultimately that is the role of the Office for Digital Government, to help you guys transform your services.

And Cloud is one of the fundamental pillars in Digital.

All right.

Yes, thank you.

This question is more from a business unit perspective, where we don’t actually have an IT or service provider team. But we just started to work on a business process improvement and we are also looking at organisation reform.

And because we are just a business unit within the department, I am just curious to know who is it that’s going to be doing all this amazing stuff and where do we get one.

That is tricky. If you have a look at the Government’s Digital strategy. And I know Jackie is not entirely enamoured with Digital Strategies.

You could look at the Digital Strategy and it really reads like a series of choices to build the digital maturity of agencies. So, to help you guys to build the maturity in sense of clear signals about the new kinds of capabilities and methods that should be put in place if you are looking into create twenty first century digital services as something we could borrowed from our friends from Commonwealth government and some we’ve developed on top of the services and some we build ourselves.

It is tricky. It is not a stick wise change. It is really hard. If you’re, if you got a well-managed Westminster system, everything is locked in spec, efficient, tied down and you don’t have kind of, contingency for developing new capabilities, it is something which has got to be put in place.

You can’t sort of plan your way through this sort of thing. And it is not something you can necessarily just do in one agency, sorry but you can just apply across all agencies. Because every agency’s digital matured if you like or digital readiness is different.

So, but I think the concept of having a go and building like a minimum team in partnership with others maybe that have obtained some success and done some shadowing. Have a crack at something. Apply the standards are learn and talk to others. I think that is really a good starting point.

Yes, look, I think it is the same at the federal level. Everybody wants one of those teams but in fact within your team you can create one, you should ask your seniors why we can’t do this. Let’s apply the service standards, let’s have more multi-disciplinary teams in the work you are doing now. You can challenge and ask for that and you can apply the service standard to policy. And if you do it we want to hear about it.

Of course we are here to help in the Office for Digital Government as well.

Don’t you think that the whole principle of “lean” that we all have been hit over the head with, anti HR processes and all of that are significant barriers to actually being able to gather a team together.

Well they absolutely are and that is why we developed the Digital Marketplace. And that is why the first thing in the marketplace is people. Because, I’m not sure what happens here in South Australia but in the Commonwealth government it can take up to twelve weeks to get a person.

We can be, we can design a product within twelve weeks. By going through the Digital Marketplace you can have a person within a couple of days. They’re all pre-qualified. It is like eBay for people. I need a person to come and do this, who is highly experienced and qualified. That is exactly why we do the marketplace and exactly why the first cut of the range at the Digital marketplace is people.

Do we have something like this?

We don’t have the equivalent of that. We have a series of panels which typically get us more efficient access to more traditional foundation ICT skills and capabilities. And we are having a look at the digital marketplace at the moment. But we don’t have the equivalent here right now. But I understand…

You don’t need one, you can use ours.

We have people from states already using, already using our Digital Marketplace.

Tina down the back.

Just a comment on the teams aspect of it. So one of the programs, and as we know we have to do more with less these days. One of the programs that we actually run from the Office for Digital Government is about the user centred design approach that you outlined here today.

We work with the people affected by the problem and we present the societal problem that they have to our start-up and entrepreneurial ecosystem here in South Australia to help us solve the problem.

So it is a light touch involvement for agencies but it is starting to showcase how you can actually work better with the people affected by the problem by bringing them together with those that are going to help possibly design the solution for that in that sort of fashion. So I am happy to talk to anyone about that as well.

Co-creation, we are doing a lot of that at the federal level, you know like those GovHack days. And we just did a tech hack now for refugees, dealing with people who are refugees, and “tech-ugees” and stuff like that.

It is very important to get in those things, because there is gold! Gold comes out of some of those, some of those co-design, co-creation kind of sessions. They’re fantastic and we should do more of that.

I’m pleased to hear that you’re doing that kind of stuff. The entrepreneurial thing with businesses is great.

And, up there.

I just had a question with specific reference to the tax regulation example you gave. How hard was it and perhaps how much push back did you get finding the balance where the language was acceptable to the legal experts and also to the tax office? Were they comfortable that the simplified language still provided the legal clarity that they required?

That is why you have subject matter experts in the team. Because they are involved in developing that and accepted that in the team. They didn’t have to go out to have ninety stamps from ninety other tax regulations lawyers. That person said, yep, that was satisfactory.

And that decision, the decision that you get out at the end of it holds up legally. That is why you have those people in your team, because it cuts down months of, you know, legality approval.

There is another one at the front up here.

I’d just like to change tac a bit, going back to your citizenship booking events and so forth, now maybe still on the agile development, but why do they still go through to have a ceremony rather than use the digital technology for example the videoing the authorising federal officer, swearing the oath for Australia or also why they need a local government Minister to do such an oath. Is that a question in that project?

I cannot answer that. I don’t know. It is not my product. I am telling you about the transformation so I don’t know. They are actually transforming the booking system for the citizenship ceremony whether or not the actual purpose of the ceremony has been discussed. I’m not sure.

In fact, you know, as to what the realities are and the ceremony I am not sure. But what I can tell you is that when we talked to users, people who wanted to become citizens, the citizenship ceremony, the standing and swearing the oath was a very big thing in the patriotic process of becoming a citizen.

So even though, you know you might postulate that it might not be relevant, for some of our users that we talked to is was a very, that’s the thing that they were aiming for, that actual, the physical presence of a ceremony and it being an occasion that marked a process in their life in their context.

So I don’t know whether they look at the legalities of why that event exist and tested that with users. But I know that users they spoke to and certainly the ones I was privy to, it was a very big thing.

So that, that comes back to again, you have gone through the user’s experience that is part of the majority where they want to end up and so forth, rather than on a policy basis. So it is still communicated as the users’ experience.

When Monica came back and shared some of the stories of the exchange in the Digital Transformation Agency that Jackie mentioned before. One of the examples she talked to us about was, there was something to do with the birth of a child and that it was sort of a two stage process, you sort of need to register the birth in two separate places.

And through going through an empathetic discovery process they thought in the outset that it may actually need an IT solution but in the end they were able to completely get rid of that whole part of the process just by getting the hospitals to talk to Centrelink, rather than it being two separate transactions for the customer.

So in some cases there is already precedent where taking a user-centred design approach may be able to obviate the need for a bunch of touch points.

And we should never assume that the way we deliver a product or a service today is the optimum way because that is exactly why in that particular Medicare enrolment thing, we actually took out processes.

Only by mapping the service map and understanding the user’s journey and no one has done from a service management perspective before, could we actually say “this is nonsense”.

We got this department needing this, this department needing this, this department needing this. We get all that information here, let’s cut out all those processes and get consent to share that information at the one point that is given and that is exactly what they did.

I think we have time for one more question. I am conscious that we are eating into people’s lunch time very soon and that is a very dangerous place for us to be.

No. Okay.

So just a couple of final reflections if I may.

As I mentioned before, Office for Digital Government, we are here to help.

We’ve got a bunch of tools and resources that are available on Digital.sa.gov.au.

And if anyone wants that, I’m happy to send it out via an email or something if you don’t already know about it. There is a couple of things that I want to point out in particular.

One is the user centred design toolkit which fits beautifully into the Digital Service Standard.

We’ve got Sonia over here and Monica might have took off. But Sonia is over there.

If you want to find out more about it, come and have a chat with Sonia and certainly come and talk to our office at any stage.

We are happy to come out and help you to think about how to apply it in your own context.

I’ve already mentioned the common solutions catalogue, the Apps catalogue that is available on our website as well, but you need to be a public servant that is logged into StateNet to actually access it. So I’m not sure if there’s anyone from outside here today.

We’ve also got the cross government group, called the Digital Advise Group. It started off as a series of digital strategy practitioners, so people that were developing the digital strategies in agencies that is a commitment by the Premier.

That is slowly evolving, now that most agencies have Digital Strategies done and out, and now is evolving more into an advice group, a sharing group, like a community of, I wouldn’t say of expertise yet, because it is still very early on, but certainly in a community of practice.

And if anyone is interested in that, I think we are looking to open that up a little bit more.

It is based on Basecamp that is an online place to share, but I think we might actually move that as the numbers seem to get a little bit bigger.

And lucky last, in the across-government Digital Action Plan, so this is the thing the Cabinet has committed us all to, there is an expectation that we have a crack at least one exemplar service by the end of March 2017.

So I would strongly encourage you to have a go at applying the Digital Service Standard to that first exemplar and then talking to us about it and sharing with each other how that went.

Because it is on the basis of the application of that whether or not that anything that we feel that we need to do different here and maybe provide feedback to the Commonwealth Government for its next round of changes to the Standard.

As Jackie said, these things evolve on the basis of practice and experience.

So that’s it from me and us. Please put your hands together again for Jacqui Van Teulingen.