



**DESIGNING BETTER
GOVERNMENT INFORMATION
AND SERVICES:**
A SERVICE DESIGN TOOLKIT
FOR GOVERNMENT



bienaltó | Huddle

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INTRODUCTION

Increasingly, Victorians choose online as their primary source for finding information and completing tasks. This behaviour is going to become more entrenched in years to come.

Recognising this, the Victorian Government's Digital Engagement team has created a suite of practical tools and principles to help Government departments to design customer-centric digital solutions.

These tools, developed by Huddle and Bienalto in response to identified customer needs, are described in this report.

This report is structured into three sections that can be read separately or together.

Section 1 builds an understanding of customers of Government information and services.

Section 2 centres on building a more customer-centric organisation.

Section 3 focuses on the tools developed in this project for designing better experiences.

This work is aligned with the Victorian Government ICT Strategy 2014 - 2015 (Action 55) and supports the vision of the Victorian Government Digital Strategy to improve the customer experience through the use of digital channels first. The findings of this research reinforce the foundation principles outlined in the Digital Strategy.

METHODOLOGY

This project ran for a total of fourteen weeks and incorporated both customer and organisational research. Along side the activities outlined here, the project team conducted analysis, synthesis, design and production.

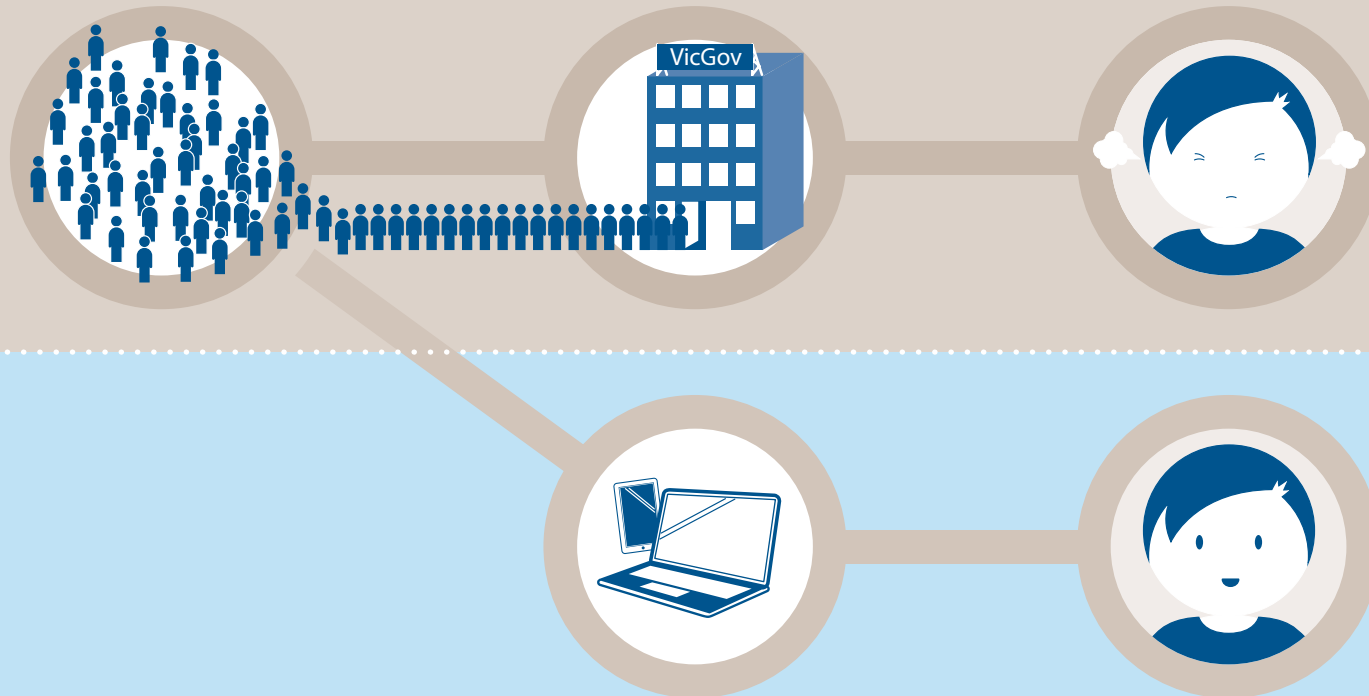
IMMERSE & AUDIT	First, existing materials were examined – including past Government reports and Google analytics. This allowed us to understand the extent of knowledge already held about customer behaviour. Eight stakeholder interviews were also conducted across multiple Departments to understand the approach to digital information and services within each stakeholder’s context.
ONLINE CULTURAL PROBE	An exploratory online cultural probe was set up with 18 participants of mixed age, gender, location, income and comfort using technology. Each individual was asked to spend a week completing daily activities we understand their experience of Government, needs, attitudes and behaviours.
CUSTOMER DESIGN WORKSHOPS	Three design workshops were facilitated with 18 participants in total, each lasting three hours. Two of these were held in Melbourne and one in Bendigo. Each had a mix of ages, genders and preferred channel (either phone, online, face-to-face). The sessions focused on co-designing an ideal journey with Government and sought insight into customer needs, attitudes and behaviours.
ORGANISATIONAL WORKSHOPS	Organisational workshops ran throughout the project so the core team remained involved in research, analysis and the building and iterating of design tools for ongoing use in Government. These workshops were also used to understand the context of working in Government Departments.
SERVICE JAMS	The final stage of the project involved two service jams with Government stakeholders. The first was with the core Digital Engagement team, who used the design tools to map a real customer scenario. The second was with the Digital Engagement team, stakeholders from other Departments and customers. In this Jam, the teams used the design tools to map the customer’s experience with Government and then create potential solutions to issues that arose. They also created mock ups of a potential entry point to Government.

SETTING THE SCENE

All Victorians use Government information and services, so naturally the user group is incredibly diverse.

2 In many cases, customers have no option but to deal with Government.

3 The current delivery model can create painful experiences for customers and does not always meet their needs or expectations.



CURRENT

FUTURE

4 There is an opportunity to better meet the needs of our diverse Victorian customers using a digital first approach.

5 A shift from a Government-centric perspective, to a customer-centric perspective would benefit both customers and Government.

CUSTOMER CENTRICITY WILL...

INCREASE INTERNAL ALIGNMENT



REDUCE COSTS



IMPROVE CUSTOMER EXPERIENCE

TO ACHIEVE THIS WE MUST...

Better understand customers

Become customer-centric

Intentionally design information and services

THIS DOCUMENT WILL HELP YOU...

Better understand customers and their interactions with Government.

SECTION 1: Understanding how customers find Government information and services

- Get to know customers, what they currently experience, and the type of experiences they really want.
- Understand customer journeys, needs and behaviours.

Start the journey to **become customer-centric.**

SECTION 2: Building a customer-centric organisation

- Understand skills that will help the team during the design process.
- Learn about the knowledge and capabilities needed in teams to create great results for customers.
- Understand the mindset and culture that will support and sustain a customer-centric organisation.

Intentionally design information and services around customer needs.

SECTION 3: Designing better customer experiences

- Become familiar with the design principles to apply when improving or redesigning information or services.
- Understand the tools created to help you design better customer experiences, and how they work together.

A CURRENT GOVERNMENT USER STORY

The following case study is a story from one of the participants in the research. She experiences issues in her interaction with Government that are caused by duplication, irrelevance, and information structure. However, some of the issues are down to the way she navigates and makes decisions.

This story highlights the fact that Government must look to create a better experience for all types of customers from start to finish so they can find, understand and act on information and services delivered.



Dawn's story

- 1 Dawn starts by searching for 'vaccines for children'. The results are from an organisation she does not recognise and from Federal Government. She's not sure if the vaccines differ by state but thinks she should try to find more specific information.
- 2 Dawn now searches for 'vaccines for children Victoria'. The search results include multiple links to different parts of the Department of Health, Better Health and the Department of Human Services as well as South Australia and Federal Government links.
- 3 Dawn clicks on a few of the search results but wants to understand which has the most correct and relevant information for her. She decides to call the contact centre for the Department of Health.
- 4 Dawn speaks to a member of staff at the Department of Health who directs her back online to the most appropriate page.

THE BENEFITS OF BETTER EXPERIENCES

BETTER EXPERIENCES SAVES CUSTOMERS' TIME

For the majority of customers, digital is the channel of choice for accessing Government information and services. When they struggle with this channel, they decide to interact via phone or use face-to-face channels instead. This takes significantly longer than seamless digital interactions. Wait times of 30 - 45 minutes on the phone are not uncommon.

Optimising digital and non-digital Government interactions can result in significant time savings across the population.

To illustrate the possibility:

If we reduce 1000 Government interactions a day by 10 minutes each, we would save close to 5 years of customer time every year.

BETTER EXPERIENCES SAVE MONEY

Compared to digital, phone and face-to-face channels are more costly for Government to operate and manage. By delivering a better experience online, the demand on higher cost channels decreases.

NOTE: Channels such as phone and face-to-face should not be discounted, as customers still require multiple options when interacting with Government. However, the focus should be on digital.

To illustrate the possibility:

In June 2014, Births, Deaths and Marriages published processing times on it's homepage for the first time. In subsequent weeks, it experienced a 30% reduction in calls. It could then reallocate 50% of call centre resources to other business services.

BETTER EXPERIENCES SAVE FRUSTRATION

The cost of a bad service experience is frustration, confusion and anger. Customers will be reluctant to revisit the channel; and will likely tell family, friends or colleagues about their negative experience with the channel, too.

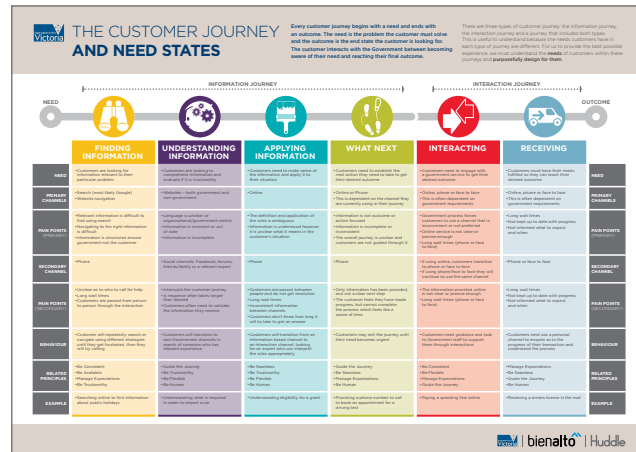
Optimising an experience will ensure a positive reputation of the channel is upheld, and its usage continues to grow.

THE TOTAL PACKAGE...

There are four parts to the deliverables. Together they provide a complete toolkit designed to enable digital teams to improve online experiences and design better services.

1. REPORT

The report communicates the findings of the research. It demonstrates the intention of the Digital Engagement team, and can be used to introduce customer-centric design and how to go about it.



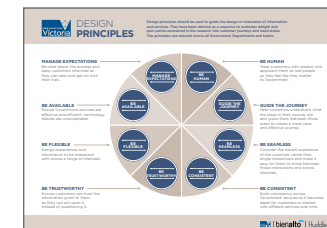
3. POSTERS

The two posters are designed to raise awareness of the insights and keep them front of mind. They can also be used as a point of reference in project rooms when applying a design process.

IDEATION FRAMEWORK		bienalto Huddle	
KEY PAIN POINT IN CUSTOMER JOURNEY:		RELEVANT NEED STATE:	
DESIGN PRINCIPLES	How or what's it may you can improve the customer experience using the Need State Cheat Sheet, Shields and Design Principles. Things about how you can work within or around constraints, or whether the constraints need to change.	FINDING	WHAT NEXT
1		UNDERSTANDING	REACTING
2		APPLYING	RECEIVING
3			
4			

2. TOOLS

The four tools are designed to make the customer-centric design process easier. Use the tools to identify pain points, ideate potential solutions, and select the best solution to implement.



4. REFERENCE CARDS

Containing the most important details of the need states and the design principles, the reference cards can be used alongside the tools. Use them as triggers to get better results from the tools.



SECTION 1: UNDERSTANDING HOW CUSTOMERS FIND GOVERNMENT INFORMATION AND SERVICES

SECTION 1:

UNDERSTANDING HOW CUSTOMERS FIND GOVERNMENT INFORMATION AND SERVICES

Introduction

This section is all about getting to know the customer better.

When we say 'customer', we're talking about people who interact with Government. It is important to remember that citizens in Victoria are customers of Government information and services and should be treated as such.

By understanding our customers and their needs, we can intentionally design experiences that better meet those needs. If we comprehend where the delight and pain points lie in the current customer journey, we can confidently create solutions that emphasise delight and avoid pain.

This section of the report reveals key insights about Victorian customers and explains the customer experience when interacting with Government. The customer journey - including the need states that customers experience along their journey - are then introduced.

The scale of this work is quite macro. The customer journeys and need states are at a high level, which is necessary to encapsulate the diversity of the customer group and Government information and services.

This section forms the foundation from which customer centricity can be achieved.

KEY CUSTOMER INSIGHTS

The following headline findings are consistent across all customers irrespective of age, gender or location. They reflect the experiences of customers interacting with different Departments, across Local, State and Federal Government.

DEMOGRAPHICS DO NOT DICTATE BEHAVIOUR

Every Victorian interacts with the information and services provided by the Victorian Government in some way. Users come in all shapes and sizes, and the way they interact with Government is affected by a variables that are difficult to predict. These include context, emotional state, existing knowledge, natural channel preference and information literacy, to name a few. There is no clear differentiation in behaviour based on demographic factors (such as age or location) or on attitudinal factors (such as attitudes towards technology or change).

However, all customers go through a similar journey and display similar behaviours depending on their needs at a particular stage in the journey. Understanding the customer journey and how to respond to their needs throughout the journey is critical in delivering better experiences.

CUSTOMER STORY:

Dean, a 25 year old, is highly confident and capable online and always uses digital to access information and services. When given a task to find out about vaccinations he rang a local nurse when all previous behaviour had been online. His demographic did not dictate his behaviour.

Everyone uses Government information and services, so users are very diverse. Yet, while every user's approach to interacting with the Government is different, their journey and needs are similar.

KEY CUSTOMER INSIGHTS

CUSTOMERS USE DIGITAL FIRST

Customers generally prefer using the digital channel for Government information and services. This is irrespective of age, gender or location. They use the digital channel expecting to save time and effort; and to reach their outcome faster.

However, customers also use non-digital channels some of the time, particularly when they can't get what they need from the digital channel. Some people, based on past experiences, believe it is quicker or easier to interact via phone or face-to-face.

For others, their context or circumstances can drive their choice of a non-digital channel.

The availability of alternative channels to digital is important.

CUSTOMER STORY:

Erin is a prolific internet user. However, when the online channel is inefficient or confusing, she seeks a personal interaction such as phone or face-to-face to complete her transaction, albeit reluctantly.

CUSTOMERS ARE OUTCOME FOCUSED

Government information and services enable customers to progress in their journey towards achieving a specific outcome. Often, the outcome is not something Government provides, but occurs after the interaction with Government ends. Customer interaction with Government is therefore a means to an end.

For example, a customer interacts with Government to get a driver's licence. The outcome they are really looking for is the ability to drive.

The customer always has their outcome in mind when they enter into an interaction with Government – and the sooner they can get that outcome, the better.

CUSTOMER STORY:

Dawn wanted to renew her taxi driver's licence. Her aim throughout the whole process was to get it done as quickly as possible, so she could continue to earn a living driving a taxi.

Customers prefer digital experiences, but also use other channels, mostly for support, but occasionally as their first choice.

Customers interact with the Government in order to achieve something that is related to their life. They do it because they have to.

KEY CUSTOMER INSIGHTS

CUSTOMERS ARE EMOTIONAL ABOUT GOVERNMENT SERVICES

Government provides essential information and services to Victorians. Many of these services relate to issues close to customers' hearts. This means they can display strong emotions during their interaction with Government.

When a customer's journey to their desired outcome is hindered, they can quickly become very frustrated due to their emotional context entering the journey.

CUSTOMER STORY:

Sandy runs a small business that is stressful to manage and keep profitable. When she feels Government processes are difficult or designed without empathy for her situation, she is quick to become highly frustrated and emotional.

Government services play a key role in customers' lives. People can get emotional when things don't work well.

PEOPLE ARE TIME POOR

Similar to customers all over Australia and the world, Victorians are time poor. The demands on their time are ever-increasing and they resent any processes they feel do not respect their time. Wasted time is a core source of frustration for customers in information and service experiences, but this is particularly the case when customers are so outcome focused. They desire efficiency wherever possible in their journey.

CUSTOMER STORY:

Chris runs his own business, has four children, and volunteers in his community. His time is very precious to him. He uses the internet as a convenient and fast channel, but has found Government sites often have missing or out-of-date information which he feels wastes his time.

People are time poor. Any site or service that wastes their time will frustrate them immensely.

KEY CUSTOMER INSIGHTS

PEOPLE UNDERSTAND GOVERNMENT DIFFERENTLY

Customers do not always understand or differentiate between layers of Government or different Departments. They don't know where to turn to reach their desired outcome. Because many of the services provided by Government are used infrequently or irregularly, it is difficult for customers to build upon their knowledge or experience in specific Government information or services.

CUSTOMER STORY:

When we asked Brooke to tell us about all her recent interactions with Government (particularly State Government), she was uncertain which tier of Government many of the services related to. She had little experience with Government which added to this lack of understanding.

Government has a particular structure, which isn't always known to customers. This can make interacting with Government confusing.



CUSTOMER EXPERIENCE EXAMPLE

WHITNEY'S STORY

Whitney's interaction with Government started when she received notice that she was being fined for running a red light. Whitney wanted to contest the fine. She discovered that the method of paying the fine was very straightforward, but contesting the fine was difficult to find, process and complete.

Her first hurdle was in printing the fine, as she didn't own a printer. Then, she had to post the form but worried that it wouldn't be delivered in time. She had no way to prove that she'd posted the form, and she had no way of knowing if it had arrived.

She ended up just paying the fine as it was too confusing and difficult to contest, and she was afraid she would have to pay more if she didn't go through the process correctly.

photo by Chris Phutully

KEY CUSTOMER DELIGHT POINTS

What makes a happy customer? Here are the key causes of customer satisfaction in their interactions. The delight points below are the most frequently mentioned.

“They told me it would take about 10 business days, it arrived in 7 so I was happy with that.” – Chris

“When all the information is there, it’s clear and you get what you need, you feel like they’ve thought about you, that you matter.” – Dan

“I have been treated politely, quickly and he even asked me whether he could help me with anything else.” – Kevin

“I was just so grateful I could find the information online in such an efficient way.” – Kevin

“Online information and processes are invaluable. If I can get things done from the comfort of my home, all the better.” – Margaret

EXPECTATIONS MANAGED

Customers understand some processes take time, particularly as Government must deal with complicated situations and the needs of a wide range of people. When customers are informed of how long processes take and are kept up-to-date on progress, they are more likely to be satisfied. This applies across all channels.

TREATED AS A VALUED CUSTOMER

Customers are delighted by ‘good customer service’. This is particularly relevant in face-to-face or phone interactions, when staff are polite, knowledgeable and efficient. However, it also applies online – considered design and customer-centric processes also make customers feel valued.

DIGITAL EFFICIENCY

As customers are outcome focused when interacting with Government, efficiency is crucial to satisfaction. Customers see the digital channel as the most likely enabler of fast and simple experiences and are highly satisfied when Government delivers this.

KEY CUSTOMER PAIN POINTS

What frustrates or upsets people? Here are the key causes of customer dissatisfaction in Government interactions. These pain points are the most frequently mentioned and cause the most frustration amongst customers.

“I tend to avoid calling if I can, every time I ring I seem to sit on the end of the phone for at least 20 minutes, which is half my lunch break gone.” – Effie

“The girl on the phone said it was not her Department although it was listed and to try again. After 17 phone calls finally I was told it was a computer glitch that had now been fixed.” – Michael

WASTED TIME

Customers are time poor, and because of this they view wasting time as one of the worst experiences they can have. From past experience, many customers expect interacting with Government results in wasted time, and some will avoid interaction because of this.

Customers want Government to respect and value their time.

INCONSISTENCY LEADS TO DISTRUST

Inconsistency between information found online, and what customers are told or find elsewhere, erodes trust. The customer doesn't know who is right and what is valid. They want all Government channels to be on the same page.

Consistency of information, style and language across Departments, services and channels will build customer trust.

KEY CUSTOMER PAIN POINTS

“This made no sense to me. Do they make it a harder process to deter people? I couldn't find a link or page leading to how to apply for revocation. All it said was that they base a decision on written submissions. It said nothing about where or how to send it.” – Brooke

“The Government treats me like my time is less valuable than theirs. If I need a service then I better be ready to jump through hoops and wait for it.” – Erin

“Somehow you've gotta pick up the lingo with these things, it's almost like it's another language sometimes. If you're not armed with the right language it can take a hell of a long time to get the information” – Suzanne

LONG, INEFFICIENT PROCESSES

Customers get frustrated by processes with lots of steps, or those that force them to shift between channels unnecessarily. They can become particularly annoyed when they feel technology could make the process much easier and more efficient.

Customers want their interaction with Government to be as efficient as possible, so they can reach their intended outcome faster.

CUSTOMERS FEEL THEY ARE NOT ALWAYS TREATED RESPECTFULLY

Customers often feel like they are not listened to when dealing with Government. They feel that processes are designed to make things easier for Government, rather than helping the customer.

Customers want to feel they matter to Government, to be listened to and treated with respect and courtesy.

INFORMATION IS HARD TO UNDERSTAND

The information Government provides to customers can be difficult to understand in a number of ways. Language and terminology is often organisationally driven, and the structure and clarity of the information can inhibit understanding. When customers don't understand, they don't know how to proceed and get overwhelmed and frustrated.

Using clear and uncomplicated language and structure will ensure information is easier for customers to understand.

A person is seen from behind, sitting at a table in a cafe. They are looking out a large window that shows a view of a building with a sign that has the numbers '7' and '4'. The scene is dimly lit, with several pendant lamps hanging from the ceiling. The overall color palette is a muted blue-grey.

CUSTOMER EXPERIENCE EXAMPLE

PETER'S STORY

Peter wanted to apply for a 'Working with Children' card as he volunteered as a gardener at a local school.

Finding the information was relatively straightforward, but the application process was not easy. As part of the application, Peter needed to have a passport photograph taken, costing \$12. This meant he had to travel to a location where there was a passport photo machine, get the photos printed and apply using paper forms.

Peter was frustrated at the lack of options to complete the application process online. He felt like he was being punished when he was trying to do a positive thing for his community. He supports the checks being done but felt the process of doing it was too drawn out and difficult.

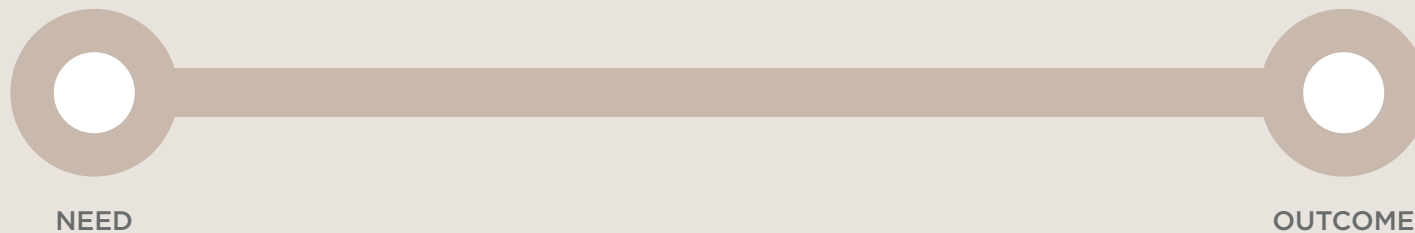
THE CUSTOMER JOURNEY

Customers are on a journey from need to outcome.

Every customer journey begins with a need, and ends with an outcome. The need is the issue the customer seeks to deal with or solve, for example, getting a drivers' license. It is the reason for the interaction with Government. A need can be prompted by Government, such as a reminder to renew you car registration, or it can be realised by the customer themselves.

The outcome is the end state the customer is seeking. In the case of the drivers' license, it is to drive legally. The outcome is based upon what the customer wants to achieve beyond the interaction with Government.

Between the need and the outcome, the customer engages in a series of interactions with Government. The number and types of interactions depends on the service and the customer.



THE CUSTOMER JOURNEY

There are different types of customer journeys.

There are three different types of journey that the customer encounters when interacting with Government.

- 1 The information journey, where they seek ONLY information. For example, 'when are the public holidays this year?'
- 2 The interaction journey, where they use a Government service or transaction. For example, paying a fine or renewing a driver's licence.
- 3 Some journeys involve both an information and interaction stage. For example, researching small business grants and applying for one.

This is useful to understand because customers' needs in each type of journey are different.

For us to provide the best possible customer experience, we must understand the needs of customers within these journeys and purposefully design for them.

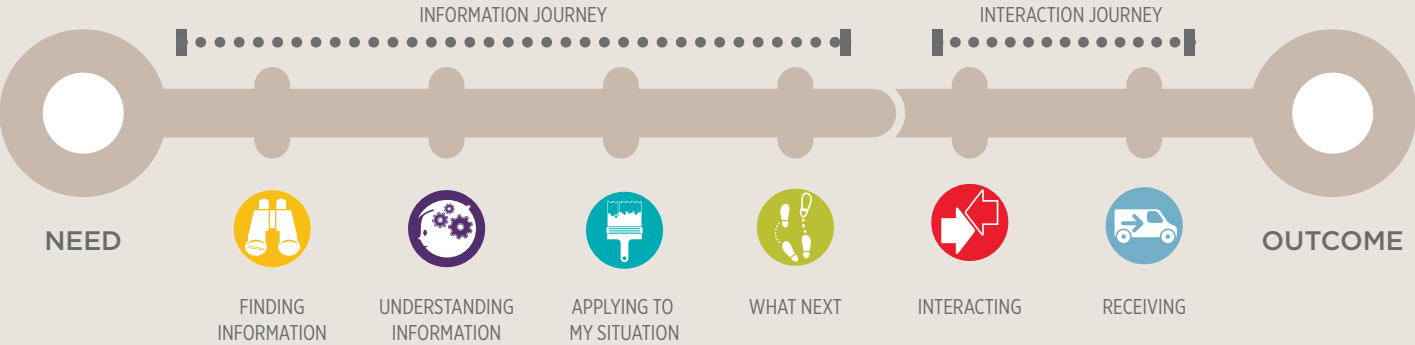


THE CUSTOMER JOURNEY

Throughout their journey, customers experience different need states.

Needs states are similar to personas, in that they indicate typical customer behaviour, and suggest channel preferences and potential pain points. They are constructed based on a customer's need at a specific step in their journey, rather than behavioural or demographic characteristics. Need states are used to understand, predict and improve customer journeys. For example, when customers are trying to find information, they will tend to behave in a specific way. Their primary channels is Search (Google), and there are common pain points specific to this need.

In the customer journey with Government information and services, there are six need states where customers display similar behaviours. Armed with this knowledge, we can **better design this stage in the journey** by improving the primary channel experience, pre-empting the secondary channel and resolving or avoiding associated pain points.



THE NEED STATES

For every need state, customers will behave in predictable ways. They will also share common experiences and pain points.



FINDING INFORMATION



UNDERSTANDING INFORMATION



APPLYING INFORMATION

NEED	<ul style="list-style-type: none"> Customers are looking for information relevant to their particular problem 	<ul style="list-style-type: none"> Customers are looking to comprehend information and evaluate if it is trustworthy 	<ul style="list-style-type: none"> Customers need to make sense of the information and apply it to their situation
PRIMARY CHANNELS	<ul style="list-style-type: none"> Search (most likely Google). Website navigation 	<ul style="list-style-type: none"> Websites – both Government and non-Government 	<ul style="list-style-type: none"> Online
PAIN POINTS (PRIMARY)	<ul style="list-style-type: none"> Relevant information is difficult to find using search Navigating to the right information is difficult Information is structured around Government not the customer 	<ul style="list-style-type: none"> Language is unclear or organisational/ Government-centric Information is incorrect or out of date Information is incomplete 	<ul style="list-style-type: none"> The definition and application of the rules is ambiguous Information is understood however it is unclear what it means in the customer's situation
TRANSITION			
SECONDARY CHANNEL	<ul style="list-style-type: none"> Phone 	<ul style="list-style-type: none"> Social channels: Facebook, forums, friends/ family or a relevant expert 	<ul style="list-style-type: none"> Phone
PAIN POINTS (SECONDARY)	<ul style="list-style-type: none"> Unclear as to who to call for help Long wait times Customers are passed from person to person through the interaction 	<ul style="list-style-type: none"> Interrupts the customer journey A response often takes longer than desired. Customers often need to validate the information they receive 	<ul style="list-style-type: none"> Customers are passed between people Long wait times, no resolution Inconsistent information between channels. Customers don't know how long it will take to get an answer
TRANSITION BEHAVIOUR	<ul style="list-style-type: none"> Customer will repeatedly search or navigate using different strategies until they get frustrated, then they will try calling 	<ul style="list-style-type: none"> Customers will transition to non-Government channels in search of someone who has relevant experience 	<ul style="list-style-type: none"> Customers will transition from an information –based channel to an interaction channel, looking for an expert who can interpret the rules appropriately

THE NEED STATES

The customer journey through these need states is rarely linear or progressive. Often, they loop between different states, increasing the overall frustration. Ideally, the customer journey would pass through each need state in their journey once only, and in order.



WHAT NEXT



INTERACTING



RECEIVING

NEED	<ul style="list-style-type: none"> Customers need to establish the next action they need to take to get their desired outcome. 	<ul style="list-style-type: none"> Customers needs to engage with a Government service to get their desired outcome. 	<ul style="list-style-type: none"> Have their needs fulfilled so they can reach their desired outcome.
PRIMARY CHANNELS	<ul style="list-style-type: none"> Online or phone. This is dependent on the channel they are currently using in their journey. 	<ul style="list-style-type: none"> Online, phone or face-to-face This is often dependent on Government requirements. 	<ul style="list-style-type: none"> Online, phone or face-to-face. This is often dependent on Government requirements.
PAIN POINTS (PRIMARY)	<ul style="list-style-type: none"> Information is not outcome or action focused. Information is incomplete or inconsistent. The overall journey is unclear and customers are not guided through it. 	<ul style="list-style-type: none"> Government process forces customers to use a channel that is inconvenient or not preferred. Online service is not clear or precise enough. Long wait times (phone or face-to-face). 	<ul style="list-style-type: none"> Long wait times. Not kept up-to-date with progress. Not informed what to expect and when.
TRANSITION			
SECONDARY CHANNEL	<ul style="list-style-type: none"> Phone. 	<ul style="list-style-type: none"> If using online, customers transition to phone or face-to-face. If using phone/face-to-face they will continue to use the same channel. 	<ul style="list-style-type: none"> Phone or face-to-face.
PAIN POINTS (SECONDARY)	<ul style="list-style-type: none"> Only information has been provided, and not a clear next step. The customer feels they have made progress, but cannot complete the process which feels like a waste of time. 	<ul style="list-style-type: none"> The information provided online is not clear or precise enough. Long wait times (phone or face-to-face). 	<ul style="list-style-type: none"> Long wait times. Not kept up-to-date with progress. Not informed what to expect and when.
TRANSITION BEHAVIOUR	<ul style="list-style-type: none"> Customers may abandon the journey until their need becomes urgent. 	<ul style="list-style-type: none"> Customers need guidance and look to Government staff to support them through interactions. 	<ul style="list-style-type: none"> Will tend use a personal channel to enquire as to the progress of their interaction and understand the process.

SCENARIO



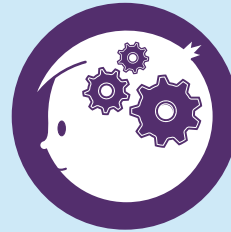
REALISES NEED

Dave is from the UK and decides he wants to buy a car in Victoria. He hears from friends he needs a local driver's licence to do this.



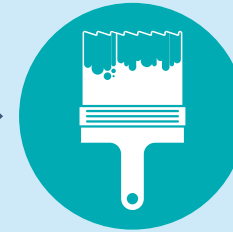
FINDING INFORMATION

Dave goes to Google and searches for 'changing UK licence to Victorian'. He clicks on the first link which takes him to a Vic Roads page about overseas drivers.



UNDERSTANDING INFORMATION

Dave reads through all the information about visas, eligibility of different countries and the criteria necessary to be able to apply for a Victorian licence.



APPLYING INFORMATION TO MY SITUATION

Dave then thinks through his own situation, his visa, the fact he is from the UK and what it means in the context of what he has read.



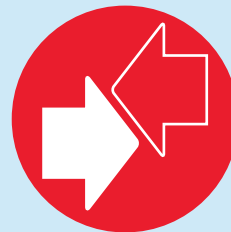
OUTCOME

Dave buys a car and can drive in Victoria!



RECEIVE

Dave waits for his licence. He receives it about eight days later in the post.



INTERACTION

Dave goes into the Vic Roads office with the required information and completed form. The staff check the form, take payment and a photo and let Dave know when he can expect to receive his licence.



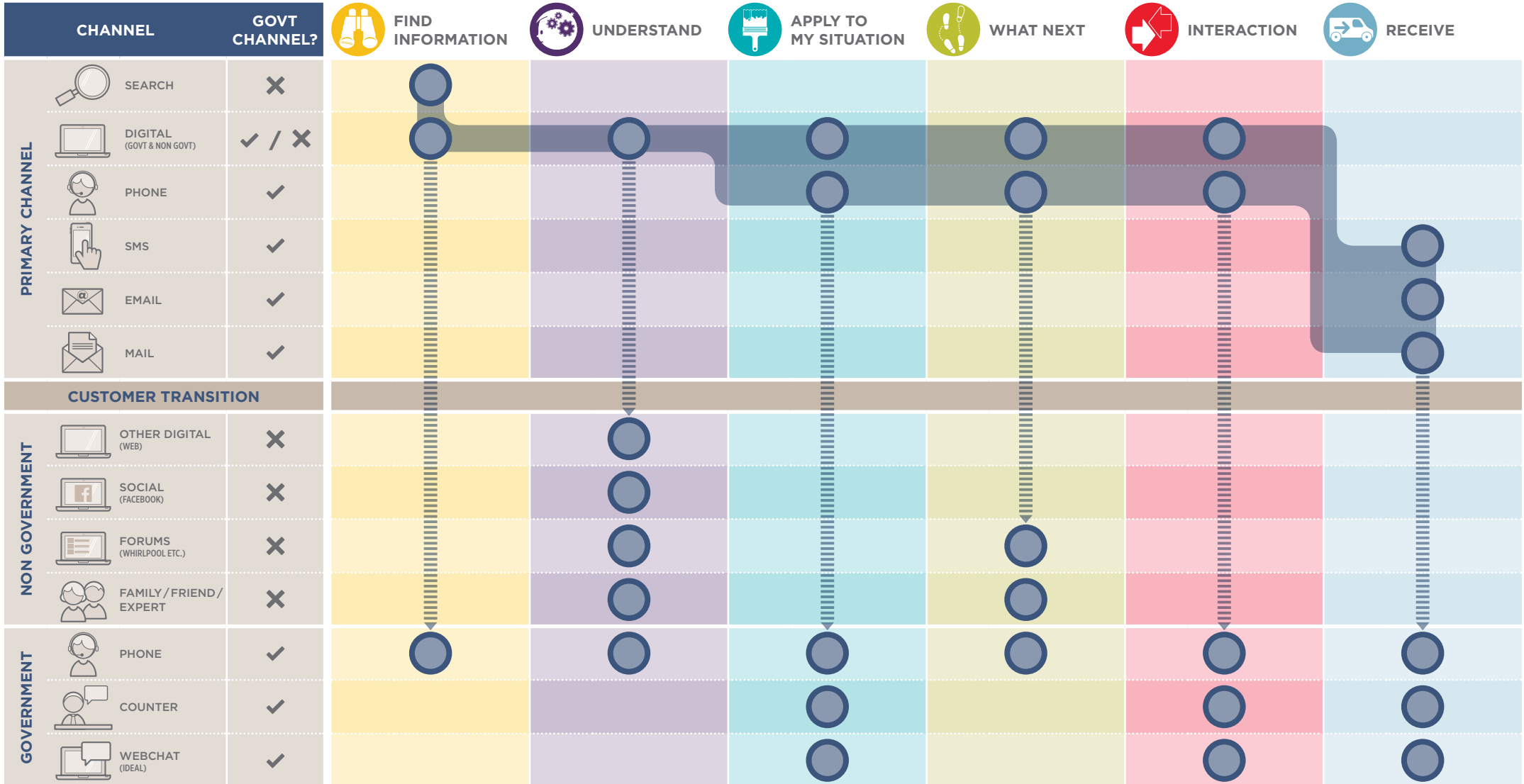
WHAT NEXT

Now Dave knows he is eligible, he wants to know what he needs to do next. He sees online that he needs to make an appointment and must do this over the phone. He calls Vic Roads, makes an appointment and is told what he needs to bring with him on the day.

CHANNEL MAP OVERVIEW

The channel map takes all of the primary and secondary channels listed across all of the need states and maps them visually. It highlights the ideal journey (which has a strong digital component) and also demonstrates the transitions that customers make to secondary channels when they can't get what they need from the primary channel.

Use it as a reference when evaluating an existing service, or when designing new services.





SECTION 2: BUILDING A CUSTOMER-CENTRIC ORGANISATION

photo by SteveGotCamera

SECTION 2: BUILDING A CUSTOMER-CENTRIC ORGANISATION

Introduction

This section of the report looks at the organisational conditions needed to support customer centricity. Alongside an understanding of our customer (Section 1) and design tools to help design better experiences (Section 3), it is important that Government creates an environment in which its people are empowered to put customers at the forefront.

There are four key areas to consider when embedding customer centricity into an organisation:

We have already started to build knowledge through customer insight. This section provides information about tools, skills, knowledge and capabilities that will help Government improve information and services for customers. It also highlights the mindset and culture needed within Government to achieve customer centricity.



KEY ORGANISATIONAL INSIGHTS

The following are headline findings and observations of the organisational context within Government. These findings came from stakeholder interviews with different Departmental stakeholders, organisational workshops and service jam sessions.

DIGITAL MATURITY DIFFERS ACROSS DEPARTMENTS

Digital content and delivery is managed in different ways across State Government Departments. Alongside this, the extent to which digital platforms and processes are prioritised is also different. It often depends on resource availability and ministerial / Departmental focus.

These differences result in inconsistency of website styles, language, structure and interactions. The customer experience varies from Department to Department, creating uncertainty in Government interactions.

BARRIERS TO CHANGE ARE PERCEIVED TO BE HIGH

Stakeholders are keen to make changes that positively affect customer experience. Yet change seems difficult in the face of organisational constraints such as policy and resourcing. Stakeholders need to be empowered by management, and teams need to collaborate and support each other through change.

KEY ORGANISATIONAL INSIGHTS

COLLABORATION HAPPENS THROUGH INFORMAL NETWORKS

Cross-Departmental sharing and collaboration currently lacks formal structure and mainly happens informally between colleagues who take the initiative themselves. Departmental stakeholders are keen to give and take learnings from each other and work together to provide better experiences for customers. Yet, this can be difficult to organise and there are few systems or imperatives in place to maximise collaboration.

GOVERNMENT PROCESSES DO NOT ALWAYS PUT CUSTOMERS FIRST

Many Government processes have developed organically and services have simply been digitised from, paper or face-to-face processes. In moving to digital services, there is an opportunity for stakeholders to deliberately improve or redesign services with a focus on customer experience. To do this, tools and resources are required – plus the capacity to build skills and confidence in the design process. Ensuring a deeper knowledge and involvement of the customer will be integral to this design process, too.

CUSTOMER CENTRICITY IS A JOURNEY NOT A DESTINATION.

It's important to understand that customer centricity isn't somewhere you arrive, but something you always strive to improve. Think of 'how can we become better at this', rather than 'we are good at this now' or 'we do this already'. It's about improving on a current position, and striving to deliver better experiences for customers, continually.

DOING: TOOL SETS

Tools help us do things better, make tasks easier and do things we couldn't have done otherwise.

The set of tools provided in Section 3 are designed specifically for the Victorian Government, based on intense research. They are designed to be flexible and, once you are comfortable with them, we encourage you to try using them in new and different ways.

You can supplement the tools provided with other tools designed to facilitate customer centricity. There are many free resources online that can expand your tool set, some of which are listed here.

HOW MIGHT WE?

'How might we' questions (HMWs) help frame a problem in a way that drives a mindset of possibility.

Use HMWs to frame problems at the start of a design process.

Learn more about this tool at [designkit](http://designkit.com).
<http://bit.ly/1B7L3Aa>

EMPATHY MAPPING

Empathy mapping is an incredibly useful tool to understand what people are experiencing in relation to an existing service.

Learn more about this tool at [d*school](http://d.school).
<http://stanford.io/1wgvsMH>

DRAWING

Pick up pen and paper, and try to represent what you are thinking about visually instead of using words. This can help spark new ideas when things get stuck, and get you moving again.

Learn more about this tool at [designkit](http://designkit.com).
<http://bit.ly/1FIJgzn>

.....

IDEO.org's DesignKit

<http://bit.ly/15Nbuy2>

Stanford d*school

<http://stanford.io/1FK6erC>

Frog Design

<http://bit.ly/1B7LY3o>

IDEO

<http://bit.ly/1FIJpCM>

underlined text is hyperlinked in digital format

DOING: SKILL SETS

Skills are an important part of any discipline, enabling the execution of tasks and activities. They are developed over time and are improved with practice.

It is important to continually develop a set of skills within Government that supports customer-centric design. Initially, develop your skills in the tools we have given you, and supplement them with your team's existing skills. New skills can be learnt over time.

Below, you'll find important skills to develop on the journey to becoming customer-centric. They will help to build an understanding of your customers and also of the people and organisations you work with. These skills require practice, so the only way to improve is to give them a go!

A note on skills...

Skills from unusual places can become useful in design, so don't hesitate to merge other skills you may have into the design process. For example, skills in acting and theatre can be very useful in facilitation. Celebrate diversity and experiment!

JOURNEY MAPPING

Journey mapping is a critical skill for the design of customer-centric experiences. Use it to understand the customer experience and how the organisation contributes any pain in the experience. From this, you can design better experiences.

Start by mapping journeys of simple services where the people involved are easy to access.

FACILITATION

Facilitation is the skill of guiding a group of people through a specially designed workshop to get a specific result. There are many techniques within facilitation that help to achieve the desired outcome, and every individual's facilitation style is unique.

Start by running workshops with small groups of people you are familiar with. It is useful to learn from a more experienced facilitator, or to get some training.

ACTIVE LISTENING

Listening is one of the cornerstones of empathy. It is crucial to learn how to listen from an open and active place. Active listening involves suspending your own position and really understanding where the other person is coming from. Being curious and asking more questions can help.

Start by observing your own opinion and objections, and then actively choose to ignore them.

THINKING: KNOWLEDGE SETS

Knowledge helps us decide on the best course of action given a particular situation.

When starting out on a journey of customer centricity, it is important to build up the appropriate knowledge to help make the right decisions – those that will create better experiences for customers.

Knowledge in an organisation can either be hired in, or can be learnt. Learning can take place in two ways – through primary experience (doing things and learning through trial and error), or through secondary experience (learning from other people, whether that is reading being taught or some other means). The most effective strategy is to use both primary and secondary experience to build knowledge.

The knowledge sets outlined below are recommended to help you make the best decisions when it comes to designing better customer experiences.

SERVICE DESIGN

Service design is the knowledge of how to create an experience for a user or customer across multiple channels over a journey. It will help you design the overall customer experience.

Additional Resources:

This Is Service Design Thinking (Marc Stickdorn)

CONTENT AND INFORMATION DESIGN

Content and information design is concerned with the structure and consideration of information to make it easy for users to translate into knowledge. It is a critical element that can greatly enhance the customer experience.

Additional Resources:

Envisioning Information (Edward R. Tufte)

UNDERSTANDING YOUR CUSTOMERS

This is perhaps the most important knowledge set you can have. An intricate understanding of your customers. It will allow you to make clear decisions about the service experiences you are designing. The best way to develop this knowledge set is to go and interact with your customers.

Additional Resources:

The Design of Everyday Things (Don Norman)

THINKING: MINDSETS

Mindsets are all about how we approach the world. Made up of our beliefs and attitudes, they are the single most important area of the four discussed here. The culture of your organisation is heavily influenced by the mindsets promoted by the organisation.

Mindsets determine the results that come from applying everything else in the knowledge sets, skill sets and tool sets.

While held personally, mindsets are influenced by the collective. In order to develop a new mindset, an individual must make a conscious effort to engage in a new way of thinking. Positive experiences when engaging in the new way of thinking help to set the mindset in place.

The following mindsets are taught at Huddle Academy, and are the mindsets that we believe are pivotal in a customer-centric organisation.

EMPATHY

An empathic mindset is one that seeks to understand others. It involves putting aside your own biases, and being prepared to accept another perspective of the world. It is about looking at the whole from all sides. Having an empathetic mindset helps build an understanding of both customers and other stakeholders.

Start by questioning what you know about other people and look to them to find out about their world. Identify your assumptions about the world and then test to see if they are true.

COURAGE

Embarking on a journey of customer centricity requires optimism and belief in possibility. It takes courage to challenge and question what has been before. A courageous mindset allows you to overcome seemingly insurmountable obstacles. It is critical when driving change in an organisation.

Start by understanding the challenges that face you on this journey. Think about how you might overcome these challenges and what you need to believe in order to succeed.

COLLABORATION

A collaborative mindset believes that by working with a diverse group of people, better outcomes will be reached. By bringing multiple perspectives together and engaging in thoughtful conversation and reflection, you can unlock possibilities that would have otherwise remained hidden.

Start by seeking out others to work with. Ask for help and opinions and also offer your own, constructively. Reach out to people in areas you haven't worked with before.

CURIOSITY

Curiosity is important because it drives learning. A curious mindset is always asking why, and is on the search for understanding. Curiosity promotes learning through trial and error and asks individuals to trust their instincts.

Start by asking lots of questions, particularly 'why' questions. Seek to learn and test your views of the world. Try new and different things, and prepare to be surprised by what you find.

SECTION 3: DESIGNING BETTER CUSTOMER EXPERIENCES



photo by Mike Russell

SECTION 3:

DESIGNING BETTER CUSTOMER EXPERIENCES

Introduction

This section focuses on how teams and individuals can go about designing experiences to better meet the needs of customers.

The first part of this section is a snapshot of the design principles. These have been developed in response to customer pain points uncovered in different customer journeys and need states. The detail of these principles and relevant pain points are found in the Appendix.

The second part of this section provides four tools to aid in designing better services, as well as a guide to using them. These tools have been created to help teams and individuals across Government to improve existing or design new information and services.

The tools are provided in digital format separate to this report so they can be printed and used as necessary.

AN IDEAL GOVERNMENT USER STORY

We are going to revisit Dawn's experience while trying to find vaccination information, and see what happens after applying using the journey mapping tool to create an ideal journey for Dawn.



Dawn's story revisited

- 1 Dawn searches for 'vaccines for children' on Google and gets a single search result from the Department of Health taking her to the relevant page.
- 2 On the website Dawn is led through the information regarding vaccinations in a clear and concise way.
- 3 Dawn understands the information and is then shown the detailed immunisation schedule.
- 4 There is a phone number clearly displayed alongside the immunisation schedule in case she has any questions.
- 5 Dawn also notices there are links to other trusted resources across different Government Departments so she can read more. This information is consistent with what she has already read.
- 6 There is also information available about side effects and a number to call should she be concerned after the vaccinations have taken place which goes above and beyond her expectations.

DESIGN PRINCIPLES

Use these design principles to guide the design or innovation of information and services. Developed in response to the research into customer journeys and need states, the principles are relevant across all Government Departments and teams. All principles are of equal importance.

MANAGE EXPECTATIONS

Be clear about the process and keep customers informed so they can relax and get on with their lives.

BE HUMAN

Treat customers with respect and approach them as real people so they feel like they matter to Government.

BE AVAILABLE

Ensure Government services are effective and efficient. Technology failures are unacceptable.

GUIDE THE JOURNEY

Help customers understand the steps in the journey, and guide them between steps.

BE FLEXIBLE

Design experiences and information to be interacted with across a range of channels.

BE SEAMLESS

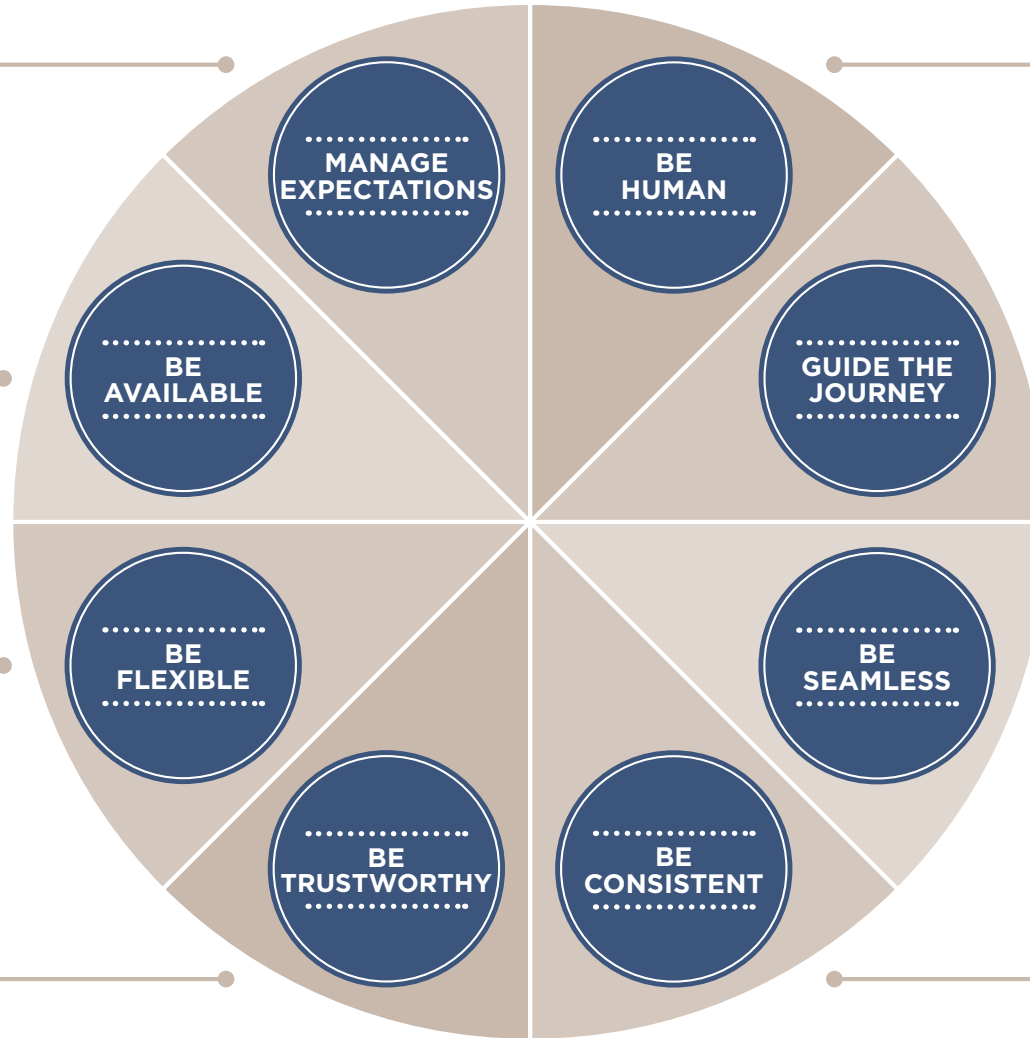
Consider the overall experience of the customer, rather than single interactions; and make it easy for them to move between interactions and across channels.

BE TRUSTWORTHY

Ensure customers can trust the information given to them so they can act upon it, instead of questioning it.

BE CONSISTENT

Build consistency across Government services so it becomes easier for customers to interact with different services over time.



THE TOOLS

Four tools have been created to help Government design better experiences.

Tool 1: The Journey Mapping Tool

Tool 2: The Organisational Mapping Tool

Tool 3: The Ideation Tool

Tool 4: The Solution Evaluation Tool

Teams and individuals can use these tools to identify where pain exists in the customer journey, ideate solutions to the pain points and evaluate the most effective solution.

The tools work together, leading the user through an end-to-end process, yet they can also be used separately as required. All Departments can use them; and they are flexible enough to be able to map services that are delivered across multiple Departments. They are best utilised by small teams, preferably including those with knowledge of the information or service being delivered and those with the capability to make changes in the delivery of the service.

HOW THE TOOLS FIT TOGETHER

JOURNEY MAPPING TOOL

Use the Journey Mapping Tool, along with need states, to identify problems to resolve. You may want to critique an existing service with a view to improve the customer experience, or to design a new service by creating the ideal journey step by step. You can then use the Ideation Tool to create possible solutions, and the solutions evaluation framework to assess each one.

NEED STATE CHEAT SHEET FINDING INFORMATION

- NEED:** Citizens are looking for information relevant to their particular problem.
- PRIMARY CHANNELS:** Search engines like Google.
- PAIN POINTS (CITIZEN):** Relevant information is difficult to find using search engines to the right information is difficult information is difficult to understand and the citizen.
- SECONDARY CHANNEL:** Phone.
- PAIN POINTS (GOVERNMENT):** Under an 15 mins to call for help. Long wait times. Citizens are passed from person to person through the department.
- BEHAVIOUR:** Citizens will repeatedly search or navigate using different strategies until they get frustrated, then they will try calling.
- RELATED PRINCIPLES:** Be Consistent, Be Available, Manage Expectations and Transparency.
- EXAMPLE:** Searching online to find information about public holidays.

IDEATION FRAMEWORK

How or write 5-10 ways you can improve the customer experience using the Need State Cheat Sheets and Design Principles. Think about how you can work within or around constraints or whether the constraints need to change.

SELECTED NEED STATE: FINDING, UNDERSTANDING, MOVING, WHAT NEXT, INTERACTING, RECEIVING.

DESIGN PRINCIPLES Overview: Manage Expectations, Be Available, Be Trustworthy, Be Human, Guide the Journey, Be Consistent.

SOLUTION EVALUATION FRAMEWORK

Use this framework to compare your possible solutions, make a decision about which is best to action, and then think about your first steps.

DESIGN PRINCIPLES Overview: Manage Expectations, Be Available, Be Trustworthy, Be Human, Guide the Journey, Be Consistent.

1 To better understand the customer journey and pain points, and identify opportunities for improvement use:

- Journey Mapping Tool
- Organisational Mapping Tool
- Need State Cheat Sheets

2 To create potential solutions to improve customer experiences use:

- Ideation Framework
- Design Principles Overview

3 To evaluate the top solutions and decide how to proceed use:

- Solution Evaluation Framework
- Design Principles Overview
- Need State Cheat Sheets

TOOL 1: THE JOURNEY MAPPING TOOL CUSTOMER JOURNEY

WHAT IS THIS TOOL?

Use the journey mapping tool, along with need states, to identify problems to resolve.

You may want to critique an existing service with a view to improve the customer experience, or to design a new service by creating the ideal journey. You can then use the ideation tool to create possible solutions; and the solutions evaluation framework to assess each one.

BEST PRACTICE

1 Talk to customers.

Ideally, engage with customers to discover their journey, experiences and pain points. They will share insights you normally can't access.

If you can't talk directly to customers, use available resources to understand the journey. This may include: talking to frontline staff, using existing analytics, or conducting role plays and scenarios with your colleagues.

2 Use the reference cards

The Need State Cheat Sheets will help you identify the need state relating to what the customer is trying to do, and the type of channel the customer is using. They also have information about typical pain points.

Refer to the design principles overview for ideas about potential ways forward.

STEP	STEP ●	STEP ●	STEP ●	STEP ●
CUSTOMER JOURNEY				
NEED STATE	<ul style="list-style-type: none"> FINDING UNDERSTANDING APPLYING WHAT NEXT INTERACTING RECEIVING 	<ul style="list-style-type: none"> FINDING UNDERSTANDING APPLYING WHAT NEXT INTERACTING RECEIVING 	<ul style="list-style-type: none"> FINDING UNDERSTANDING APPLYING WHAT NEXT INTERACTING RECEIVING 	<ul style="list-style-type: none"> FINDING UNDERSTANDING APPLYING WHAT NEXT INTERACTING RECEIVING
CHANNELS				
PAIN POINTS				

TOOL 1: THE JOURNEY MAPPING TOOL CUSTOMER JOURNEY

HOW TO USE THIS TOOL

- 1 Decide if the journey you want to map or create is an information journey, an interaction journey or if it has both stages.** The customer journey in Section 1 of this report explains what each of these are. This will help you understand which need states are likely to be relevant for your customer journey.
- 2 Write the action the customer takes here.** What is the customer doing, or trying to do? For example, 'Roger is reading information on the website and trying to understand it.' Start with the first action the customer takes in the journey.
- 3 Identify the customer's need state for each step.** You can tick more than one if necessary. Refer to the Need State Cheat Sheets if you are unsure. For Roger, reading information would be the 'Understanding' need state.

- 4 Write which channel the customer is using at this step in their journey.** The channel is the method the customer has chosen to interact with Government. In Roger's case, we would write 'Government website'. If unsure, use the Need State Cheat Sheets to discover which are most likely.

- 5 Write down anything that the customer a negative experience at this step in the journey.** A potential pain point for Roger could be, 'Trouble understanding Government terminology'. Leave this box blank if there are no pain points. Remember to refer to the Need State Cheat Sheets or talk to customers if you don't know

- 6 Continue to fill in the framework step by step.** You can use more than one sheet and put them together to create a longer journey. You will end up with a step by step map of the customer experience in interacting with Government with key areas of pain identified.

From here, you can investigate what is contributing to this pain.

TOOL 2: THE JOURNEY MAPPING TOOL ORGANISATIONAL JOURNEY




WHAT IS THIS TOOL?

Use this tool to evaluate the organisational process, and discover the drivers of customer pain.

BEST PRACTICE

- 1 Talk to people involved in the delivery of the service.**
Get a first-hand understanding of what is happening from an organisational perspective by talking to people involved, in the delivery of the service. Ideally, they should participate in the mapping process.
- 2 Working within constraints.**
Identify the organisational drivers of customer pain, and why they cause pain. For example is the content out of date and there isn't enough support to improve it?

Consider how you might overcome the constraints you are facing. For example, can you allocate a dedicated resource to updating content?

 ORGANISATIONAL JOURNEY MAPPING TOOL		 			
STEP	STEP <input type="radio"/>	STEP <input type="radio"/>	STEP <input type="radio"/>	STEP <input type="radio"/>	
REFRAMED PAIN POINT					
ORGANISATIONAL JOURNEY					
COST					
CONTENT					
PEOPLE					
POLICY					
PROCESS					
TECHNOLOGY					
WHY IS IT THIS WAY?					

TOOL 2: THE JOURNEY MAPPING TOOL ORGANISATIONAL JOURNEY

HOW TO USE THIS TOOL

- 1 Take the pain points identified in the customer journey mapping tool and reframe them as an organisational problem.** For Roger this could be ‘The content is not designed or delivered in a way the customer understands.’
- 2 Write the first step in the organisational journey here.** What happens internally at this point in the customer journey? For example, ‘the content team prepares web content and updates it periodically.’
- 3 Identify the organisational drivers of the customer pain. Think about how cost, content, people, policy, process and technology play a part.** They may not all be relevant, in which case just leave the box blank. An example for the ‘people’ box may be ‘the Department doesn’t have an expert content designer to improve the content.’

- 4 Finally, think about why the drivers of customer pain are the way they are.** Consider what is happening organisationally to cause this driver of pain. For example ‘the Department has de-prioritised improving digital services.’
- 5 Continue to fill in the framework step by step.** You can use more than one sheet and put them together to match your customer journey. You will end up with a step by step map of the organisational process alongside the customer journey.

From here, you can ideate potential solutions to the pain points you have identified.

ORGANISATIONAL JOURNEY MAPPING TOOL

STEP	STEP ●	STEP ●	STEP ●	STEP ●
REFRAMED PAIN POINT	1	5		
ORGANISATIONAL JOURNEY	2			
COST				
CONTENT				
PEOPLE				
POLICY				
PROCESS				
TECHNOLOGY				
WHY IS IT THIS WAY?	4			

TOOL 3: THE IDEATION TOOL

WHAT IS THIS TOOL?

Use this tool to brainstorm potential solutions to a key area of pain in the customer journey. The tool uses the relevant need state and design principles to ensure the solutions focus on resolving customer pain.

BEST PRACTICE

1 Use the reference cards.

Identify the pain point you are brainstorming solutions for, and then use the Need State Cheat Sheets and Design Principles to trigger ideas.

2 Collaborate with others.

Ideating different solutions can be hard when you're working on your own, and it can be difficult to push boundaries when you are conscious of the constraints. Introducing others to the ideating process will broaden the scope of your ideas and allow you to see the pain point in different ways.

 IDEATION FRAMEWORK  			
KEY PAIN POINT IN CUSTOMER JOURNEY:		RELEVANT NEED STATE:	
		<input type="radio"/> FINDING <input type="radio"/> UNDERSTANDING <input type="radio"/> APPLYING	<input type="radio"/> WHAT NEXT <input type="radio"/> INTERACTING <input type="radio"/> RECEIVING
DESIGN PRINCIPLES (Most relevant to need state)	Draw or write 5-12 ways you can improve the customer experience using the Need State Cheat Sheets and Design Principles. Think about how you can work within or around constraints or whether the constraints need to change.		
1			
2			
3			
4			

TOOL 3: THE IDEATION TOOL

HOW TO USE THIS TOOL

- 1 Write the key pain point that you are trying to resolve.** This should be a key area of pain that you identified in the customer journey. Or it could be a separate pain point that you know exists for customers.
- 2 Identify which need state the customer pain point occurs within.** You can tick more than one. Use the Need State Cheat Sheets if you are unsure.
- 3 Write the most relevant design principles in the numbered boxes.** The Need State Cheat Sheets show which design principles are most relevant to each need state, so refer to these if you are unsure.

- 4 Ideate at least 5 ways you can improve the customer experience.** Using the design principles, brainstorm ideas to resolve the pain point. Think within and outside of the constraints that exist. Use the Design Principles Overview as a guide if you get stuck.

Creating lots of ideas is really important here, and it may be that a combination of different ideas would solve the issue most effectively. Keep trying to look at the pain point from different perspectives and include others as they will think about things differently.

- 5 You're now ready to evaluate which solution you should take forward.**

IDEATION
FRAMEWORK

KEY PAIN POINT IN CUSTOMER JOURNEY:	RELEVANT NEED STATE:
<div style="background-color: #f4a460; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto; font-weight: bold; font-size: 24px;">1</div>	<div style="display: flex; justify-content: space-between; font-size: 10px;"> <div style="text-align: left;"> <input type="checkbox"/> FINDING <input type="checkbox"/> UNDERSTANDING <input type="checkbox"/> APPLYING </div> <div style="text-align: left;"> <input type="checkbox"/> WHAT NEXT <input type="checkbox"/> INTERACTIVITY <input type="checkbox"/> RECEIVING </div> </div> <div style="background-color: #f4a460; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto; font-weight: bold; font-size: 24px;">2</div>
DESIGN PRINCIPLES (Most relevant to need state)	
Draw or write 5-12 ways you can improve the customer experience using the Need State Cheat Sheets and Design Principles. Think about how you can work within or around constraints or whether the constraints need to change.	
1 <div style="background-color: #f4a460; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto; font-weight: bold; font-size: 24px;">3</div>	<div style="background-color: #f4a460; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto; font-weight: bold; font-size: 24px;">4</div>
2	
3	
4	

TOOL 4: THE SOLUTION EVALUATION TOOL

WHAT IS THIS TOOL?

Use this tool to compare possible solutions, decide which one is best, and then think about your first steps. The tool helps you evaluate the impact on customer experience and Government, as well as ease of implementation.

BEST PRACTICE

1 Time to converge.

Critically evaluate the solutions you have created and thoroughly interrogate their potential impact. It's important to ground the solutions in the reality of what's possible in the Government context but not be constrained by it. Keep an open and optimistic mindset.

2 Long term versus short term.

In using this tool, it's unlikely you'll find a clear cut solution to take forward. A solution that's great for the customer may be difficult to implement within Government. Another may be easy to implement but the impact on the customer might not be as great. The 'quick wins' and 'long term' spaces will help here. The solutions don't have to be mutually exclusive - they can work together for best results.

SOLUTION EVALUATION FRAMEWORK

|

Use this framework to compare your possible solutions, make a decision about which is best to action, and then think about your first steps.

1 WHAT IS THE PAIN POINT BEING ADDRESSED?	2 WHAT NEED STATE DOES IT RELATE TO?

Explore what the impacts are on the customer experience and also how it will change things from an organisational perspective.

SOLUTION 1	IMPLICATIONS FOR CUSTOMER EXPERIENCE <small>What will improve? How will this solution address this? Which design principles does this use? Will anything be compromised?</small>	IMPLICATIONS FOR GOVERNMENT <small>Does it require changes to processes or technology? How does it affect people?</small>
SOLUTION 2	IMPLICATIONS FOR CUSTOMER EXPERIENCE <small>What will improve? How will this solution address this? Which design principles does this use? Will anything be compromised?</small>	IMPLICATIONS FOR GOVERNMENT <small>Does it require changes to processes or technology? How does it affect people?</small>
SOLUTION 3	IMPLICATIONS FOR CUSTOMER EXPERIENCE <small>What will improve? How will this solution address this? Which design principles does this use? Will anything be compromised?</small>	IMPLICATIONS FOR GOVERNMENT <small>Does it require changes to processes or technology? How does it affect people?</small>

SOLUTION EVALUATION FRAMEWORK

|

Map your possible solutions on the framework on the right. Consider how much positive impact your solution will have for the customer, and how easy it is to implement from an organisational perspective. Use the numbering from the previous side of the tool, when you map them to the framework.

Explain why you have positioned each solution where you have, from a customer experience perspective and an organisation implementation perspective. Make a decision about the best solution to action short and long term.

REASON FOR PLACEMENT OF SOLUTION 1	REASON FOR PLACEMENT OF SOLUTION 2	REASON FOR PLACEMENT OF SOLUTION 3

QUICK WINS

LONG TERM BEST SOLUTION

ACTION PLAN

WHAT IS THE FIRST STEP TO CHANGE?

→

WHO NEEDS TO BE INVOLVED?

→

HOW MIGHT WE INVOLVE CUSTOMERS?

→

WHERE ELSE COULD THIS SOLUTION BE APPLIED?

TOOL 4: THE SOLUTION EVALUATION TOOL

HOW TO USE THIS TOOL

1 Write the key pain point and relevant need state at the top.

This is the key area of pain identified in the customer journey and used in the ideation tool. Use the Need State Cheat Sheets for more detail if you are unsure.

2 Take your three best solutions from the Ideation Tool and write them in the solution boxes.

If you have more than three solutions you wish to interrogate, simply use more sheets.

3 Write the impact of each solution on customer experience and Government process. Think about what will improve for the customer, and the cost of delivering this solution. If you don't know the answers take a best guess or consult customers and other staff.

4 Turn the page and draw where each of your solutions fits on the axes. This is a quick and visual way to compare solutions. If it is higher up the chart, it has a higher impact. Further to the right, it is easier to implement.

5 Fill in why you placed each solution where it is. Consider the placement of each solution carefully.

This step is very helpful for when it's time to take the solution to other stakeholders.

6 From your evaluation, consider which solution is ultimately best for the customer. This should become the long term best solution. On the way to this best solution there may be smaller and more easily implemented actions you can take. These can be written in quick wins.

7 Finally, begin an action plan to implement the solution. Consider the first step in the pathway to change, who can help you with this change, how and when customers should be involved in the process and if the solution can be applied elsewhere.

SOLUTION EVALUATION FRAMEWORK | bienatto | Huddle

Use this framework to compare your possible solutions, make a decision about which is best to action, and then think about your first steps.

1 WHAT IS THE PAIN POINT BEING ADDRESSED?	2 WHAT NEED STATE DOES IT RELATE TO?		
1			
Explore what the impacts are on the customer experience and also how it will change things from an organisational perspective.			
SOLUTION 1	IMPLICATIONS FOR CUSTOMER EXPERIENCE What will improve? How will this solution address their needs? Which design principles does this use? Will anything be compromised?	IMPLICATIONS FOR GOVERNMENT Will this solution affect the cost of service delivery? Does it require changes to process or technology? How does it affect people?	
2		3	
SOLUTION 2	IMPLICATIONS FOR CUSTOMER EXPERIENCE What will improve? How will this solution address their needs? Which design principles does this use? Will anything be compromised?	IMPLICATIONS FOR GOVERNMENT Will this solution affect the cost of service delivery? Does it require changes to process or technology? How does it affect people?	
SOLUTION 3	IMPLICATIONS FOR CUSTOMER EXPERIENCE What will improve? How will this solution address their needs? Which design principles does this use? Will anything be compromised?	IMPLICATIONS FOR GOVERNMENT Will this solution affect the cost of service delivery? Does it require changes to process or technology? How does it affect people?	

SOLUTION EVALUATION FRAMEWORK | bienatto | Huddle

Map your possible solutions on the framework on the right. Consider how much positive impact your solution will have for the customer, and how easy it is to implement from an organisational perspective. Use the numbering from the previous side of the tool, when you map them to the framework.

.....

Explain why you have positioned each solution where you have, from a customer experience perspective and an organisation implementation perspective. Make a decision about the best solution to action short and long term.

REASON FOR PLACEMENT OF SOLUTION 1	REASON FOR PLACEMENT OF SOLUTION 2	REASON FOR PLACEMENT OF SOLUTION 3	
5			
QUICK WIN			
6			
LONG TERM BEST SOLUTION			
ACTION PLAN			
7			
WHAT IS THE FIRST STEP TO CHANGE?	WHO NEEDS TO BE INVOLVED?	HOW MIGHT WE INVOLVE CUSTOMERS?	WHERE ELSE COULD THIS SOLUTION BE APPLIED?

RECOMMENDATIONS FOR RE-DESIGN

We have identified many things you can do now, and others you should do next. These very achievable actions will have a positive effect on customer experience. The recommendations are based on our research with customers, our conversations

with stakeholders and public servants, the service jams we've run, and our experience. There are more actions to take over time, but we believe that is a great place to start.

DO NOW



FINDING INFORMATION

- Optimise SEO by using a wide range of customer language.
- Ensure Google search results lead to specific information within page content rather than a Homepage or top of page.
- Provide links to Local and Federal Government.
- Ensure most used information and services are highlighted on homepages.
- Create 'Not what you were looking for' options to guide customers who have not found what they need.



UNDERSTANDING INFORMATION

- Use contact centre data and speak to staff to understand key issues that customers voice in interacting with Government information and services. Use this to direct and prioritise improvements to online content.
- Use search term data and analytics to identify frequently viewed content for review.
- Improve consistency of look and feel across State Government Departments online to help customers recognise when they are on a State Government site.



APPLYING TO MY SITUATION

- Introduce a live chat functionality and screen sharing service so customers don't need to change channels to get answers to specific questions.
- Provide examples of customer scenarios and how criteria is applied in those situations.



WHAT NEXT

- Provide links to necessary next steps in any process e.g. to a transaction page, or provide the forms that require completion.



INTERACTING

- Where the same service exist within and across Departments, ensure consistency in that process.
- Ensure interactions and forms can be completed online for the information and services most frequently used.
- Give examples of completed forms to allow customers to answer their own queries when interacting.
- Ensure phone numbers are visible when customers are interacting.
- Test forms and processes with customers to gain first hand feedback.



RECEIVING

- Be transparent around when customers can expect to receive their required outputs and explain next steps if receipt does not occur.

RECOMMENDATIONS FOR RE-DESIGN

DO NEXT



FINDING INFORMATION

- Where possible remove duplication of State Government search results. A single useful result will give a better experience.
- Ensure site navigation is focused around customer need rather than Department or subject matter.
- If possible, ensure State Government search results are above other results for IP addresses within Victoria.



UNDERSTANDING INFORMATION

- Ensure a consistent tone, language and information hierarchy across and within Departments.
- Test the clarity of information being delivered with customers and iterate based on their responses.



APPLYING TO MY SITUATION

- Test information structure with customers.
- Develop detailed content for staff to allow them to more effectively support customers and ensure knowledge is spread amongst more than one representative.



WHAT NEXT

- Guide customers through processes from start to finish, always focusing on the outcome the customer is trying to achieve.



INTERACTING

- Build in functionality to guide customers through information to transaction online.
- Where possible provide a reference or transaction code for any interaction with State Government.



RECEIVING

- Create feedback loops such as confirmation emails and progress with their application or interaction.
- Create a 'track my transaction' functionality for customers to self-serve and view online, so they don't have to call a contact centre.

KEY THEMES FROM THE SERVICE JAM

As a final stage to the project, stakeholders from across Government and the team Digital Engagement joined customers for a jam session. In this session, participants were asked to design a single point of entry to State Government. Here are some of the key themes that emerged.

PERSONALISATION	Personalisation took many forms across stakeholder designs. One example was a fully integrated 'sign in to view your page' concept, another was providing links to individuals' social media platforms.
CONNECTION	Teams created webpages that consolidated content from across Departments, avoiding the duplication that can occur currently. There were also links to both Local and Federal Government in concepts created.
DATA DRIVEN	Using available data to improve customer experience was also prominent in designs. Examples of this were 'we've noticed you've been searching for' or 'recommended for you' sections based on the customer's search or previous behaviour.
INTEGRATION	Widgets that help Government services integrate into customers' lives (e.g. adding appointments directly into calendars) and ensuring content works across devices were seen as ways to better meet customer needs.
SEARCH	Both search from Google directly into site content (in customer language) and searching when on the specific Government webpage were considered integral to meet customer needs. Advanced search options were also raised as a possibility.
FEEDBACK	Seeking feedback from customers about page content was seen to be a helpful way to continually improve the site. For example, adding a 'was this page helpful?' question at the bottom of each page.

KEY TAKE OUTS

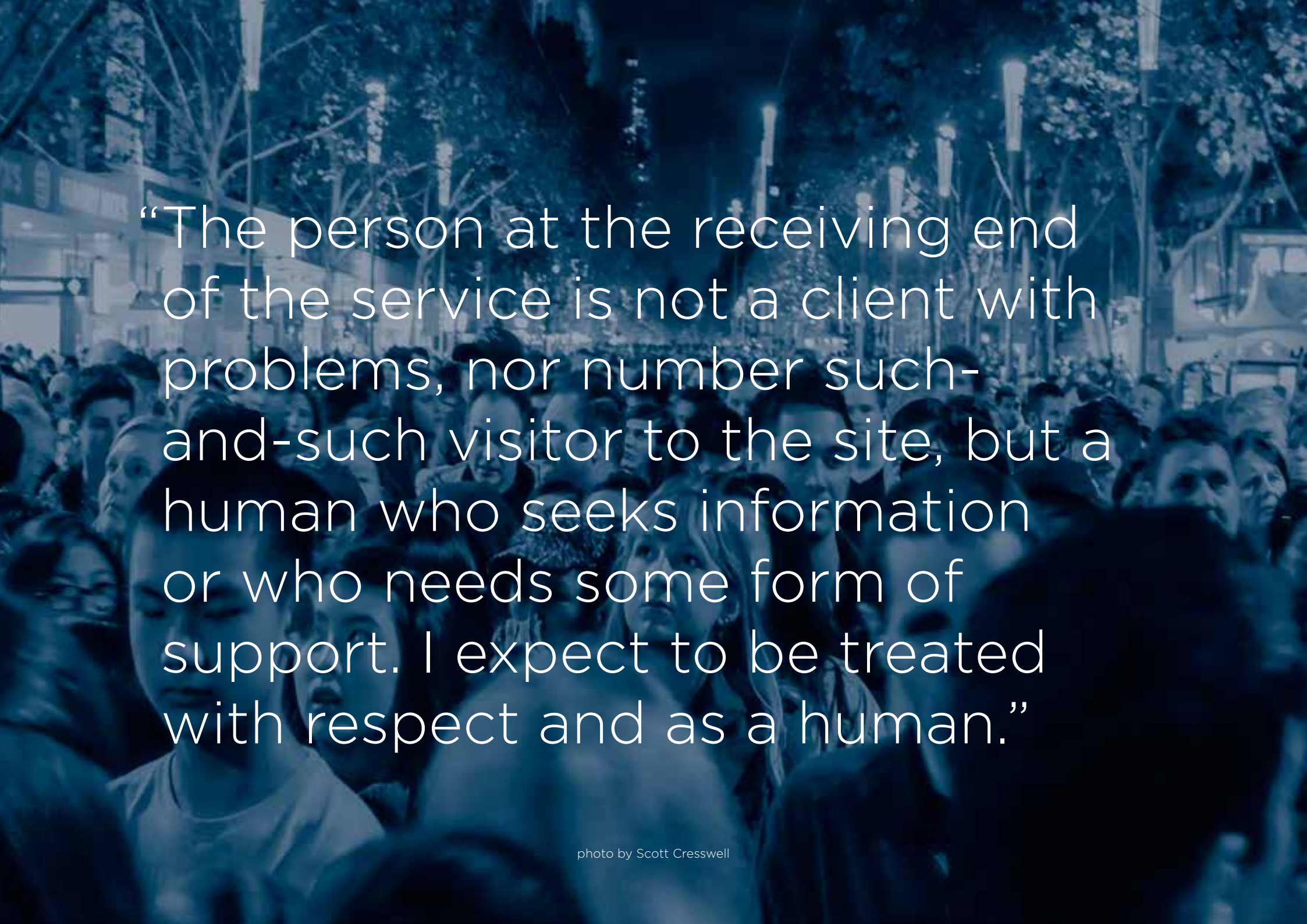
This report has informed you about how customers use Government information and services, introduced some tools to help you design better services, and discussed how to become more customer-centric. Throughout the document there have been some clear themes that, if executed on, will greatly improve the customer experience. We would like to leave you with those themes.

- Guide end-to-end journeys of high demand services.
- Eliminate jargon and Government terminology to increase understanding.
- Structure the information architecture and content around the customer.
- Ensure technology works across all devices.
- Prioritise content improvements and implement a testing program with customers.
- Build transparency into content and processes.
- Be prepared for and make channel transitions easy.
- Reduce contact centre wait times.

GLOSSARY OF TERMS

CHANNEL	A channel is a way in which customers and the Government can interact. For example, digital is one channel.
CUSTOMER CENTRICITY	Customer centricity is about delivering information and services which are primarily focused on delivering what customers need and want, rather than being organisationally-centric.
DELIGHT POINTS	Delight is a positive emotion resulting from a Government interaction. This could be happiness, satisfaction, or positive surprise to name a few. Delight points are moments in an interaction that cause positive emotion.
JOURNEY	A journey is the end-to-end experience a customer has when fulfilling a need through interacting with the Government.
KNOWLEDGE SET	Knowledge helps us decide on the best course of action given a particular situation. Certain knowledge sets are important to support the delivery of customer-centric experiences.
MINDSET	Mindsets are all about how we approach the world and are made up of our beliefs and attitudes. Mindset affects how we act and behave in the world.
NEED STATES	A need state is part of the customer journey that is defined by what the customer needs at that point in time. Customers exhibit similar behaviours in a need state so these can be designed for.
PAIN POINTS	Pain is a negative emotion resulting from an interaction with Government. This could be frustration, confusion, or anger to name a few. Pain points are moments in an interaction that cause pain to the customer.
PRIMARY CHANNEL	A primary channel is the channel that a customer chooses first for a particular need state within their journey.
SECONDARY CHANNEL	A secondary channel is the channel that a customer transitions to when the primary channel they choose did not provide them with what they need.
SKILL SET	Skills are all about the execution of tasks and activities. Skill sets are developed over time and are improved with practice.
TOOL SET	Tool sets are things that help us do things better, make tasks easier or do things we couldn't have done otherwise.
TRANSITION	A transition is a move between two channels.

APPENDIX 1: DESIGN PRINCIPLE DETAIL

A large crowd of people is shown at night, with a blue tint overlaying the entire image. The people are looking in various directions, some towards the camera. The background shows trees and streetlights.

“The person at the receiving end of the service is not a client with problems, nor number such-and-such visitor to the site, but a human who seeks information or who needs some form of support. I expect to be treated with respect and as a human.”

photo by Scott Cresswell

BE HUMAN

Treat customers with respect and approach them as real people so they feel like they matter to Government.

INSIGHTS

Treat me like I matter.

- When customers talk to someone (whether phone or face-to-face), they expect to be treated with a 'human' touch. This may involve empathy, courtesy or commitment to the problem.
- Even though their need may be similar to someone else's from the Government's perspective, every customer wants their story to be heard and understood.

Remember it's important to me.

- The fact that services are closely tied to customers' personal lives (e.g. welfare, health) means that a negative interaction will produce a highly emotional reaction. Customers want to be treated with respect.
- Government information and services help people to live their lives. When the process fails, the impact is significant.

Use my language.

- The language customers are presented with from Government is not the language they would use themselves. Jargon, acronyms and non-specific language can frustrate and confuse customers.

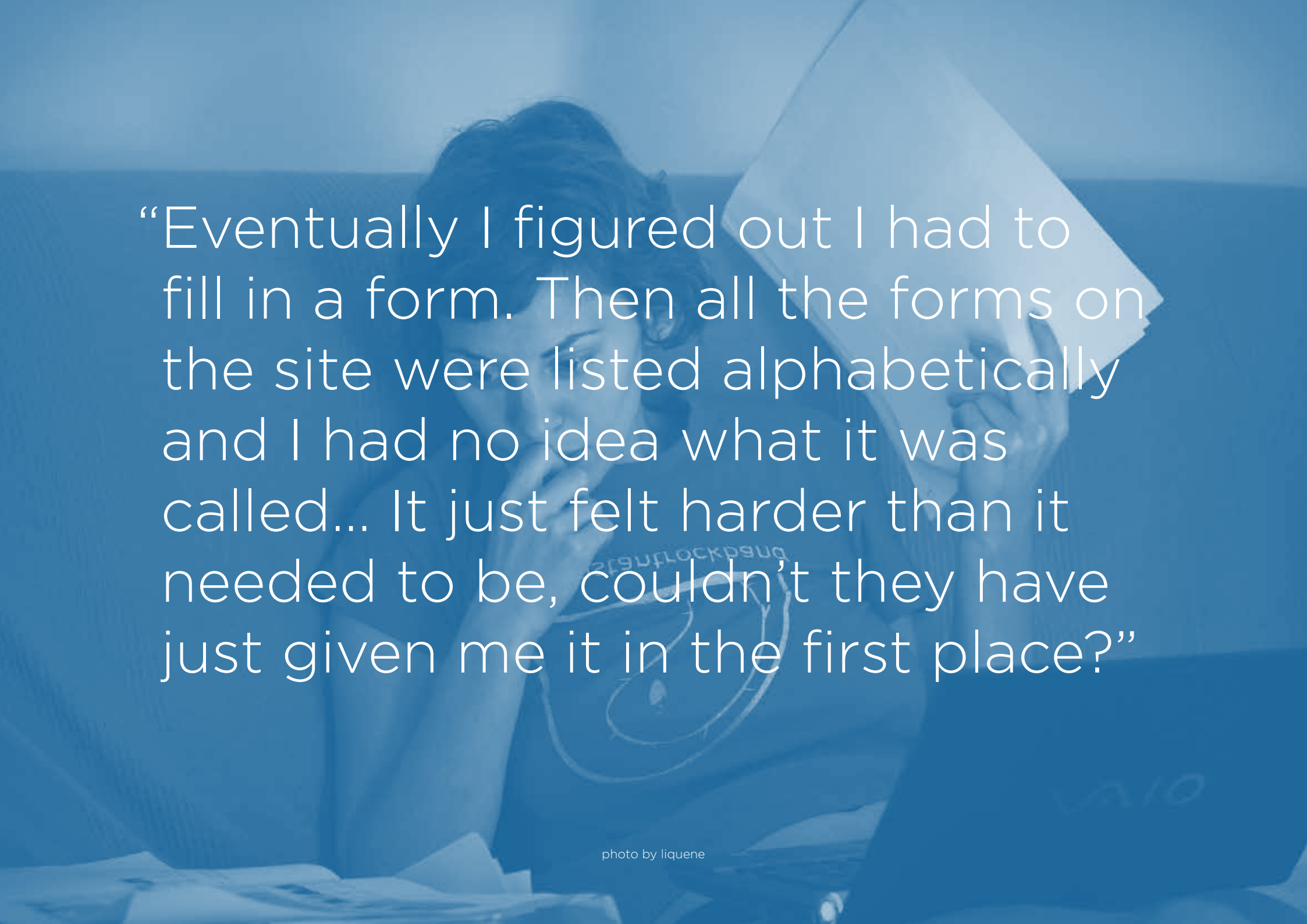


RECOMMENDATIONS

Learn how customers talk about the issues at hand and use their language when presenting information.

Avoid judgement and assumption, and build an understanding of the customer instead.

Treat each customer like they are a unique individual, even if their situation may be common.

A woman with dark hair is sitting at a desk, looking at a laptop screen. She has her hand to her chin in a thoughtful or frustrated pose. The entire image is overlaid with a semi-transparent blue filter. The text is centered over the image in a white, sans-serif font.

“Eventually I figured out I had to fill in a form. Then all the forms on the site were listed alphabetically and I had no idea what it was called... It just felt harder than it needed to be, couldn't they have just given me it in the first place?”

GUIDE THE JOURNEY

Help customers understand the steps in the journey, and guide them between steps.

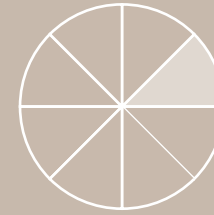
INSIGHTS

You know best so tell me what to do.

- Customers expect that Government should guide them through their whole journey (to task completion) and anticipate what their needs might be at each stage.
- Currently, customers feel they are left to figure this out themselves in the face of confusing information.
- Customers want to be guided as to what they need to do next. 'If I need to fill in a form, give me the form.'

You give me information but I can't understand it.

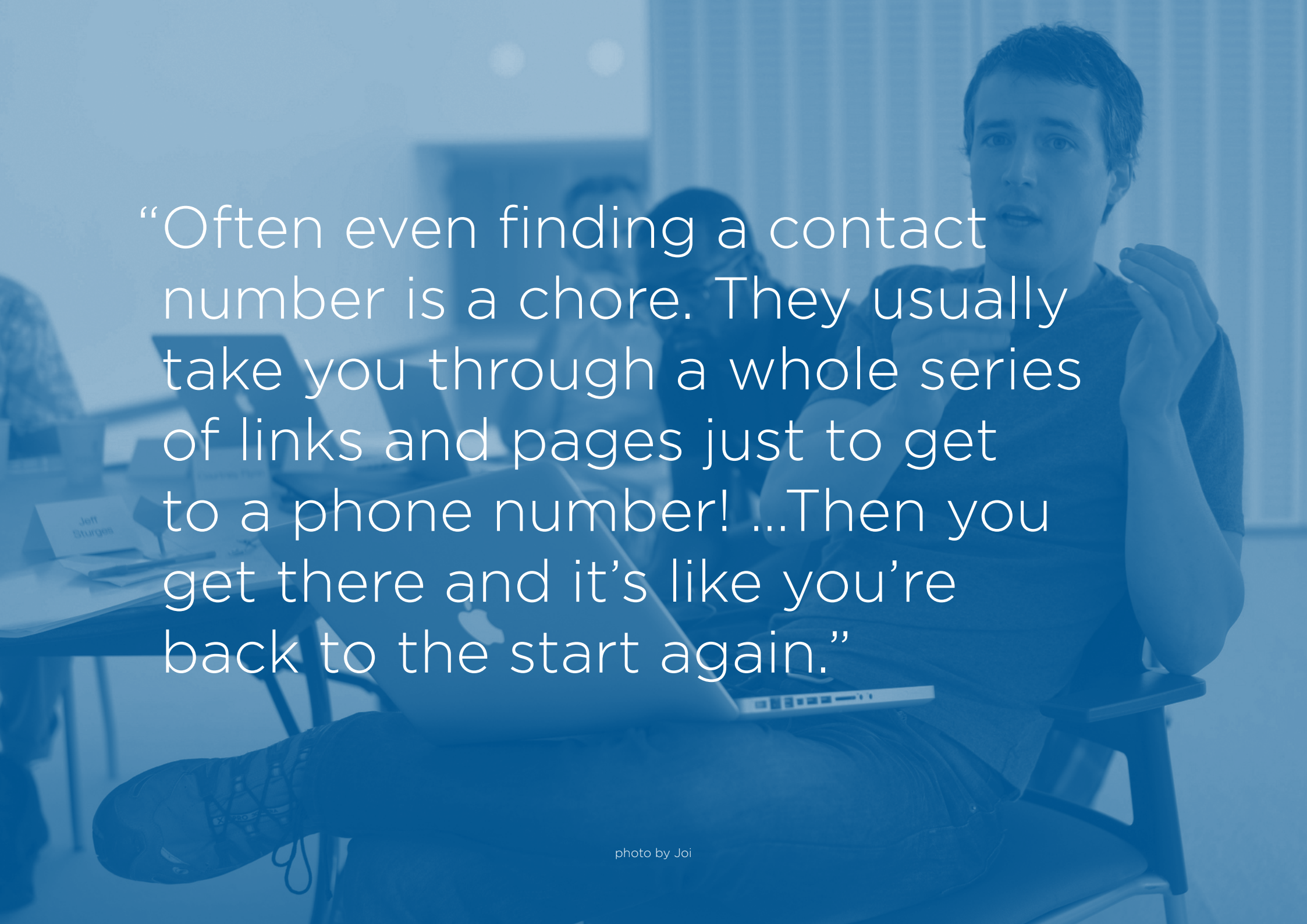
- Customers often manage to navigate to information regarding their specific problem or need. Making sense of that information and how it applies to them is often where pain points occur.
- This leads the customer to change channel for clarification, often without knowing where or how to do this.



RECOMMENDATIONS

Guide customers through each step of the journey and curate information in a way that is easy to understand.

Give customers clear and specific information at each stage in the journey, leading them to the next step.

A photograph of a man sitting at a table in a meeting room, looking thoughtful. He is wearing a dark t-shirt and has his hands clasped near his chin. A laptop is open on the table in front of him. In the background, other people are seated at tables with laptops, and a name tag for "Jeff Sturges" is visible on a table. The entire image has a blue tint.

“Often even finding a contact number is a chore. They usually take you through a whole series of links and pages just to get to a phone number! ...Then you get there and it’s like you’re back to the start again.”

photo by Joi

BE SEAMLESS

Consider the overall experience of the customer, rather than single interactions; and make it easy for them to move between interactions and across channels.

INSIGHTS

Acknowledge and connect the steps in my journey.

- When customers switch channel, it means they started their journey elsewhere. This is rarely understood or acknowledged.
- Customers feel that they are often bounced between websites, Departments and people.
- The frustration experienced at each interaction accumulates across the overall journey. A disconnected process makes for greater dissatisfaction.

Make it easy to change channel.

- Customers do not always behave consistently. All customers show a need or desire to use different channels at some point.
- This process of transitioning between channels or interactions can be difficult or take too long, frustrating customers.
- If customers cannot easily find a phone number when they need to, for example, they feel restricted and think Government is not trying to help them.




RECOMMENDATIONS

Understand that customers are going through a process. Acknowledge what they have already done and help them on to the next step.

Ease customer transitions between Departments and different levels of Government, and explain why the transition is necessary.

Design interactions that are driven by customer need, rather than internal processes or KPIs. Customers don't understand these.

A person's hands are shown writing on a form. The background is a blue-tinted image of a desk with various papers and documents. The text is overlaid in white, centered on the image.

“Why can’t simple things like the complaints form look the same whichever part of Government you’re dealing with? Every time it’s a different thing, it’s so confusing.”

BE CONSISTENT

Build consistency across Government services so it becomes easier for customers to interact with different services over time.

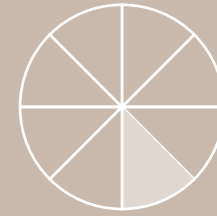
INSIGHTS

I want the same answer wherever I look.

- Customers' experience of Government information and services is mixed. The information online varies considerably from call centre staff knowledge and ability to answer specific problems or queries.
- This erodes trust in the specific channel and across Government information as a whole.

I want Government websites to have some consistency.

- The lack of consistency in style, process and language across Government websites means customers cannot apply the knowledge they gained from a prior experience to any future interaction.
- This means each interaction must be faced afresh, making it less efficient than it could be.

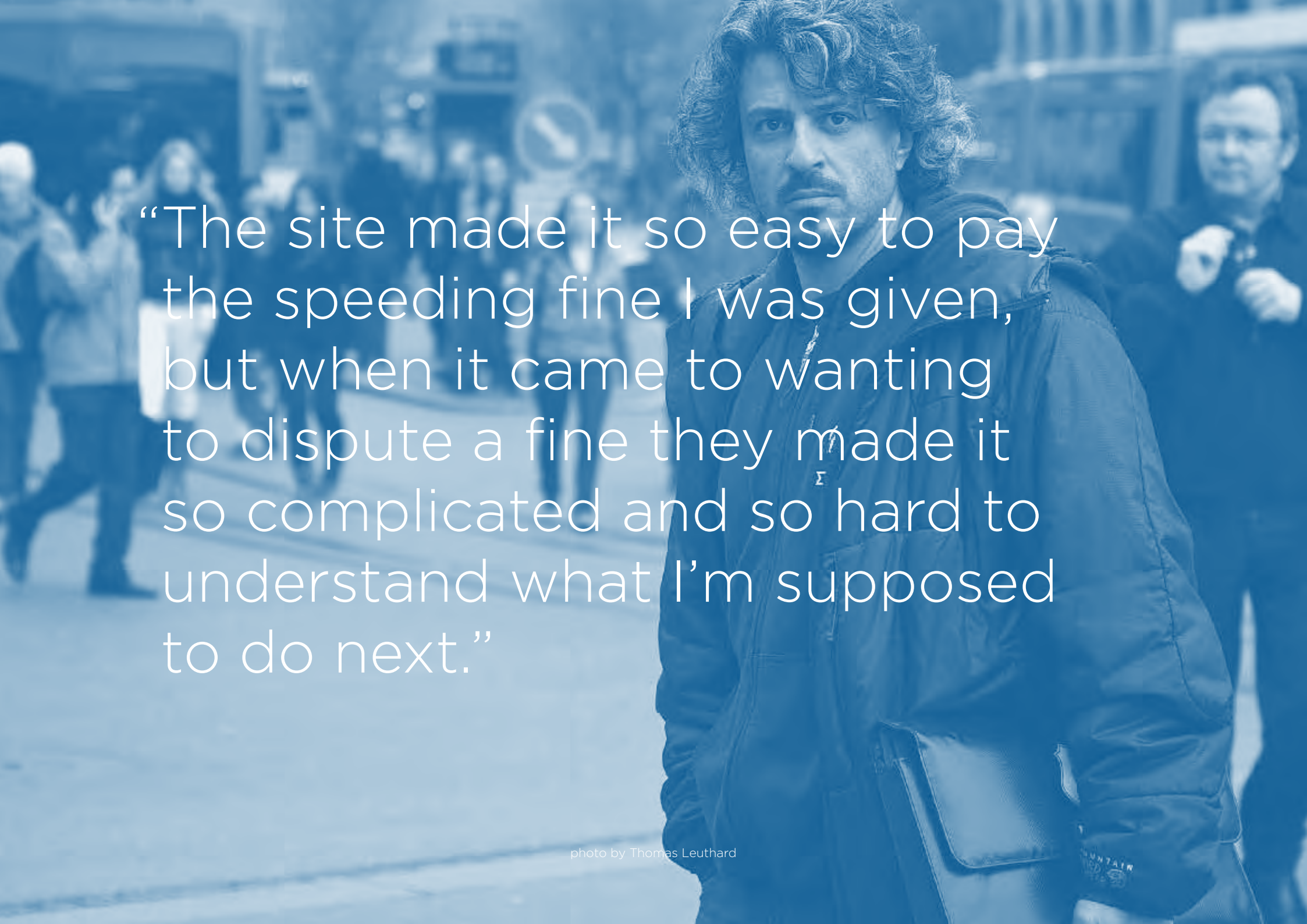


RECOMMENDATIONS

Use a consistent tone and language across Government, while ensuring it is customer friendly.

Ensure that knowledge across different channels is consistent.

Create consistency in similar processes across Government.



“The site made it so easy to pay the speeding fine I was given, but when it came to wanting to dispute a fine they made it so complicated and so hard to understand what I’m supposed to do next.”

photo by Thomas Leuthard

BE TRUSTWORTHY

Ensure customers can trust the information given to them so they can act upon it, instead of questioning it.

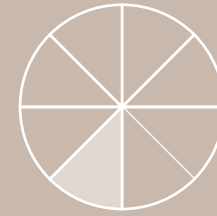
INSIGHTS

Give me correct information, first time.

- Customers are often faced with information that they feel could be out of date or incorrect.
- They are then forced to 'double-check' the information they find, often through an alternative channel.
- As seen with inconsistent information, this erodes trust in the specific channel and across information as a whole.

Give me complete information.

- Customers are often only given some of the information they need to continue on their journey and ultimately take action.
- They then must rely on other channels to find the specific information they are looking for.
- This frustrates customers and makes them feel like they are wasting their time. Often they conclude that they should have used another channel in the first place, undermining trust in the primary channel.



RECOMMENDATIONS

Ensure content is up-to-date, complete and correct.

Ensure that content is designed to help the customer understand and move forward in their journey.

Use a style online that suggests information is current and up-to-date.



“I always start on the internet. Google, Google, Google. But some stuff just isn't that easy. I don't ring up organisations that much, but sometimes you just need to.”

photo by Nanagyei

BE FLEXIBLE

Design experiences and information to be interacted with across a range of channels.

INSIGHTS

I use digital first, but I use other channels too.

- The internet, and Google more specifically, is often the first port of call for customers trying to find information. Customers prefer using digital information and services if they are designed to their satisfaction.
- However, all customers use other channels at some point, often when they can't find what they need online. Their choice of channel is multi-faceted, but the desire for multiple channels is consistent.

Give me the same information in different channels.

- Customers expect that Government will offer more than one channel to provide information or services.
- Wherever possible, customers would like the ability to choose how they would like to receive Government information.

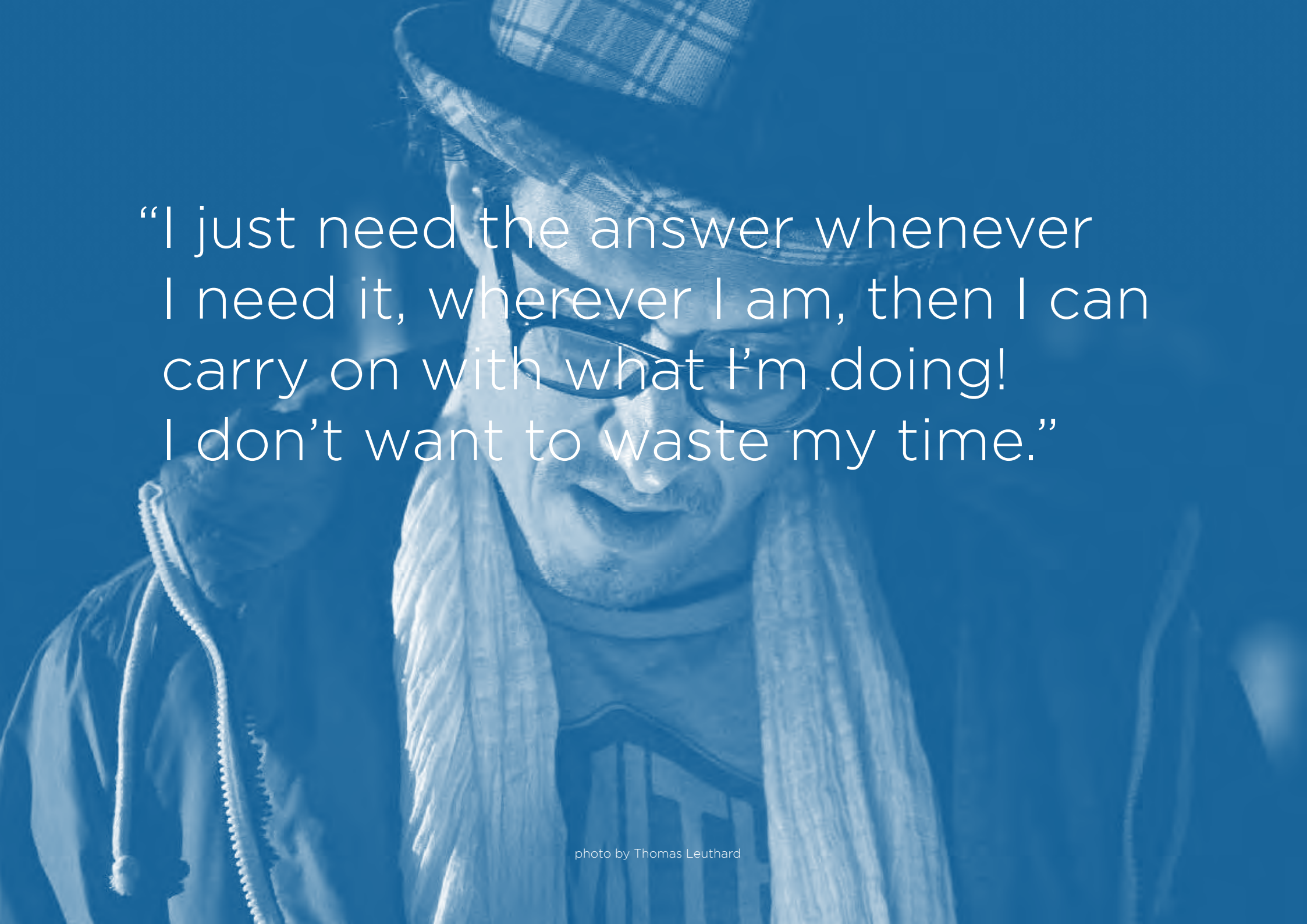


RECOMMENDATIONS

Encourage digital-first behaviour by ensuring online content is as effective and efficient as possible.

Provide other channel options and ensure that these are prepared for varied interactions.

Allow choice of channel for receiving information from the Government.



“I just need the answer whenever I need it, wherever I am, then I can carry on with what I’m doing! I don’t want to waste my time.”

photo by Thomas Leuthard

BE AVAILABLE

Ensure Government services are effective and efficient.
Technology failures are unacceptable.

INSIGHTS

Don't make me wait!

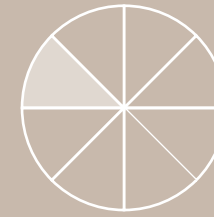
- There is a sense that Government services are understaffed or overwhelmed with the volume of customer interactions. Customers normally have to wait to speak to someone.
- This applies to both phone and face-to-face channels, where demand is often greater than supply. This causes a negative experience for the customer.

Make it easy to find information.

- Customers are using search, Google in particular, as part of their journey to finding information and services.
- Government information and services are not always easy to find in search results.
- This can occur when the customer searches in their language, not Government language.

The technology is a hygiene factor.

- Customers expect that they should be able to access Government services whenever they want and however they want.
- This means services need to be optimised for mobile and tablet wherever possible.
- Customers also expect websites not to crash and phone calls not to be cut off.



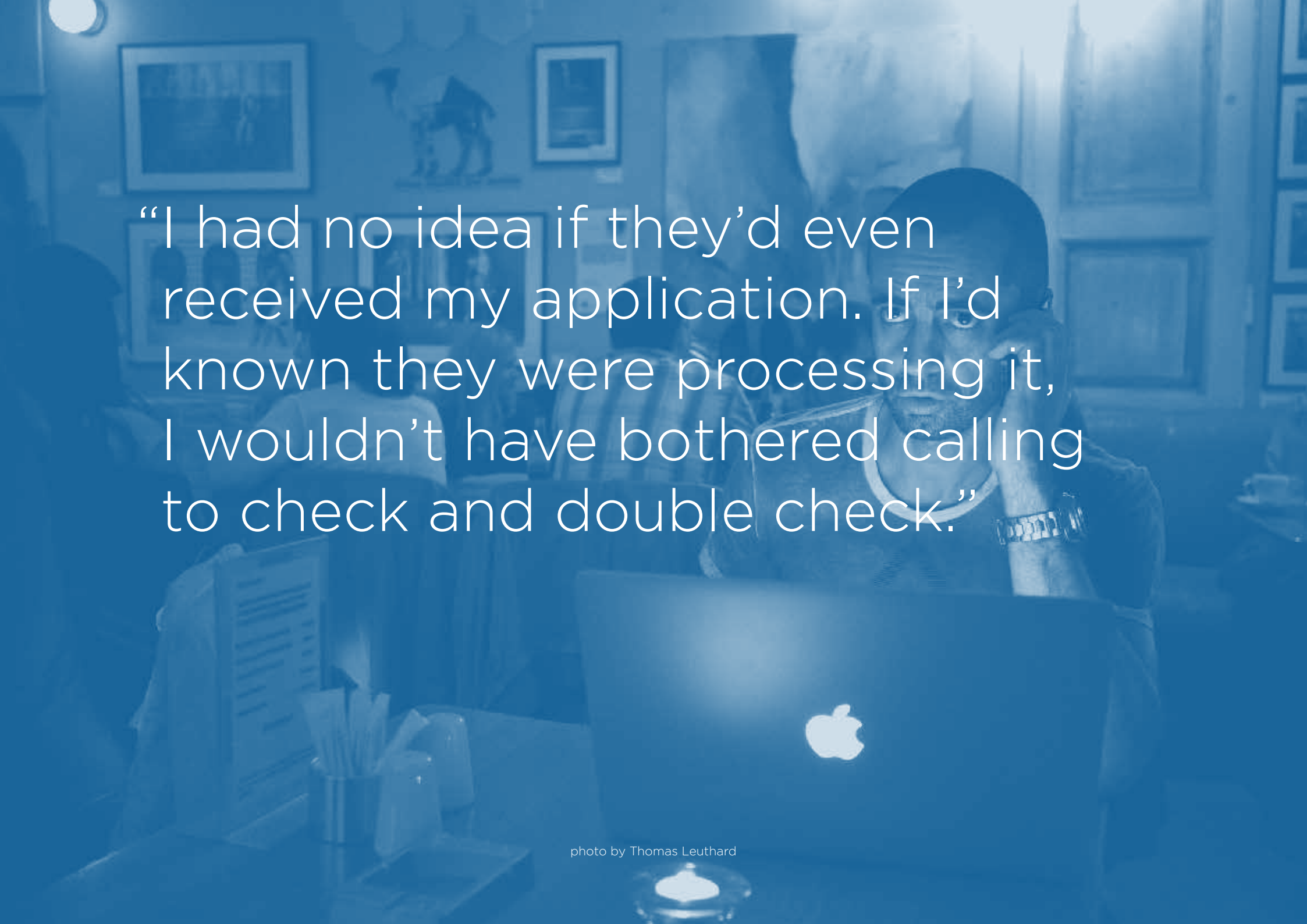
RECOMMENDATIONS

Create great digital experiences to ease pressure on other channels.

Ensure that secondary channels are enabled to help customers resolve issues quickly.

Pay attention to common issues arising in the call centre and try to resolve the issues on the digital channel.

Use customer-centric SEO to ensure that customers can find information they are looking for in their language.

A man is shown in a dimly lit room, likely an office or a study. He is wearing a dark t-shirt and a watch on his left wrist. He is holding a mobile phone to his ear with his left hand and looking towards the camera with a serious expression. In front of him is a laptop with the Apple logo visible on the lid. The room has several framed pictures on the wall, including one of a camel. The overall lighting is blue and moody.

“I had no idea if they’d even received my application. If I’d known they were processing it, I wouldn’t have bothered calling to check and double check.”

photo by Thomas Leuthard

MANAGE EXPECTATIONS

Be clear about the process and keep customers informed so they can relax and get on with their lives.

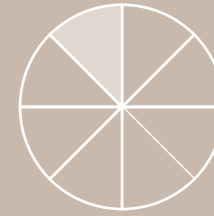
INSIGHTS

Tell me up front so I know where I stand.

- Customers understand that some tasks and processes take time to complete. Their patience and tolerance for process is much higher when their expectations are managed effectively.
- Before customers start a journey they want to know what the journey involves and how long it will take. This goes for all channels.

Let me know what's happening.

- Customers often feel like they are 'out of the loop' and find it difficult to judge progress towards fulfilling their need.
- Although there may be progress internally, through Government processes, the customer is unaware.
- This causes uncertainty, stress and wasted time.



RECOMMENDATIONS

Clearly communicate the journey, where the customer is in the process, and how long things will take.

Keep customers informed when things change, or when progress is made in applications.

APPENDIX 2: NEED STATE DETAIL

FINDING INFORMATION CURRENT STATE



NEED

- Locate information that is relevant to their current need or desired outcome
- Looking for information/answer

PRIMARY CHANNEL

- Search engine/Google
- Site navigation

BEHAVIOUR

- Will repeat their search or navigation process but with slight modifications to try and yield different results

SECONDARY CHANNEL

- Calling a person/Department to gain some clarity about where they can find information

EXAMPLE

- School Holiday dates
- Searching for information about importing a vehicle
- Looking for disability support services

PRIMARY CHANNEL PAIN POINTS

- It is unclear how to search or navigate to the information
- Searching in their language doesn't produce expected results
- Government structure (and their lack of understanding of it) hinders their search process

GOVERNMENT CAUSE

- The customer does not know where to start and has not been directed to a specific location
- Use of Government language in page titles and content is not aligned with the customer's, making search difficult
- Information is structured around Government processes that are unknown or irrelevant to customers

SECONDARY CHANNEL PAIN POINTS

- They do not know who to call
- They are kept on hold whilst trying to find the relevant information
- They are passed from Department to Department

FINDING INFORMATION IDEAL STATE



ORGANISATIONAL INTENT

- Design how users find information in a more customer-centric way

RELEVANT PRINCIPLES

- Be Consistent
- Be Accessible
- Manage Expectations
- Be Trustworthy

IDEAL PRIMARY CHANNEL EXPERIENCE

- Quickly and efficiently lead customers to the information they are looking for through Search, in particular Google and site navigation

EXAMPLE SOLUTIONS

- SEO that is focused around customer language
- Leading customers to specific information, not just a generalised page
- Structuring the site around customer need, not Government process
- Structuring the site in a similar way across Departments to build familiarity

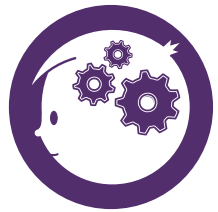
IDEAL SECONDARY CHANNEL EXPERIENCE

- Be easy to access, efficiently give or direct customers to the information needed, and explain the next steps in their overall journey

EXAMPLE SOLUTIONS

- Ensuring a phone number is visible
- Ensuring expectations around wait times are managed
- Ensuring staff at the contact centre can direct the customer to the information they need

UNDERSTANDING INFORMATION CURRENT STATE



NEED

- Comprehend the information they have found, and evaluate if it is trustworthy
- Looking for understanding

PRIMARY CHANNEL

- Online (Government & non-Government)

BEHAVIOUR

- Transition to non-Government channels in search of someone who has relevant experience

SECONDARY CHANNEL

- Via social channels such as Facebook, forums such as whirlpool, friends and family, or a relevant expert

EXAMPLE

- What grants are available for small businesses
- Understanding how to renew a driver's licence

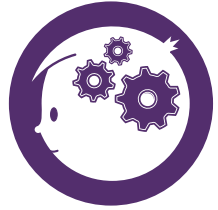
PRIMARY CHANNEL PAIN POINTS

- Language is unclear or organisational/Government-centric
- Information is incorrect or out of date
- Information is incomplete

GOVERNMENT CAUSE

- Use of Government language means information doesn't make sense to the customer
- It's not clear how up-to-date the information is, so the user questions it.
- The information is not succinct and lacks a focus on customer outcome or action, making it overwhelming

UNDERSTANDING INFORMATION IDEAL STATE



ORGANISATIONAL INTENT

- Design and deliver information in a way that helps customers understand it

IDEAL PRIMARY CHANNEL EXPERIENCE

- Deliver information to customers that is clear, complete and correct, building trust

IDEAL SECONDARY CHANNEL EXPERIENCE

- Be influenced where possible. These channels cannot be controlled by Government but could be used as another method of communication

RELEVANT PRINCIPLES

- Guide the Journey
- Be Trustworthy
- Be Flexible
- Be Human

EXAMPLE SOLUTIONS

- Using professional but simple and clear language
- Ensuring digital information is complete and up-to-date (still true)
- Using consistent information and language across one or multiple Departments to build familiarity and understanding

EXAMPLE SOLUTIONS

- Having a presence or interacting with customers in key forum spaces
- Sharing information with non-Government forums or advisory sites
- Interact with customers on social media

APPLYING INFORMATION TO ME CURRENT STATE



NEED

- Make sense of the information that they have found and apply it to their specific situation
- Looking for knowledge

PRIMARY CHANNEL

- Online

BEHAVIOUR

- The transition is from a content based channel to a personal channel

SECONDARY CHANNEL

- Calling a Government Department, service or expert

EXAMPLE

- Applying building regulations to a specific property and context
- Wanting to know if eligible for a grant

PRIMARY CHANNEL PAIN POINTS

- They understand the information but cannot figure out what it means given their specific circumstances
- There is ambiguity in the rules and how they are applied

GOVERNMENT CAUSE

- They are looking for an expert who can listen to and understand their specific situation and can then interpret the rules appropriately

SECONDARY CHANNEL PAIN POINTS

- They get no answer, and are bounced between people
- There are long waiting times
- There is inconsistent information between channels
- The length of each interaction is unclear
- The number of steps in the overall journey is unclear

APPLYING INFORMATION TO ME IDEAL STATE



ORGANISATIONAL INTENT

- Design and deliver information specific to multiple situations. Where this adds too much complexity, alternative channels should be offered

IDEAL PRIMARY CHANNEL EXPERIENCE

- Seek to give enough detail that customers can understand how the rules relate to their situation.

IDEAL SECONDARY CHANNEL EXPERIENCE

- Seek to understand the customer context and provide more specific guidance than is available online

RELEVANT PRINCIPLES

- Be Seamless
- Be Trustworthy
- Be Flexible
- Be Human

EXAMPLE SOLUTIONS

- Ensuring the information given is clear and transferable to multiple situations
- Give scenarios and examples of how information is applied in different situations

EXAMPLE SOLUTIONS

- Listening, allowing the customer to tell their story
- Acknowledging that they have probably already been online to search for and understand information
- Equipping staff with in-depth knowledge in key areas

WHAT NEXT CURRENT STATE



NEED

- Establish the next action they should take in order to get their desired outcome
- Looking for direction to next step

PRIMARY CHANNEL

- Online or phone
- Their choice is dependent on what channel they are currently in

BEHAVIOUR

- Tend to exit the journey, until their need becomes urgent. When urgent, they will normally call a Government Department or service

EXAMPLE

- How do I apply for my driver's licence?

PRIMARY CHANNEL PAIN POINTS

- Information is not outcome or action focused
- Information is incomplete
- Information is inconsistent
- The overall journey is unclear and customer is not guided through it

GOVERNMENT CAUSE

- Only information has been provided with no clear next step
- The customer feels that they have made progress, but cannot complete the process, which feels like a waste of time

WHAT NEXT IDEAL STATE



ORGANISATIONAL INTENT

- Provide a clear pathway to action

IDEAL PRIMARY CHANNEL EXPERIENCE

- Indicate what the next step in the overall journey is and guide them to all that is required at that step

IDEAL SECONDARY CHANNEL EXPERIENCE

- Provide the same information as the primary channel, allowing action

RELEVANT PRINCIPLES

- Guide the Journey
- Be Seamless
- Manage Expectations
- Be Human

EXAMPLE SOLUTIONS

- Ensure all information provides a next step
- Show what the overall journey looks like and which stage the customer is at

EXAMPLE SOLUTIONS

- Ensuring consistency across channels
- Focusing on action at every stage of the customer journey

INTERACTION CURRENT STATE



NEED

- Engage with a Government service in order to get their desired outcome
- Looking for action

PRIMARY CHANNEL

- Online, phone or face-to-face
- This is driven by what is required by Government

BEHAVIOUR/SECONDARY CHANNEL

- If the customer is using a digital channel, they will transition to personal (phone or face-to-face)
- If already on a personal channel, they will continue until they can get resolution

EXAMPLE

- Paying a speeding fine

PRIMARY CHANNEL PAIN POINTS

- Government process forces customers to use a channel that is inconvenient or not their preferred (often non-digital), particularly without explaining why
- The online channel is not clear or precise enough
- There are long wait times (phone or face-to-face)

SECONDARY CHANNEL PAIN POINTS

- The customer needs guidance and is reliant on Government staff to support them through interaction processes

INTERACTION IDEAL STATE



ORGANISATIONAL INTENT

- Allow efficient task completion

IDEAL PRIMARY CHANNEL EXPERIENCE

- Guide customers through an interaction process clearly, methodically and with minimal effort

IDEAL SECONDARY CHANNEL EXPERIENCE

- Seek to enable the customer to effectively complete the interaction by clarifying a specific issue, or guiding through the overall process

RELEVANT PRINCIPLES

- Be Consistent
- Be Flexible
- Manage Expectations
- Guide the Journey

EXAMPLE SOLUTIONS

- Allowing customers to complete as many interactions as possible in their preferred channel: online
- Ensuring interactions within and across Departments are consistent
- Ensuring language is clear and instructive, particularly in digital channel
- Providing case studies and examples so the customer can resolve their own issues

EXAMPLE SOLUTIONS

- Ensuring contact centre staff have a high level of knowledge around key interactions

RECEIVE CURRENT STATE



NEED

- Have their needs fulfilled so they can reach their desired outcome
- Looking for outcome

PRIMARY CHANNEL

- Online, post, face-to-face
- This is driven by what is required by Government

BEHAVIOUR/ SECONDARY CHANNEL

- Will tend to use a personal channel to enquire as to the progress of their transaction and understand the process

EXAMPLE

- Receiving a driving licence so they can drive their car

PRIMARY CHANNEL PAIN POINTS

- There are long wait times
- They are not kept up to date as to how their transaction is progressing
- They are not informed at any point in their journey what to expect and when

SECONDARY CHANNEL PAIN POINTS

- The customer feels they must be proactive and inform themselves, rather than relying on Government to do so

RECEIVE IDEAL STATE



ORGANISATIONAL INTENT

- Ensure customers reach their desired outcome

IDEAL PRIMARY CHANNEL EXPERIENCE

- Deliver what is required to meet the customer need and keep them informed, from the time of interacting to the time of receipt

IDEAL SECONDARY CHANNEL EXPERIENCE

- Reassure and answer customer questions, acknowledging and appeasing their frustration

RELEVANT PRINCIPLES

- Manage Expectations
- Be Seamless
- Guide the Journey
- Be Human

EXAMPLE SOLUTIONS

- Communicating expected wait times between interaction and receipt
- Showing transparency in the Government process so the customer understands what is happening and why this takes time
- Maximising use of technology to speed up processes and delivery times
- Updating the customer as progress is made

EXAMPLE SOLUTIONS

- Listening and empathising with customer context
- Showing transparency in Government process
- Informing the customer exactly what to expect from this stage on