

Service Analytics Evidence Base Pre Discovery Report

This document and associated artefacts are the results of the two half day working blocks at the Service Innovation Lab focused on the service analytics needs of agencies. Participants included operational folk from DIA, StatsNZ, PHARMAC, MSD, MBIE and IRD, though no one was formally representing their agencies. This meant we could explore the collective needs more informally. Please contact Matt McCallum or Pia Waugh for further information or to express an interest moving forward.

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Objectives

The objectives of the pre-discovery were to establish:

- A collective understanding of the problems space around service analytics and what everyone is doing today.
- A good understanding of our individual and shared agency (user) needs, particularly for service design and delivery requirements as well as for understanding the service delivery environment and impact/change when new services enter the environment.
- An understanding of the potential sources of information that would serve the user needs of the groups represented.
- A look at what is possible with consideration of ways to progress including what we could reasonably and collectively implement in the short term future to meet our collective needs.

Applying Service Design to Service Analytics

(overview of the process we followed and why)

The use of a service design approach for this work aligns to the Prepare Phase guidelines outlined on the Web ToolKit. The phase involves five steps to determine the type/s of service design work needed to achieve the goals of stakeholders interested in a service analytics evidence database.

- Identify stakeholders
- Identify the jobs to be done
- Developing a coordinated approach to build on narrative
- Explore users and their experience
- Identify agency levers (points of alignment, resources)

This was an opportunity to explore the work been and being done across agencies and to dig into what's getting in the way of tangible outcomes. An emphasis was put on a creating safe space to share and critique process with the hope to learn how to better support people on their individual and agency service analytics journey.

What is "service analytics"?

The group explored what we mean by "service analytics", which was worth discussing due to the sometimes varied way the term "analytics" is used.

- Data created through delivery of service
- Transaction service logs
- Real-time a key part
- Website analytics
- Transaction service logs
- Frontline service statistics
- 3rd party service delivery
- Ability to track user journeys across govt
- Ability to prioritise investment across govt
- Visualisation of service data that shows change over time to measure and improve

- Dashboard
- Lots of searching - not finding info
- Automated vs need human
- Re-reading docs
- Breakdown graphs by categories
- Measurements
- What is a service purpose vs channel
- Performance indicators
- Evidence to inform decisions
- Analysis of metrics around interactions govt
- Understanding sources of tickets

What does service analytics look like?

- Web statistics inform frontline with emerging topics and user needs
- Output N.P.S Scores
- Ex: Services change stats over time - channel indicating, trends to investigate
- Ex: to measure performance or effectiveness of change from new services
- Ex: a way to identify unmet need - desire for the demonstrated user need e.g. mobile
- How many calls to our 0800 number? What kind of calls?
- How well and how quickly did we make funding decisions?
- How quickly did we respond to OIAs?
- Output - impact and risk assessments - what is it that is most valued?
- TAAB service exp. What each agency experience?
- Research and knowledge required to use the service

What is service analytics being used for?

- "How well we're doing"
- Data and process analysis to support and improve service delivery
- A way to identify and intervene service delivery trends
- Reuse of service analytics - visualisation
- A way to measure change over time - public accountability
- Dashboards for service owners
- Service security management - trends, patterns, etc
- BAU operational service mgmt
- Elastic services
- Did they find what they wanted?
- Where do we need to apply effort to make things better?
- Who is not using the service and why
- a/b testing
- Tracking multi-mode journeys
- Are our services targeted to their needs?
- Detect pinch points/drop offs
- Why are things happening - not just what's happening
- Correlation and linking of events to create a customer service journey view
- Data store of analytics and logs - reporting tools and analytic engines

- Combined approach to looking at data to be able to draw informed conclusions
- Analysing data to provide value towards improving service to the user

Why do we need service analytics?

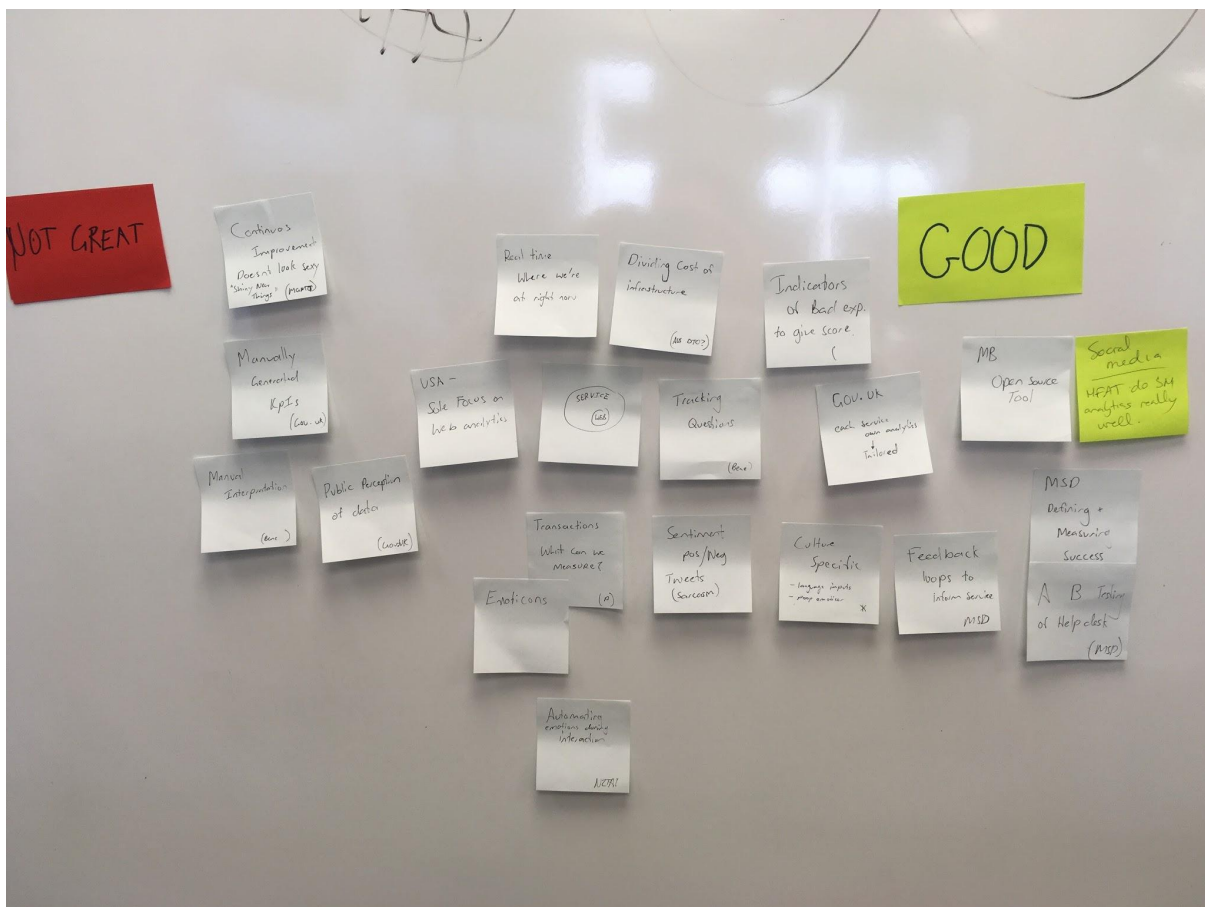
We had participants from a range of agencies participate in the workshop, speaking professionally rather than being a formal representative of their agency. This meant people could contribute somewhat anonymously around their needs.

- How I manage my direction, focus and how I prove value of people, teams and processes
- To make informed decisions around staffing levels and the value we provide
- To identify gaps in our processes and remove/reduce pain points
- To make my monthly reporting more accurate and efficient
- To validate and motivate us to publicise things that are working well (so others can find/use them)
- To show cross channel and cross agency pathways which we don't currently see
- To find things that need fixing
- To improve our services and be sure we have
- Public accountability
- To measure whether we have met our performance targets
- To convince senior people to agree to our approach
- To help us make better decisions
- To inform project requirements
- To help in restructuring information
- To understand customer/user journey
- To improve our content + ux design
- To show we did a good job "or not"
- Putting our effort/resources where they'll help the most
- Better client experience/understanding client journeys through the system
- Seeing what works for who
- Design new services, channels, adjust capacity
- Transitioning to digital channels
- We need to avoid using "free" that allows our data to be shared
- We have an immediate need to gather analytics for marriages and passports
- Lend support to an effective solution that is cost efficient across all of govt
- As a product owner - service outcome performance from customer service provider perspective
- As a designer - trending, behaviours, dropoffs etc
- So I don't need to do another survey
- programme/method analytics and measures
- Micro macro levels
- Impact and progress
- Evidence driven - everything - decisions, design, architecture
- Root cause analysis - a place to start
- Are we making things worse
- Trend detection
- Future cost forecast
- Just in time engineering
- YAGANI detection (acronym for over engineering and too much pre-empting)
- We need to understand impact of new "digitised" services (design, deliver)

- We want to automate reporting of 70% and 80% government measures around digitisation
- We need to understand user behaviours across domains and channels
- We need to understand the reuse of things we build to be reused
- We want to support front line service delivery (gov, non gov) with service intelligence
- Improve services across govt- Share
- Understand value delivered - measure
- Understand pain points and opportunities - ideally across agency business ecosystem

Who's doing it well / not so well?

We explored who is doing well in this space, or not so well.



Barriers/Influencing factors for service analytics in your team/agency/AoG

Within

- Agencies don't have service analytics skills to use the data or tools effectively
- A barrier is looking to validate rather than actual evidence based approach - challenges waterfall process, funding etc
- Need to build in access to service analytics into contractual arrangements
- App infra divide (ross)
- Proprietary software systems
- Security stalinistas (too much security?)
- Need to have agreement on how data used
- Control - can agencies withdraw or control what is available
- Do it by sector - entice us with interactions with the other agencies we share with (jennifer)
- Seen as overhead
- Not core mission
- Even free tools consume resources
- Internal reporting structures and tools - siloes (jennifer)
- Concerns - we're okay to see others data - not so sure about sharing ours (jennifer)
- Concerns - integrations of public/online and in house offline analytics (jennifer)
- Do we have control? (jennifer)
- Can we stop using it at any time? (jennifer)
- Internal service info might be commercially sensitive (jennifer)

AoG

- Data sovereignty
- Impact on service - measuring a system changes a system
- No one has analytics mandate/funding
- Funding a barrier to progress
- Large agencies are big enough and motivated to do their own analytics but not AoG
- Scrubbing data matter - cleaning consistently matters for sharing (jennifer)
- Sector based focus by taking sectors more likely to bring some on
- Cost scaling is necessary to be successful
- What's in it for you (agency) free tools aren't sufficient to large value (MBIE)

Both

- Multi provider services and contracts gives no cohesive picture
- Split of expertise and responsibilities that work against an all of service, agency, or system approach to analytics
- So much data, too much. Must be specific to audience
- Privacy is a perceived barrier
- Onshore vs offshore
- Sharing data was not seen as the biggest barrier

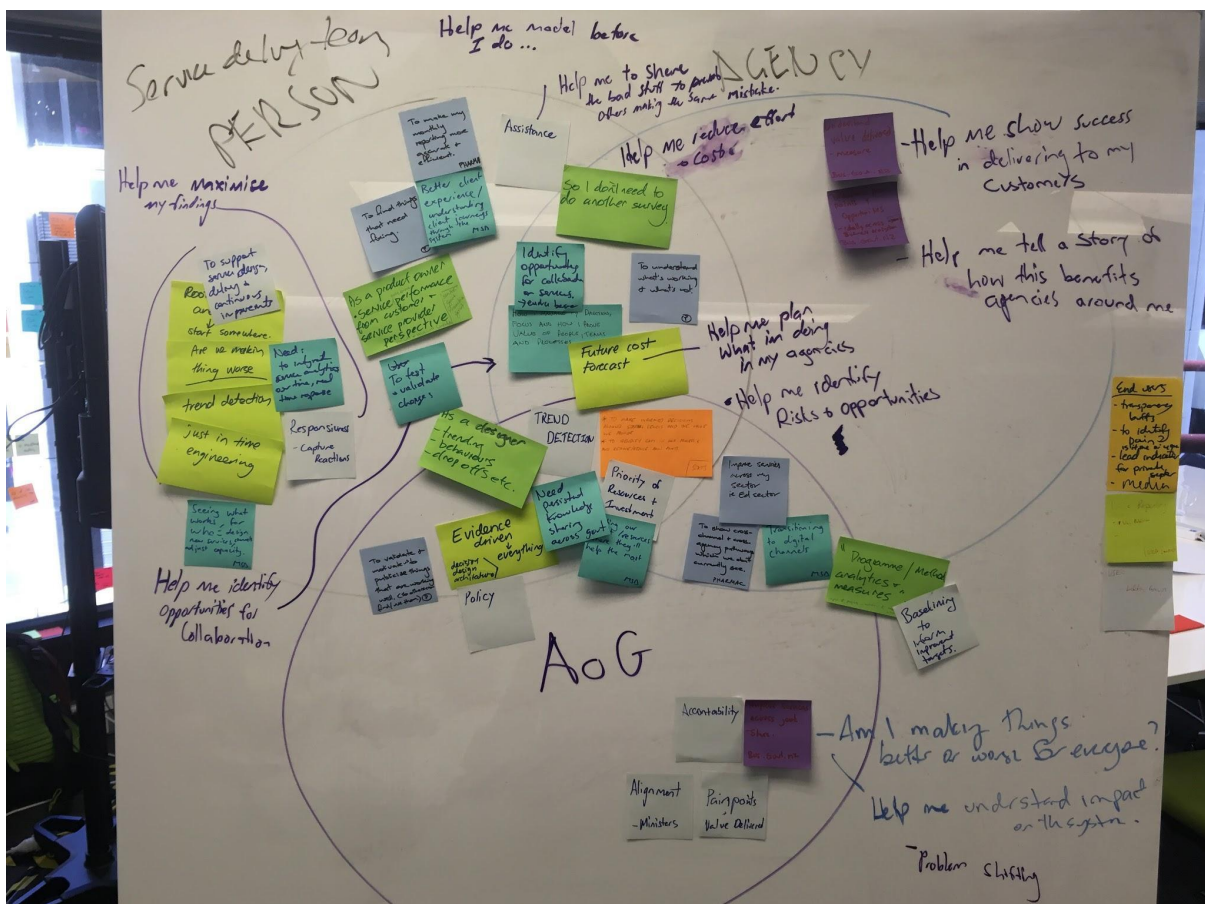
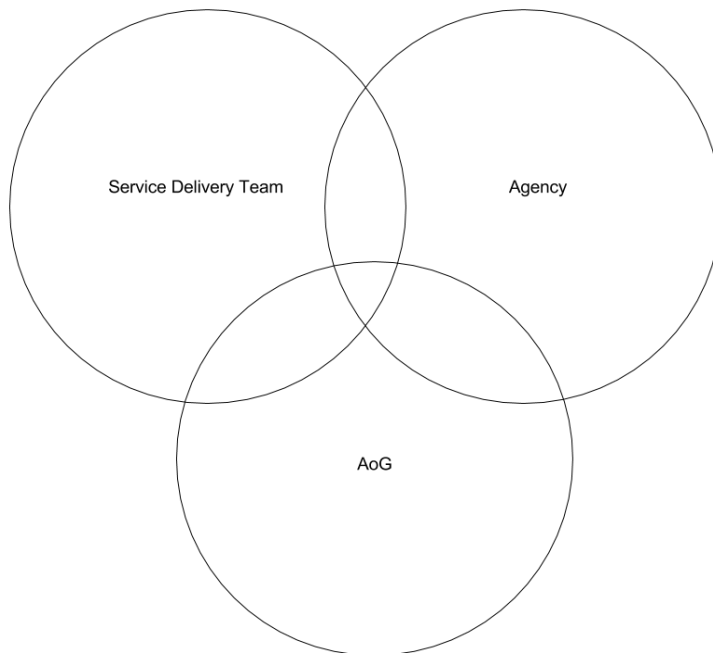
Other discussion points

- Laws on data
- Privacy
- Transactions vs logs
- Using data to validate - spin/biased data, stamp of approval for solutions etc

- Managing expectations - roadmap, guidance, sector by sector
- Other countries wanting to interact with NZ

Needs from 3 lenses

The needs captured in the initial workshop were re-categorised across three different areas to help prioritise them.



All sectors

- Trend detection - As a designer - trending, behaviours, dropoffs etc
- Priority of resources and investment
- Need persistent knowledge sharing across govt
- To make informed decisions around staffing levels and the value we provide
- To identify gaps in our processes and remove/reduce pain points
- Putting our effort/resources where they'll help the most

Service delivery team

To support service delivery and continuous improvements

- To test and validate changes
- To find things that need fixing
- Just in time engineering
- Root cause analysis - a place to start
- Are we making things worse
- Trend detection

Responsiveness - capture reaction times

- Seeing what works for who - Design new services, channels, adjust capacity
- To integrate service analytics over time - read time response

Reporting and overview

- To make my monthly reporting more accurate and efficient
- Better client experience/understanding client journeys through the system
- As a product owner - service outcome performance from customer service provider perspective

Service delivery / agency

- So I don't need to do another survey
- Identify opportunity for collaboration
- How I manage my direction, focus and how I prove value of people, teams and processes
- Future forecast cost
- To understand what's working and what's not
- Assistance on how to implement, analyse and use and improve my analytics

Service delivery / AoG

- Evidence driven everything - decisions, design, architecture, policy
- To validate and motivate us to publicise things that are working well (so others can find and use them)

AoG

- Accountability
- Alignment of ministers
- Pain points - value delivered
- Agency/Service delivery team
- Improve services across government
- Sharing

AoG / agency

- Improve services across my sector e.g. Ed sector
- To show cross channel and cross agency pathways which we don't currently see
- Transitioning to digital channels
- programme/method analytics and measures
- Baselineing to inform improvement targets

Key themes

Storytelling and reporting were two areas service analytics could benefit users as they could help build an evidence base. This was particularly important as during both workshops the topics of shiny new things and individual agendas came up as barriers to doing the right work and that having data to prove this will help make service improvement more attractive.

Help me statements

After grouping the needs across the three lenses we wrote "help me statements" to summarise each group and create high level prioritisation of needs.

Delivery teams:

- Help me maximise my findings
- Help me model before I do...
- Help me to share the bad stuff to prevent others making the same mistakes

Agencies:

- Help me reduce effort and costs
- Help me show success in delivering to my customers
- Help me tell a story of how this benefits agencies around me

Agencies/Delivery teams:

- Help me identify risks and opportunities
- Help me identify opportunities for collaboration
- Help me plan what i'm doing in my agencies

AoG:

- Help me understand if i'm making things better or worse for everyone
- Help me understand impact on the system - am I shifting a problem?

User journeys (current and future state)

The workshop was split into three groups and each was given a process to map from one of the following perspectives:

- Designing a new service

- Operational Team doing service improvement
- Reporting Team

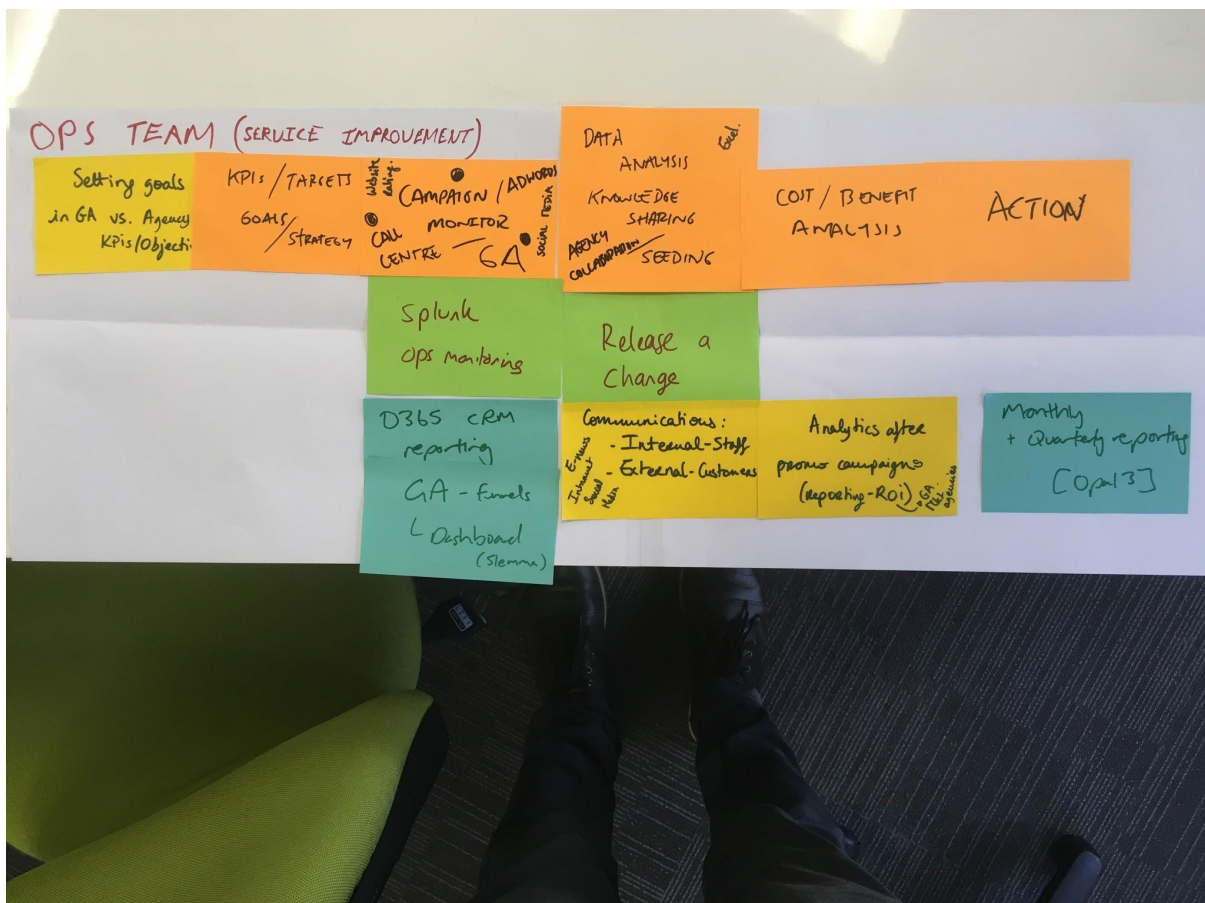
Other users identified for further exploration:

- Policy Team
- Public reporting
- Lobby group
- Media
- Transparency buffs
- Identify pain points is it me or you?
- Lead indicator for private sector

Key points discussed:

- Measures of success are critical
- Building in measurement as you go is easier
- Websites require ongoing resources to remain updated and meet ever changing user needs. The metaphor of websites being “a puppy for life” was used to describe this and the waning attention as the novelty subsides.
- There was also discussion of designing for the death of the service through concepts such as kill switches. There were a few scenarios discussed where killing a project or service was important but difficult to do such due to egos and stepping on others toes.
- Again the topic of funding new services as opposed to improving existing ones was raised and how it seems to be much easier to do the former than the latter

User Journey Artefacts



Support & guidance needed

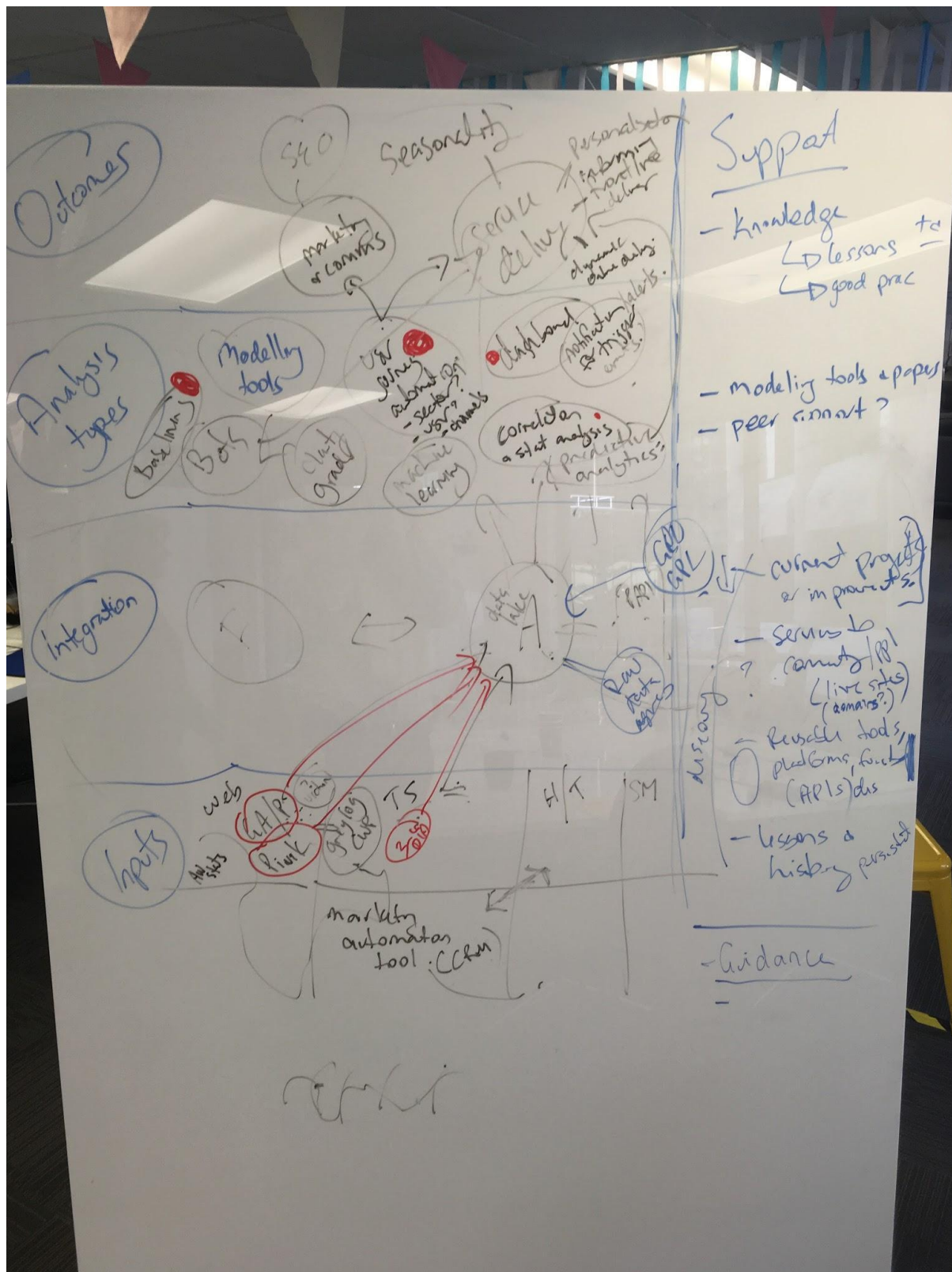
This was an open discussion to identify what supports people were aware of and using, how these could be better or what else was needed.

The scale of the organisation played a large part in people's access to analytics tools and resources required to use them effectively indicating that cost was not the only barrier to uptake and implementation. An example of reporting was used where the process took place across three siloed teams each using different tools and approaches to capture inputs, analysing the data and generating outputs.

There was also discussion on keeping up with the constant change and how the supports should be designed with this in mind. Discussions we're a popular option at the moment but risky in terms of scale and wider learning.

- Communities - Common Web Platform (CWP) meetup, Government Web Yammer Community
- [Web Toolkit Clinics](#) by Nathan Wall
- [Google Analytics Youtube Channel](#)

Conceptual Modelling Prioritisation for AoG solution (by Pia)



Prioritisation areas (marked in red)

1. User journeys - sector, channels
2. Baselines for service delivery
3. Dashboard for reporting
4. Correlation and stats analysis

Pia also discussed the possibility of a behaviour based personalisation engine to serve up most related links to whatever a user is currently on.

Next Steps

Firstly it was clearly identified that a community of practice is needed to support people doing service analytics, as there are such diverse approaches across government, and greater consistency and opportunities realisation would result from improved best practices and knowledge sharing.

The Service Integration team (LabPlus) will explore how to prototype an “AoG service analytics capability” based on the input above, working with DIA and potentially some other agencies in the first instance, with others contributing if and when desired. This should identify whether an AoG approach would be helpful, though initial discussions show a key need for an evidence base that spans services, agencies, channels and reporting lines.