



Design for Implementation



Developing

Focuses policy advice on 'end to end' aspects of implementation, including the use of digital technologies.

- Learning how to develop policy options with implementation in mind, by becoming familiar with:
 - the range of policy instruments used to deliver policy intent (such as incentives, subsidies, regulation, service delivery and behavioural nudges)
 - the organisational expertise you need to involve to make policy work (e.g. legal, finance, procurement, operations, service delivery partners), and the importance of involving them and service users in 'end-to-end' and 'outside in' processes.

70% on-the-job learning

Learn about your agency's corporate functions, and who can help you (e.g. legal, finance).

For a given policy issue, practise describing who has to do what, how, when, where, and with whom, for each proposed option to have its desired effect.

Find out about the values, needs and preferences of the end users of your agency's policy.

Think about the potential impacts of policy change in your sector and how it would affect stakeholders.

Build your understanding of design for implementation by getting involved in long-term projects that take incremental steps to design and implement workable solutions.

Build your understanding of design for implementation issues by being involved in a policy project that has a sizeable implementation component.

Read the Policy Project's materials on [design thinking](#) in the Policy Methods Toolbox.

Learn how to use prototypes to bring abstract ideas to life.

Build into your work tests and experiments that can examine what is and isn't effective in practice.

Review how a recent policy decision was operationalised, and identify the roles played by different corporate functions and external service delivery channels.

Learn how to access data on user needs to inform design options.

Position the user at the centre of the policy problem and consider this at every stage of implementation.

Talk with senior staff about the lived experience of users, their values, and how these need to be reflected in implementation design.

Shadow one of your service delivery teams as they roll out a new service or feature.

Explore and understand the processes associated with User-Centred Design.

Have a look at the online resources available from the [Auckland Co-Design Lab](#).



20% learning from others

Engage with a 'community of practice' or a wider public sector group to discuss and learn tools and concepts relevant to designing for implementation.

Talk with your operational colleagues and read your agency's accountability documents (e.g. annual report, statement of intent) to learn about the operating environment for your agency.

Learn as much as you can from more experienced colleagues about the end users of your agency's policy area, and the use of co-design in implementation.

Spend time in regional offices, if your agency has them.

Seek secondments or other opportunities to work with partner organisations, such as iwi entities.

10% formal training

Attend introductory courses on policy design and implementation.

Do a course on user-centred design.