Design for Implementation

Leading

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

- Leads decisions on the choice of policy instruments using rigorous criteria and proven design frameworks so that options are feasible. This means being able to:
  - constructively challenge traditional delivery mechanisms and actively examine alternative mechanisms (e.g. via new technologies, non-regulatory levers, new partnerships)
  - systematically identify and address internal and external issues, challenges and risks that could affect implementation
  - build relationships with potential delivery partners, inside and outside government, to test option viability, resolve problems and identify efficiencies
  - develop robust delivery roadmaps that are collaborative, assign accountabilities and enable adjustment if circumstances change.

70% on-the-job learning

- [ ] Confidently apply new formal iterative methodologies and techniques that can contribute to design options.
- [ ] Regularly use iterative project management methodologies to test a number of different approaches.
- [ ] Design tests and experiments to evaluate prototypes through large-scale randomised tests or randomised control trials.
- [ ] Assess which research methods (e.g. in-depth interviews, questionnaires, workshops, ethnographic observation) are best used to gain insights about users and how they are likely to respond to different policy options.
- [ ] Identify ways that new user needs can be tested and re-validated throughout development and delivery.
- [ ] Develop and maintain a register of project risks and how to mitigate them.
- [ ] Use participatory approaches to design, develop, test and implement projects that involve users directly.
- [ ] Coach less experienced staff in how to develop prototypes that can be used with users to test feasibility and explore the ability to scale up.
- [ ] Coach or mentor less experienced staff on how to ensure policy proposals are workable.
- [ ] Share with colleagues your knowledge of applying different policy instruments (e.g. regulation, financial incentives, behavioural nudges) to policy problems, and lessons learned.
- [ ] Share your insights on design for implementation at in-house policy training and seminars.
- [ ] Understand the Digital product lifecycle and how to manage risk when replacing legacy systems (see Strategy and planning and Legacy system guidance).
- [ ] Understand how Cloud capabilities can/should be used to support the work of government (see Cloud services and Application programming interfaces).
- [ ] Consider the Digital Service Design Standard and how it applies to your work.
- [ ] Understand which data and digital standards may apply to your work (see Government Digital Standards Catalogue).

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Leading

20% learning from others

- [ ] Engage with academics, service providers and key users to iteratively co-design policy processes.
- [ ] Engage with a community of practice that applies new methods and approaches to testing policy frameworks.
- [ ] Work with other experts to adapt, design and lead training on how such approaches can be used in cross-sector and in-house policy projects.
- [ ] Engage with specialists in behavioural science to use psychological and sociological techniques to deliver policy outcomes (e.g. 'nudge' interventions).

10% formal training

- [ ] Attend courses or seminars on new 'design thinking' methods including Agile and Lean project approaches.
- [ ] Attend courses on influencing human behaviour as part of policy development.
- [ ] Attend courses that aim to help understanding complexity, design better operating policies, and guide effective change from a systems thinking perspective (e.g. Systems Thinking by Wellington Uni Professional).