



ReSPA

Regional School
of Public Administration

ReSPA Seasonal School on Digital Transformation

02-06 September 2019, Danilovgrad, Montenegro

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RAPID INNOVATION LAB¹ CURRICULUM: Delivering better government - Building digital skillsets for the 21st century public sector workforce

The 21st century staff needs training across the digital service design skillset to develop cross-functional “T” shaped skills² to support digital transformation and business agility of the public sector. As such Regional School of Public Administration (ReSPA) seeks to introduce a 5-day Seasonal School in the digital service design disciplines (design thinking, agile project and product management, human-centered design). ReSPA is the inter-governmental organization charged with enhancing regional collaboration, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA’s purpose is to help governments in the Western Balkan region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare them for membership in the European Union. Since its inception, ReSPA has contributed to the development of human resources and public administrative capacities through capacity building programs and different collaboration mechanisms such as the exchange of good practices, networking, peer reviews and development of know-how. During 2018 ReSPA has conducted *Regional Comparative Study on Service Delivery* with the focus on quality management, digitalization and accessibility of public services in the Western Balkans. Apart from identified inspiring cases, the study has set an analytical framework for the initiation of the standardization of public services in each of above stated aspects (e.g. quality management, etc.). As such it also provoked design of the Seasonal School in a collaborative manner aiming to co-create the programme of the school and implement it with various stakeholders.

The Seasonal School will provide an opportunity for practitioners and experts from the Western Balkans, the European Union, the United States, Canada as well representatives of credible international institutions to share experiences and methodologies to re-invent and optimize public administration and the services it provides. The Western Balkan public administrations have embraced the reform process and have developed strategic plans in key areas of optimization and digitalization including building capacity to foster innovation and delivering better digital services. Given the complexity of both, the optimization and digitalization processes of public administrations in the respective Western Balkan countries, the collaboration with California Health and Human Services Agency (CHHS), their partners

¹Rapid Innovation Lab is innovative capacity building at speed. It is based on the selection of the most important elements deriving from the following methodologies: design thinking, lean start up, business model generation, and entrepreneurial leadership. Rapid Innovation Lab will produce the following results: (innovative product concepts), capacity building (innovation skulls, tools and mindsets) and buy-in from participants, who take ownership as co-creators. During the rapid innovation lab, participants create innovative concepts and they start testing immediately with a goal of validating, iterating, and launching breakthrough solutions in months rather than years.

² The concept of T-shaped skills, or T-shaped persons is a metaphor used in job recruitment to describe the abilities of persons in the workforce. The vertical bar on the letter T represents the depth of related skills and expertise in a single field, whereas the horizontal bar is the ability to collaborate across disciplines with experts in other areas and to apply knowledge in areas of expertise other than one’s own. The term T-shaped skills is also common in the agile software development world and refers to the need for cross-skilled developers and testers in an agile team, e.g. a Scrum team. https://en.wikipedia.org/wiki/T-shaped_skills.



and credible EU and regional experts through the exchange of skills, best practices and success stories, can substantially contribute to overcoming some of their national challenges.

The 5-day Seasonal School experience will address major needs and challenges identified by participants from the Western Balkan public administrations' organizations. It will feature digital service, product driven, agile, lean and human centered design techniques - honed in the private sector and customized for the government workforce – to maximize these Public Administration organizations' potential and capacity to deliver products and solutions that solve problems. ***The Seasonal School modules will include techniques on design thinking, product management, change management, emotional intelligence, and facilitation techniques.***

The Seasonal School will culminate with a Designathon, a beginner-friendly, experience design workshop. It is a combination of design methodology and a traditional hackathon. A Designathon is different from a Hackathon since it is not geared towards developers - it focusses more on sketching out ideas than on building them, which allows the participants to think freely and more creatively than they ordinarily might in their day-to-day work. Designathon ensures deep understanding, fast iteration, validation and quick fail (if needed) of a subject. This methodology gives participants a different way of solving problems, and it helps participants transform their raw ideas into pitch-worthy concepts. The challenges of the Designathon inspire participants to think more creatively at their job, and to change the way of approaching design problems.

As a part of the planning for this immersive learning experience all engaged Seasonal School participants will be asked to identify a specific issue/challenge³ for the Designathon, which is relevant for their home institutions so that after the Seasonal School they can assemble small strike teams and give them a runway to apply these new skills and methodologies to some of the most pressing problems they are trying to solve. As a part of an ongoing collaboration ReSPA jointly with CHHS Office of Innovation and partners such as OECD OPSI, Canadian School of Public Service, OECD (Competitiveness Outlook team), RCC and others will try to identify opportunities. The main goal of Seasonal School would be to share Playbook (guidelines for replication of the Seasonal School), methodologies, inspiring cases and resources and to identify the opportunities for the follow up activities.

Who should attend (Profile of the participant):

In order to obtain multidisciplinary aspect of the target audiences the following profiles coming from the Public Institutions (Ministries) responsible for the Public Administration, Human Resource Management, eGovernment, Quality Management, and the Policy development and policy coordination. Following profiles will be considered for the Seasonal School ***(in total 6 per country):***

- ✓ Centre of Government Institutions Working Group Member (1 applicant);

³ Seasonal School participants will need to identify and nominate one example of the most triggering issue at their home institution (e.g. the process of digitalization of certain public service, or setting new human resource information system, or process of optimization of specific processes) where they would require certain report for challenge resolution



- ✓ eGovernment Working Group Members (3 applicants);
- ✓ Human Resource Management and Development Working Group Member (1 applicant);
- ✓ Quality Management Working Group Member (1 applicant);

Note: In case of unavailability of the above stated of permanent Working Group Members, it is advised to approach to substitute members or relevant profile(s) of senior position.

Group size: up to 30 participants

What you will learn - Expected benefits from the Seasonal School:

- ✓ Identification of common priorities, providing recommendations, discussing research related materials and proposing measures to be undertaken by ReSPA, CHHS innovation office and partners in order to support reform processes of its Members in a given thematic area;
- ✓ Ensuring the platform for peering among relevant representatives;
- ✓ Get familiarity with the concept, effect and utilization of the newest IT technologies (e.g. Blockchain, Artificial Intelligence) in the public administration;
- ✓ Get exposure to the process of so called “T” profile design by becoming familiar with Agile process and product leadership and management, lean development, learning and growth mindset, exploration, experimentation and codification with the prototyping process;
- ✓ Become familiar with Design Thinking as a human-centered process for creative problem solving which can be applied in areas like product design, service and experience design, leadership, and organizational change;
- ✓ Have possibility to interact with the International organizations’ representatives (OPSI OECD, RCC, etc.) and with international experts in subject coming from the USA, Canada, the EU and the Western Balkan region; and
- ✓ Obtain guide book (compilation of all the instructions and lessons learned) for further use.

Expectations from the participants:

- ✓ To occupy a position of a senior manager within the public administration;
- ✓ To have at least 5 years of relevant work experience;
- ✓ Advanced level of English (written and oral), **no interpretation will be provided**;
- ✓ To identify and nominate one example of the most triggering issue at their home institution (e.g. the process of digitalization of certain public service, or setting new human resource information system, or process of optimization of specific processes) where they would require certain report for challenge resolution.
- ✓ To be motivated to actively contribute to the event as well as to the follow up activities.

The proposal should be submitted by each applicant along with the application with the volume of maximum 500 words containing following segments:

- ✓ Name of the responsible Institution;



- ✓ Short description of the issue/challenge (problem statement);
- ✓ Short description of an institutional set up – does the legal and regulatory framework related to the challenge exist or is there an absence of it;
- ✓ How many people are impacted by this challenge?
- ✓ Desirable outcome of the intervention (area for improvement).

NOTE: Once all applications are received, the Seasonal School team of experts will examine all proposed topics (challenges within the institutions) and will select from 3 to 5 the most triggering cases to be subject of analysis during the entire event. Since each country will nominate six individuals, they will be considered as a national team, who will be informed prior to the event about selected country case.

Monday, 02 September 2019

Digital Transformation School Welcome

(Kick off! Getting to know one another and leaning about our collective challenges?)

INTRO & LIGHTNING TALKS/SPEEDGEEKING (By RESPA organizing team and speakers)

- ✓ TEAM BUILDING Innovators Mindset
- ✓ THEORY & PRACTICE Process overview, Challenge Statement Definition

INTRO TO DESIGN STUDIO: The Seasonal School facilitators convene participants and provide context for the challenge and set the vision. Facilitators make introductions and review the process and practices for the Lab. Participants are introduced to the concept of the “innovator’s mindset” through a set of case study stories and hands-on innovation activities

Time	Topic
08:00-08:30	Registration of participants and refreshments
08:30-09:00	Digital Transformation School Welcome
09:00-10:15	Lightning talks/Speed Geeking Round 1 <ul style="list-style-type: none"> • Digital Service Capacity, • Design & AI, • Blockchain, • Digital transformation
10:15-10:30	Coffee & Networking Break
10:30-11:30	Lighting Talks/Speed Geeking Round 2 <ul style="list-style-type: none"> • Digital Service Capacity, • Use of AI Blockchain, • Digital transformation • Digital Service Maturity
11:30-12:00	Design Studio - Getting Started <ul style="list-style-type: none"> • Introductions; Agenda • Rules of Play (Ground rules for the week) • Yes and vs Yes but • Design Values
12:00-13:00	Lunch
13:00-13:30	Teaming & Surviving Design Projects Innovator’s mindset and values <ul style="list-style-type: none"> • Group Therapy • Let’s get to know each other • Sorting the Group



13:30-15:30	Recognising and fostering Innovation Observatory for public sector innovation (OPSI) OECD toolkit navigator
15:30-15:45	Coffee Break
15:45-16:45	Project Selections & Problem Statements <ul style="list-style-type: none"> • Project Selection (review problems) • Framing the problem • Problem statement • Overview of HCD • Writing a brief
16:45- 17:00	Opportunities and Challenges <ul style="list-style-type: none"> • Group Therapy • Ideation (Silent brainwriting) • KJ Affinity mapping
17:00-17:20	Retrospective <ul style="list-style-type: none"> • What I learned • What I want to understand better • What is missing

Tuesday, 03 September 2019

Discovery & Field Research, Move from Problem Space to Challenge Statement

- ✓ THEORY Empathize and Define (Human Centred Design): Field Research, Move from Problem Space to challenge Statement
- ✓ PRACTICE Interview Actual Users
- ✓ TEAM BUILDING Team building through games + resilience training

DISCOVERY - Participants are sorted into teams to develop insights on the Lab challenge and surface root causes and opportunities. This encourages empathy for end users (clients, customers or beneficiaries), problem finding, and problem definition skills.

IMAGINE - Participants are introduced to creative practices for generating ideas applied to the lab challenge. We may use mind maps to visualize potential solutions. Creative prompts are given throughout the process to encourage solutions that go beyond the status quo. Participants learn how to prioritize ideas based on impact and resources.

Time	Topic
08:30-9:00	Recap of Day 1 <ul style="list-style-type: none"> • Stand up • HCD overview • Revisiting and redefining problem statement • Problem Statement Matrix • Defining Impact Metrics About your topic: <ul style="list-style-type: none"> ✓ <i>What motivates me</i> ✓ <i>What Concerns me</i> ✓ <i>What I wish I knew</i>
09:00-9:30	Canadian School of Public Services
09:30-10:30	Team building activity <ul style="list-style-type: none"> • Team building + resilience Training
10:30-10:45	Coffee Break
10:45-11:30	Canvassing Field Research Making a research Plan <ul style="list-style-type: none"> • Stakeholders Mapping



	<ul style="list-style-type: none"> • Champion Matrix
11:30-12:00	Research Methods <ul style="list-style-type: none"> • Theory + Practice • Types of research • How to interview
12:00-12:30	Active and Empathetic Listening <ul style="list-style-type: none"> • Story harvesting
12:30-13:30	Lunch
13:30-14:00	Field Research <ul style="list-style-type: none"> • User interviews w real users
14:00-14:30	Insights synthesis Affinity mapping and KJ <ul style="list-style-type: none"> • In teams
14:30-15:00	HCD Toolkit <ul style="list-style-type: none"> • User personas • Empathy maps
15:00-16:00	Work on Design tools: Update problem statements Refine/Add User personas Re-define Impact Metrics Empathy maps Research strategy gaps <ul style="list-style-type: none"> • Theory and Practice
16:00-16:30	Retrospective New knowledge about my users Known unknowns Users I cannot find <ul style="list-style-type: none"> • Group Retrospective
16:30-17:00	Designing a Design Studio <ul style="list-style-type: none"> • Theory, Methodology – Examples, Best practices
19:30-22:00	Social event

Wednesday, 04 September 2019

Refine Problem from Users Perspective, Demo Day

- ✓ **THEORY** Define: Data Analysis and Synthesis, Develop your own change management strategy
- ✓ **PRACTICE** Interview Actual Users, Design low fidelity prototype -Testable Thing (paper) Redefine problem from users' perspective
- ✓ **TEAMBUILDING** Increase buy-in through the planning process, Create a shared sense of urgency and unified vision, Team building + resilience training

PROTOTYPE - Participants learn how to build rapid prototypes to bring ideas to life for end user feedback. They use charrettes, storyboards to generate rapid prototypes of concept solutions. Participants learn a fast feedback model and present their prototypes to other teams. They incorporate feedback and make rapid iterations of their prototypes.

TEST - Participants learn how to organize their prototypes into elements they can begin testing immediately ("what can we do on Monday?"). They design 30/60/90 day action plans to optimize learning and generate "small wins" to build momentum.

ITERATE- Participant teams give a final (short) pitch of their prototypes and action plans to the full group. The lab concludes with a review of the resulting portfolio of prototypes and the concrete steps to begin integrating and prioritizing these prototypes into a common agenda. We'll also discuss how everyone can use the rapid tools every day to build a culture of innovation and new innovation habits in any organization (i.e., with relevant case studies).



Time	Topic
08:00-08:30	Recap of Day 2 & Games/Team building
08:30-09:00	Use of AI in Public Administration
09:00-09:45	Journey mapping (Intro and Activity)
09:45-10:30	Card Sorting (Intro and Activity)
10:30-11:00	Coffee break
11:00-12:30	Prototyping intro & Methods Prototyping method 1: Charettes + KJ (Intro and Activity)
12:30-13:30	Lunch break
13:30-15:00	Prototyping method 2: Prototyping with cheap tools – creation of low fidelity prototype (Intro and Activity)
15:00-15:30	Coffee break
15:30-17:00	Teams prepare to present <ul style="list-style-type: none"> • Teams present and provide each other feedback • Recap – Human Centered Change Management and Public Impact Design Toolkit
17:00-17:15	Wrap up of the day 3

Thursday, 05 September 2019

Changing culture, Creative thinking and design thinking, Agile Leadership and Practice, Product Management

- ✓ THEORY: How to use agile development methods to start small and iterate through a hypothesize, design, test, learn. Learn and promote the agile principles rather dogmatic application of the ceremonies (agilefall). Product strategy, constructing a product roadmap, defining assumptions (user behaviour, feature desires, business habits), testing assumptions, running a team, when to pivot, crafting a product, Sustainability Plan/Exit Strategy, requirements framework (not the standard functional/non-functional requirements), why Creativity is Crucial when Change is Accelerating
- ✓ Optional: Content Strategy, Usability Testing (i.e. Krug methodology), Micro-tests, tweaking wireframes, success metrics and tracking, Quantitative analysis: analytics; Quant/Qual
- ✓ PRACTICE Hands on experience with team to learn how the different roles (product vs. project manager) interact to define problems, brainstorm solutions and deliver value
- ✓ TEAMBUILDING Gamifying Agile Leadership and Practice – Team Game

Time	Topic
08:30-09:30	Recap of Day 3 Top 3 moments
09:30-10:00	Use of Blockchain technologies in Public Administration
10:00-11:00	Prepare Synthesis Presentation
11:00-11:15	Coffee Break
11:15-12:45	Group presentations
12:45-13:45	Lunch
13:45-14:15	Canadian School of Public Services - Accessibility
14:15-15:00	Creative and Design Thinking and Doing Presentation and group work
15:00-15:30	Changing Culture for Leaders
15:30-16:00	Recap of the day
18:00-21:00	Social event



Friday, 06 September 2019

Continuation of Agile Leadership and Practice, Product Management

Time	Topic
09:00-10:00	Product Management Agile Leadership and Agile teams
10:00-11:00	Product Road mapping <ul style="list-style-type: none">• UX Testing• Content Strategy
11:00-11:15	Coffee Break
11:15-12:45	Game – Agile leadership and practice
12:45-13:45	Lunch
13:45-14:45	Product Management Agile Leadership and Agile teams
14:45-15:45	Product Road mapping UX Testing Content Strategy
15:45-16:45	Game – Agile leadership and practice
16:45-17:15	Presentation of the follow up of the Seasonal school