

Case studies with the Public Sector

Overview

- 3 cases with the public sector.
- Each case shows what I did, results, insights, and reflections.
- Please give me questions.

Contents

1. "Little Work" Service Design Project, cl. Fukui prefectural gov.
2. Branding Strategy Design, cl. the City of Sabae.
3. "Coffee Table," cl. Metsähallitus (DfG project)
4. Tips

Kazuki Mori

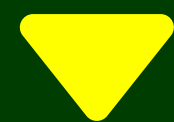
- 2nd year of CoID
- Project Manager / Service Designer
- Interest in
 - design in the public sector
 - unexpected transformation, and how design can set up favorable conditions



1. "Little Work"

promoting older adults' short-time work in a nursing home

- 30% of the aged population, nursing care homes lack of workers.
- What if older adults can work in nursing care home?
- However, it did not attract many people. "Please recruit" as the first brief.



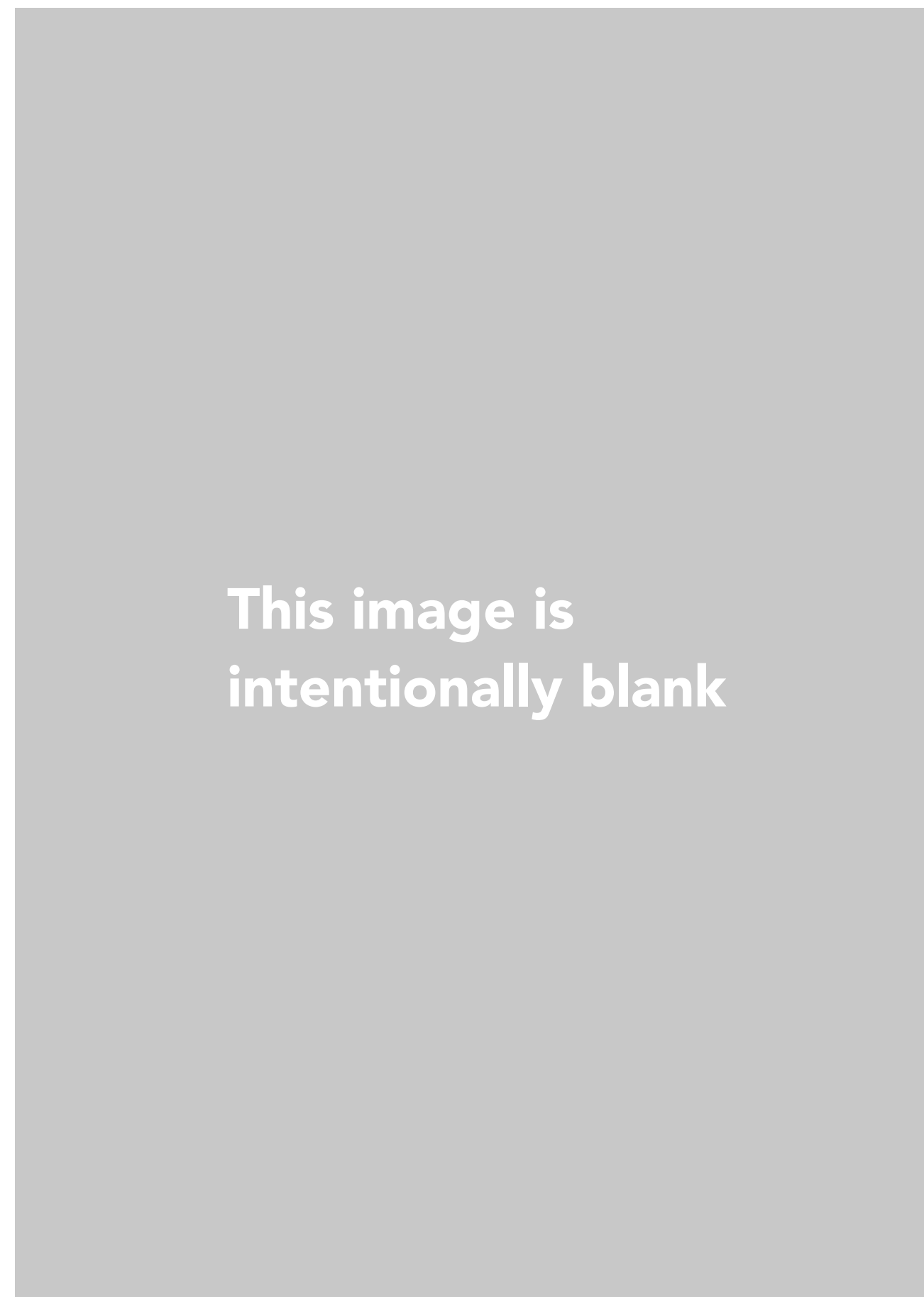
- Provided a map of potential approaches
- Designed flyers



client: Fukui Prefectural Government
period: 10.2019 - 03.2022

1-1. Outcome

2 types of recruitment flyers ... also based on the research



1-1. Outcome

- Behind flyers, I reframed the brief and went back to what could be done.
- A list of potential approaches were provided.
- Flyers are just the first one of them, as the pre-determined deliverable.

ちょこっと就労_潜在応募者_ペルソナ



福井 花子 (67歳・女性)

▷ 職業：無職
 (前職：眼鏡関連企業の事務職)
 ▷ 住所：南条駅
 ▷ 収入：月12万円(年金)
 ▷ 家族構成：夫(72歳)、息子夫婦(40歳)
 ▷ 住居：一戸建て(6LDK)
 ▷ 趣味：テレビ、舞踊
 ▷ 移動手段：車

ユーザーストーリー/価値観

前職を65歳で退職後、片付けや旅行などして過ごしてきたが、2年間経ってやる事がなくなってきた。家族にも手がかけられないため、やりたいことを自分で決められる状況。

生活に張り合いを持たせるために、退職後から舞踊をはじめた。時間を持て余しており、あいた時間はテレビを見ていることが多いが、もう少しできることがないか探している。絵画クラブやシルバー人材センターに興味がある。

生活パターン/休日の過ごし方

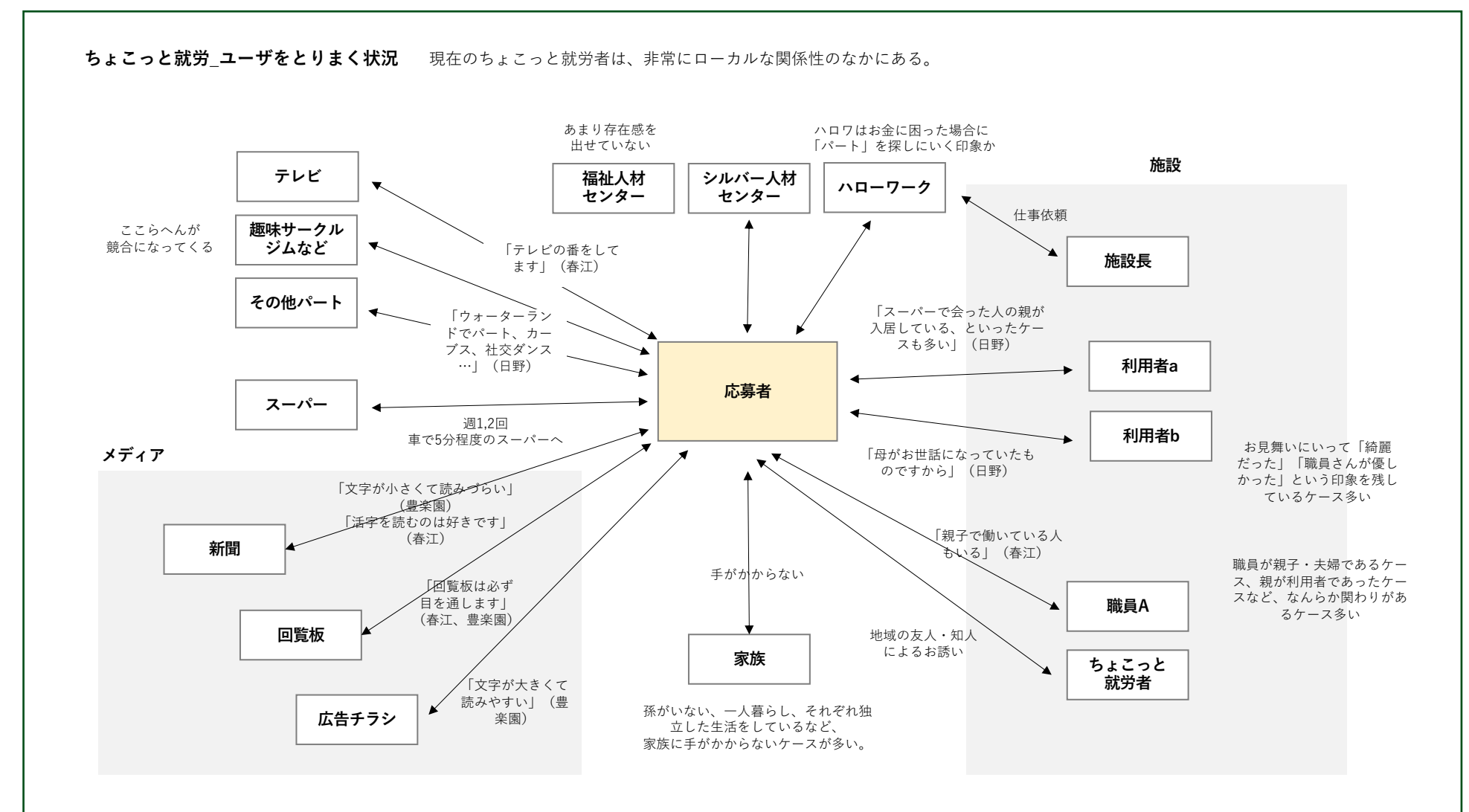
- ・ポイントが貯まる日にあわせ、週2回スーパー(ハニー)に行く。
- ・畑仕事・通院・家事(夕飯・洗濯・掃除)とテレビが主な日課。
- ・週1回、舞踊クラブで踊りを習っている。

6:30~8:30 起床、朝ごはんの準備等
 9:00~ 農作業/通院等
 12:00~ 昼食(外食やお惣菜パンなど)
 13:00~ テレビ視聴/舞踊等
 16:00~ 夕食準備、夕食、団らん
 22:30 就寝

課題とゴール

■課題
 「持て余した時間を有効活用したい」。
 9:00~16:00頃にかけての空いた時間を活用し、生活に張り合いをもたせたい。(一方で、8時間の勤務には興味がない)

■ゴール
 充実した毎日/求められる居場所をつくる



1-2. What I did

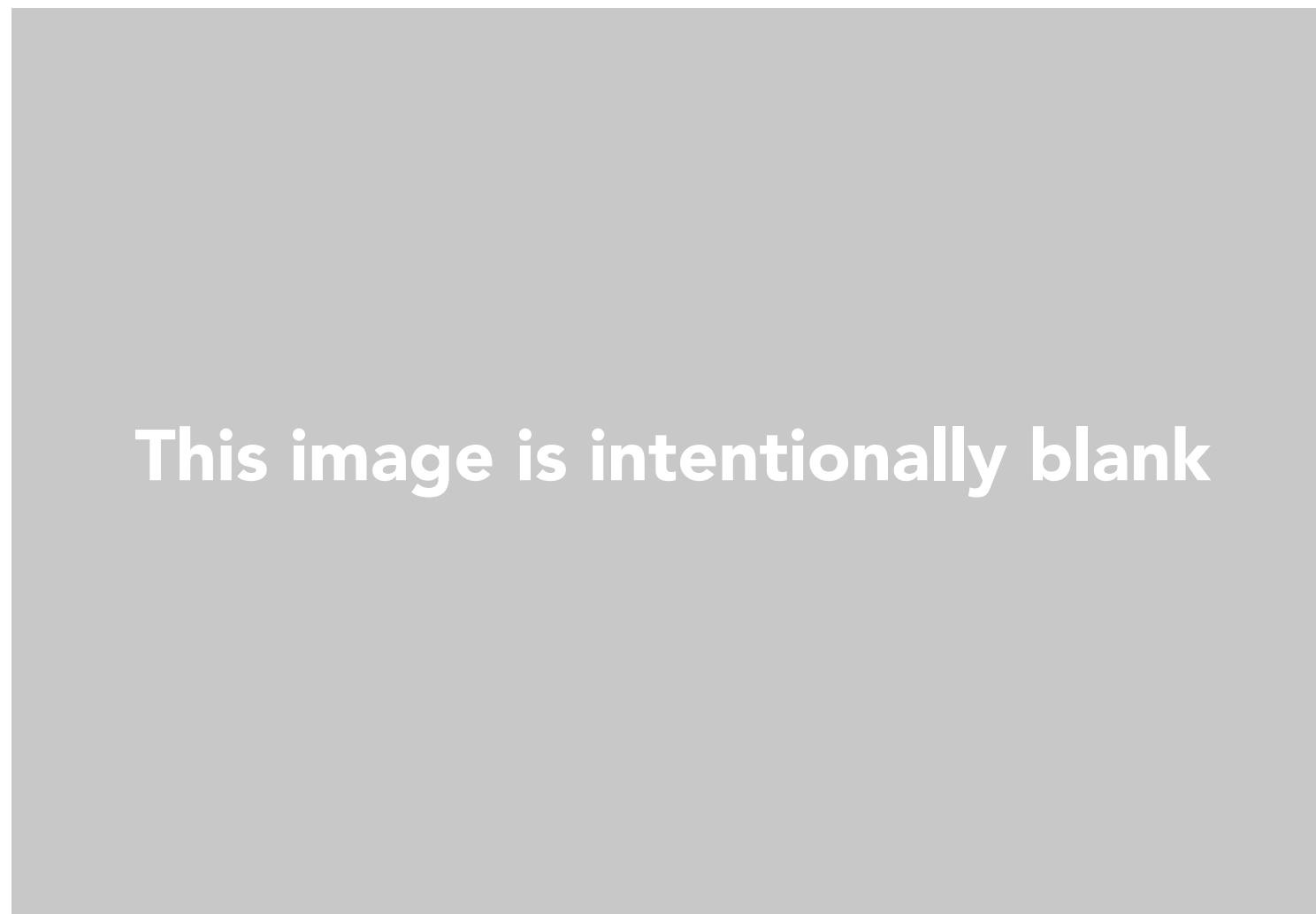
Research from multi-dimensional perspectives

Interviews with

- 3 nursing homes
- 2 “little work” workers
- 7 older adults (potential users)



- Customer Journey Map
- Stakeholder Map
- Persona
- (Original) Circumstance Map



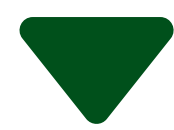
ちよこっと就労_カスタマージャーニーマップ_仮説段階：無職・女性（越前市・65歳）

ステージ	認知	応募①	情報獲得	応募②	採用決定・受入
顧客接点	<ul style="list-style-type: none"> ・回覧板 ・ハローワークなど説明会 ・新聞広告 	<ul style="list-style-type: none"> ・電話（福祉人材センター、または近隣の施設へ直接） ・メール ・事前の施設見学 	<ul style="list-style-type: none"> ・研修・面接会 	<ul style="list-style-type: none"> ・現場見学・雇用面談 	<ul style="list-style-type: none"> ・採用通知書？ ・初回勤務
行動（仮説）	<ul style="list-style-type: none"> ・回覧板を見て「ちよこっと就労」および研修・面接会があることを知る。 ・介護施設で働いている自分を想像する。 ・家族に相談する。 	<ul style="list-style-type: none"> ・電話・メールで、応募したい旨を連絡する。（一部：近くの施設に直接電話し、事前見学に行く。） 	<ul style="list-style-type: none"> ・研修・面接会へ訪れる。 ・研修を受ける（介護の概要について聞く。介護福祉士から、体の使い方などの講座を受ける。） ・ブースに寄り、話を聞く。 ・次回の現場見学日程を決める？ 	<ul style="list-style-type: none"> ・電話等で日程調整をする。 ・現場見学で、改めて会社概要や仕事内容、働く人などを確認する。 ・雇用面談で、雇用条件等を確認する。 	<ul style="list-style-type: none"> ・電話連絡で採用通知を聞く。 ・初日の日程を決める。 ・当日勤務に向かう。 ・勤務場所での自己紹介がある。 ・初日の仕事の内容を確認する。 ...
思考・感情（仮説）	<ul style="list-style-type: none"> ・時間もあるし働くのもいいな。 ・あの介護施設、評判いいいな。 ・一体どんな仕事があるかな。 ・時給いくらだろう。 ・家族はOKしてくれるかな。 ・どんな人がいるかな。不安だ。 	<ul style="list-style-type: none"> ・興味があるけど、どうしたらいい？ととりあえず電話？ ・施設見学は、やる気ありすぎると思われちゃうかな。 ・研修の日程があわないな。 ・研修の交通が調整できないな。 	<ul style="list-style-type: none"> ・友達がいなくて不安だな。 ・どんな話をするんだろう。 ・服装など指定はあるかな。 ・介護の体の使い方はすごいな。 ・どのブースにいけばいいかな。 ・この後、どんな流れかな。 	<ul style="list-style-type: none"> ・雰囲気がいまいち/悪いな ・仕事は楽しそうだ/きつそう ・日時が合うな/合わないな ・実際に来てみると、やっぱり違うのは難しそうだな 	<ul style="list-style-type: none"> ・初日だ、わくわくするなあ。 ・職員さんと仲良くなれるか？ ・利用者も仲良くなれるか？
課題・疑問	<ul style="list-style-type: none"> ・応募の動機は。 ・他の利用チャネルは。普段、どんなチャネルに触れているか。 ・どんなチラシ/広告？ ・他のバイト等と比べ、なぜちよこっと就労なのか。 ・家族の反応は。 ・潜在顧客にリーチしきれていない可能性（チャネル/デザイン） ・仕事内容や人の印象、介護の難い印象を払拭できていない可能性 	<ul style="list-style-type: none"> ・研修って、申込み必須？ ・電話したとして、どんな話をしているのか。とりあえず研修来てみて下さい、という感じ？ ・どれくらいの人が、事前の施設見学に行っているのだろうか 	<ul style="list-style-type: none"> ・研修会、どう感じたか。 ・行きたい施設は決めてから行くか。研修会までから尋ねるか。 ・男性23%、どこへ行ったら？ ・デザイン性が低く、動機が下がる可能性。 ・介護の講義、おもしろいか。 ・ブース、どこ行くべきか。 ・ブース説明わかりにくい？ ・全体の流れを直すべき？ ・全体の相談ブースなど必要？ 	<ul style="list-style-type: none"> ・研修120名から、現場見学へ繋がる人はどれくらいで、そのうちどれくらいがマッチングに至るか。 ・何人が事業者理由/何人が応募者理由でマッチングに至らないのか。 ・マッチングに至らない理由は何か。 	<ul style="list-style-type: none"> ・仕事の伝え方にはどのようなハードルがあるか。 ・職員や利用者も仲良くなることにどんなハードルがあるか。
定性・定量データ	<ul style="list-style-type: none"> 研修参加者のチャネル ・回覧板 32% ・新聞広告 20% ・ハローワーク講座等 15% 	<ul style="list-style-type: none"> 「チラシを見て、福祉人材センターに連絡してくる人もいる」（福祉課） 	<ul style="list-style-type: none"> 研修参加者数 120名 ・男性23% / 女性77% 		<ul style="list-style-type: none"> 利用状況 68名 ・男性5名 / 女性63名 ・75歳～ 11名 ・60歳～74歳 50名 ・～60歳 7名

1-3. Insights

Who do you think are targets?

- Targets are those who "live alone".



- High rate of three generation households.
- living alone is a key factor
- "To put yourself in someone's shoes"



1-4. Reflection

Failure?

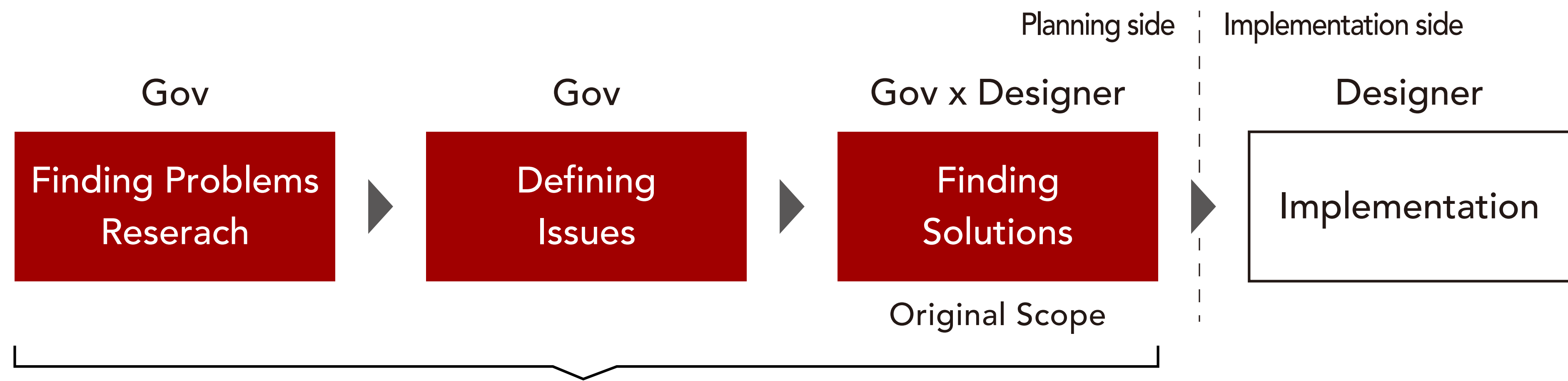
- I see this project as a "failure".
 - Flyers are not well used
 - The project was taken over by a consultancy in Tokyo!
- "Why is designing just two flyers so expensive?"
- I failed to convey the value behind the flyers.
- Have regular meetings to share what you do and how it matters.



- Take clients' shoes as well.
 - Involve clients in processes.
 - Pay attention to what your client could experience, feel, learn.

Appendix. Public Design Lab Fukui

- The Fukui gov. initiated a Policy Design project. The scheme is to involve designers in a policy planning process before procurement.
- But it was to involve designers relatively to the downstream (=finding solutions with pre-determined issues).
- I proposed to include design in the upstream, involving the service design process. That's why I was involved in this project, even though I had no experience in service design at that time.

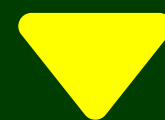


I proposed these all phases should be the scope of the Policy Design

2. Branding Strategy for the City of Sabae

Bringing different actors together

- A motivated civil servant wants to “create changes” within the organization.
- Necessity of radical initiatives.



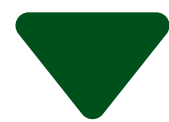
- Developed a branding strategy and slogan
- Created a stage among citizen practitioners and civil servants



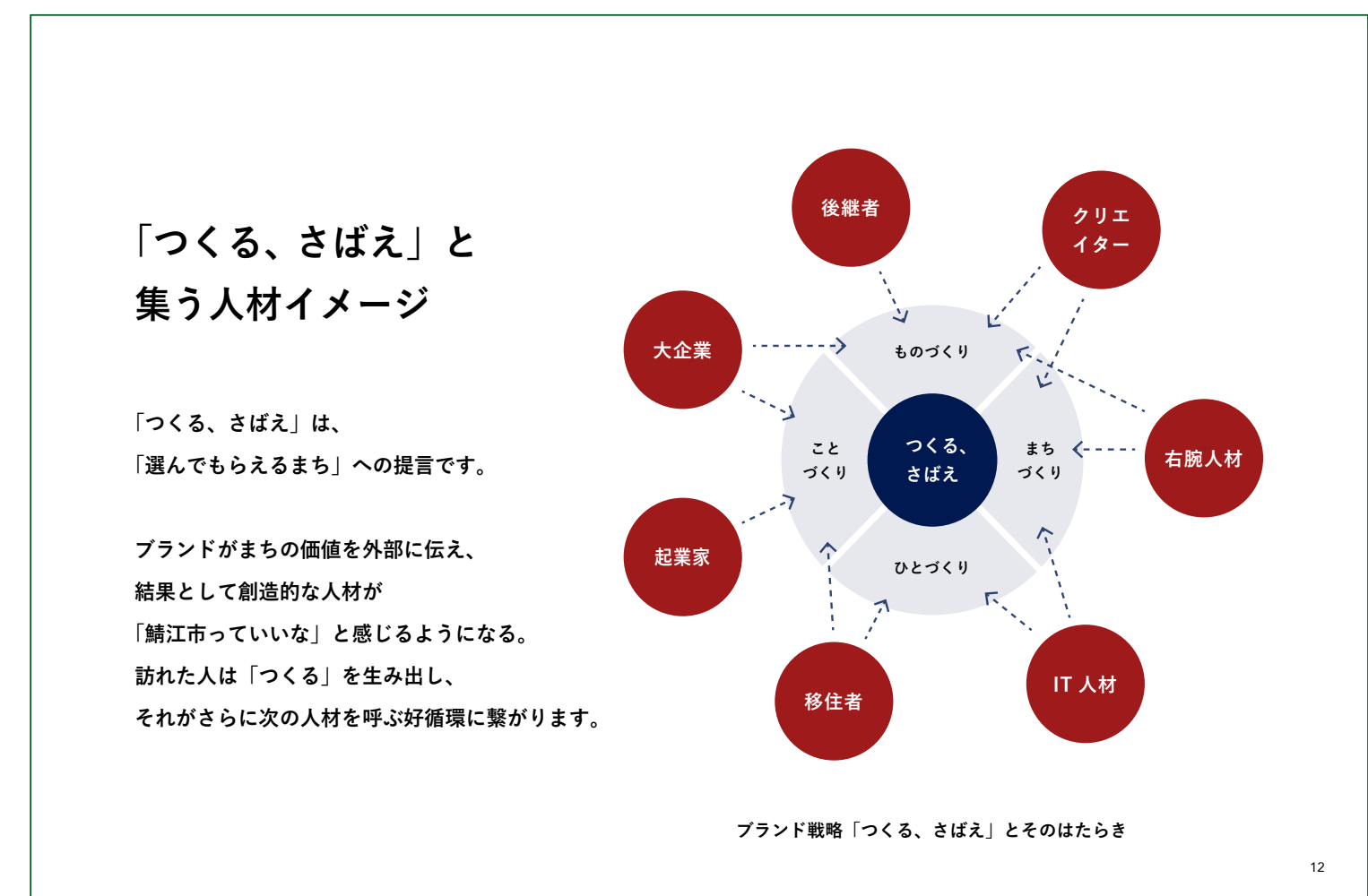
client: the City of Sabae
period: 04.2022 - 01.2023

2-1. Outcome

- Proposed a branding slogan, "Sabae, the Making City"
- Developed strategies of "five makings": craft (making things), citizen initiative (making the city), education (making HR), ...
- e.g. We proposed a design school for craftspeople.



- All of the projects are ongoing
- I will be in charge of 2 projects out of them!



2-2. What I did

Design as setting up an environment

- Invited motivated, diverse practitioners
- Involved enthusiastic civil servants
 - Civil servants got motivated to make it happen
 - Citizen voice legitimized the strategy



Staging decision making

- An official presentation inviting the mayor and the managerial layer
 - Created common ground
 - Encouraged the mayor to make a decision



2-3. Conflicts

Mediate conflicts through scenario building



小学5年生：かんだ



高校2年生：ゆう



農業起業家・ユウキ



フリーランス・エミ



地域住民・せいこさん



職人・金田さん

- Differences between stakeholders
- "Citizens must feel distant with this strategy" - A civil servant
- Scenarios show the strategy contributes to "your neighbours you may know"
- All of them have existing models: "I can imagine this scenario!"

"He learned programming at a school and became fascinated with Internet, so he started attending a programming club in the city and started building his own original robot".

2-4. Reflection

Users and clients are co-designer.

- Invite them in the process.
- One of designers' role is to create learning to users and clients.
- Open to conflicts and contradictions.
- Also, Engage and stage your client/ key person!

Appendix. TSUGI, In-town Designer

- TSUGI was a partner in this project. Their competency is “being local”.
- TSUGI is a design firm in Sabae, Fukui, Japan.
- They call themselves “In-town designers”.
- They are doing graphics, product, package, and branding, but also do an event, opened a shop, and are going to run a hotel in a specific area.
- They say their scope is “what is necessary here”, and all of their work is based on their network.
- What could new designing look like?

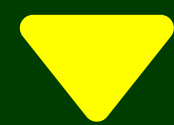


Read it more with google translator. <https://www.projectdesign.jp/201907/businessdesign-idea/006572.php>

3. DfG case: Coffee Table for Biodiversity

A small gathering for concrete projects

- Metsähallitus ("Forest Gov.") is a public org., managing preserved lands in Finland.
- The number of visitors increased rapidly. "How to balance between visiting for well-being and protecting biodiversity?"



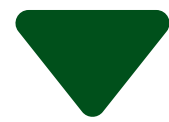
- Identified the need for shared understanding and concrete actions.
- Proposed "Coffee Table" for biodiversity.



client: Metsähallitus
period: 02.2022 - 05.2022

3-1. Outcome

- "Is visitation a fundamental issue?"
- Reframed focus from "visitors" to inside the organization.



"Coffee Table for Biodiversity"



The coffee table is:

- to bring different stakeholders together
- to implement concrete solutions into reality among departments of conserving, recreation, and forest management.

3-2. What we did

Interview list

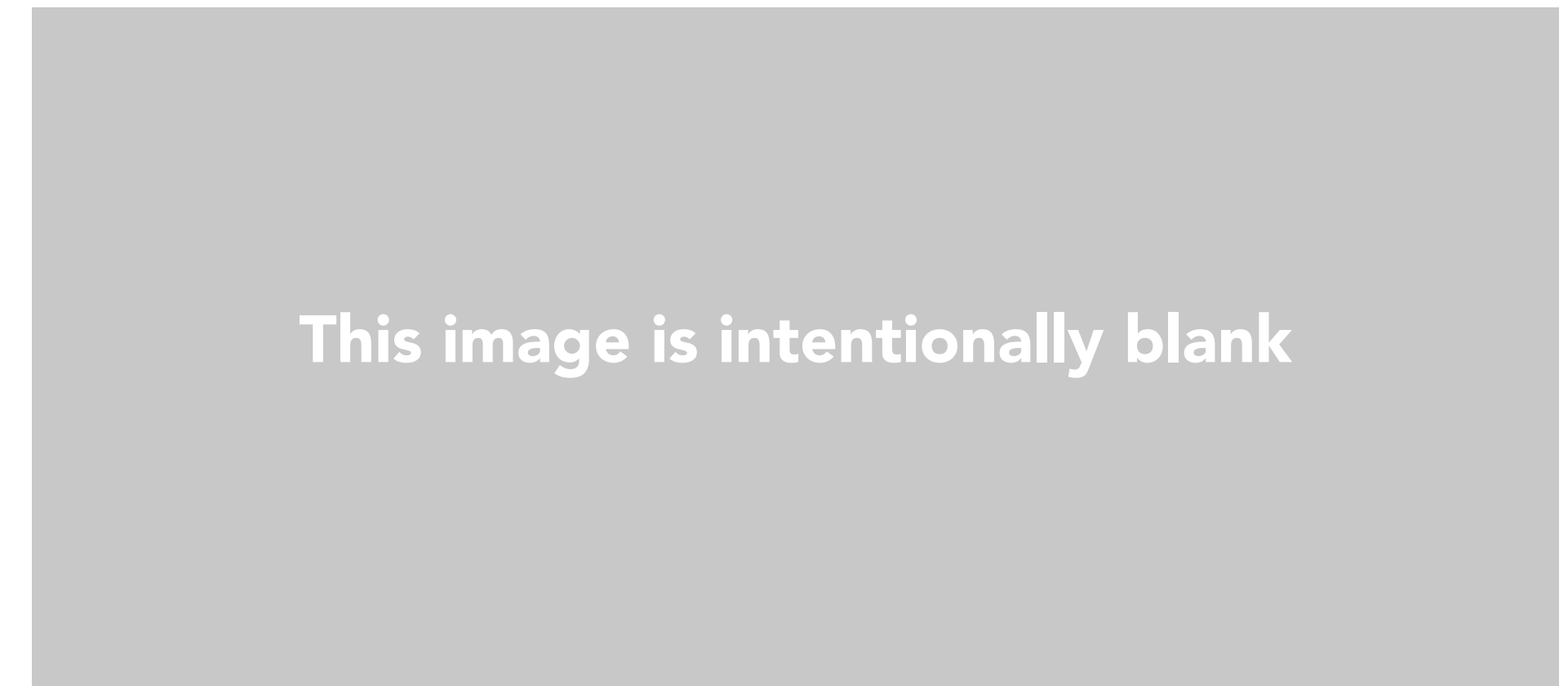
Metsähallitus lead service designer
specialist, visitor data
specialist, tourism
specialist, nature conservation
foreman, Nuuksio National Park
director, forest management

HALTIA service manager

Activist Roskapäiva founder
conservation specialist (WWF)

Visitor a local resident of Nuuksio
a frequent visitor of Nuuksio

Fieldwork



Questionnaire

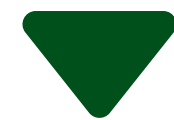
- 41 answers obtained.
- The questionnaire was posted to Telegram groups and Facebook communities.

3-3. Insight: What we struggled

Different paths in the same forest



- Metsähallitus is the biggest operator of conserving biodiversity and cutting trees.
- Visitation is one of the least significant factors.



- Different depts are walking through different paths.
- We need to tackle this inside, fundamental issue.
- We changed our course radically, from visitor focus to organization focus: demanding!

3-4. Our intervention

- How to have the biggest impact on Metsähallitus? How to create a new governing space?
- We used this "government as a system" toolkit to narrow down our solution.



Government as a system

	Influence	Engage	Design	Develop	Resource	Deliver	Control
‘Softer’ powers often shared with others	1 Advising Advising citizens and signposting options to help them find support.	2 Listening Creating platforms for citizens and stakeholders to protect vested rights and interests.	3 Connecting Encourage experts and citizens to co-create change.	4 Championing Building a case for change and retain alliances for action.	5 Charging Collecting charges for service for example prescriptions, passports or parking.	6 Nudging Applying behavioural science or encouraging voluntary codes.	7 Devolving Devolving decisions to frontline staff, other authorities or citizens.
	8 Lobbying Using existing networks and platforms to influence an issue or cause.	9 Informing Providing data, sharing knowledge. For example public information advice.	10 Engaging Engaging citizens, stakeholders and partners to deliberate on an issue of importance.	11 Agreeing Formal agreements e.g. Memoranda of Understanding (MOU).	12 Incentivising Promoting behaviour change through grants, subsidies or other incentives.	13 Educating Providing materials so citizens know what’s available to them.	14 Providing assurance Providing assurance / checks and balance on powers.
Patterns of action across local, national and international contexts	15 Agenda setting Build awareness & confidence in new opportunities by providing thought leadership.	16 Consulting Consulting the public or stakeholders on an issue to understand needs and impact.	17 Analysing Analysing and interpreting data from local and international contexts.	18 Partnering Establishing formal partnerships on an issue of importance to parties.	19 Contracting Utilising public procurement to encourage supply chain innovation.	20 Building Making infrastructure investments & public commissions e.g. highways.	21 Licensing Providing licenses e.g. Taxis, bars & clubs, traders & markets, and health & safety.
	22 Role modelling Role modelling culture or values through local, national or international presence.	23 Convening Drawing together expertise from across system, including deliberative approaches e.g. citizen juries.	24 Forecasting Foresight, horizon scanning and predictive analytics.	25 Planning Setting strategy and making plans e.g. Industrial Strategy.	26 Co-funding Co-funding activity and pooling budgets with domestic or international partners.	27 Providing Delivering services directly or indirectly through funding and target setting.	28 Regulating Ensuring regulation enables the intended policy outcomes. Also amending rules, statutory instruments and orders.
	29 Auditing Auditing and reviewing activities to inform action.	30 Collaborating Collaborating with different actors from across the system to deliver outcomes.	31 Modelling Modelling different scenarios, shaping and deciding on delivery models.	32 Commissioning Commissioning services and outsourcing contracts. Also decommissioning as needed.	33 Targeting Utilising initiatives to influence on a particular issue e.g. Cultural programmes	34 Reforming Harnessing political will for change to improve outcomes.	35 Intervening Making an intervention to correct or improve a market or social context e.g. correcting market failure.
More ‘formal’ power often associated with governments	36 Governing Establishing governance and setting up formal structures such as boards.	37 Negotiating Early engagement on a shared interest or issue including diplomacy.	38 Testing Testing, prototyping and learning to establish efficacy of a proposed intervention.	39 Interpreting Translating policies across different places and jurisdictions.	40 Investing Investing in various forms including inward investment and foreign direct investment.	41 Safeguarding Overseeing the welfare of vulnerable groups.	42 Enforcing Support enforcement and harmonise regulatory compliance environment.
	43 Publishing Publishing plans, priorities, guidance and reviews.	44 Running elections Running democratic services and elections.	45 Piloting Small scale trials to learn lessons and establish an evidence base for change.	46 Drafting Publishing proposals for consultation and pre-legislative scrutiny e.g. white papers and bills.	47 Funding Direct finance to stimulate markets or deliver positive outcomes.	48 Preventing Intervening early or investing in preventative measures e.g. Public health.	49 Sanctioning Putting in place sanctions e.g. embargoes and political trade restrictions.
	50 Scrutinising Establishing scrutiny committees for example section 15 powers.	51 Setting standards Harmonising and setting standards for different stakeholders.	52 Evaluating Evaluating efficacy of activities or interventions to establish value for money and impact.	53 Legislating (Primary and Secondary) Supporting a bill through parliament and enacting legislation.	54 Recovering Recovering debt and other actions to address fraud and error.	55 Protecting Protecting consumer rights and supply-chain. Upholding of standards.	56 Prosecuting Powers to investigate and prosecute criminal offences e.g. Local Gov Act 1972.

Google it. Policy Lab "Introducing a 'Government as a System' toolkit".

3-5. Reflection

Loop of HCD and systems thinking

- We provided new perspectives.
- But, our solution might not have an viability.
- Nice to think of the double movements of HCD research (interviews/fieldwork) and re-examining a larger frame!
- Go beyond your given frames. Don't be scared.

Teamwork?

- Nice teamwork. Huge difference. Which brings our proposal.
- Each of us has different preferences. Share your work style, thinking style, etc.
Wait, accept, and enjoy different perspectives

4. Tips

- Move fast,
- Care for your team,
- Ask for help,
- and Have fun!!!

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