

Innovation case studies across state HR programs



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Housekeeping

Please Silence Cell Phones

Resources Available After the Conference

Water/Refreshments

Three Use Cases

Innovation is not a technology project. It is the discipline of making government services work better.

- Transforming Inbox Chaos to Service Excellence
- Dare to Experiment: AI Before the Hype
- Breaking Down Data Silos: Empowering the Users

Case Study 01 | Transforming Inbox Chaos

The challenge: requests were arriving through email, but email was never designed to manage a service lifecycle.

- Requests were difficult to prioritize and track across staff
- Status updates required manual follow-up
- Request history and institutional knowledge were fragmented
- Business teams needed greater visibility and predictability.

Case Study 01 | The Turning Point

The idea was to treat HR requests as services with an accountable workflow.

- Partnered with HR and Personnel Management staff to define needs
- Identify request categories, ownership and workflows
- Leverage an existing platform rather than inventing a new system.
- Acted on user feedback to make the service better

Case Study 01 | The innovation was the service model

Technology made the process visible; partnership made the change possible.

- A shared record of the request from intake through resolution
- A way to review workload, recurring issues, and service patterns
- Clear handoffs between staff and business units
- A foundation for continuous improvement and service accountability

Case Study 02 | Dare to Experiment

When curiosity becomes an opportunity to learn

- Business and IT colleagues explored the technology together
- The objective was learning, not announcing a production system
- A small and controlled Proof of Concept helped make abstract possibilities tangible
- Experimentation revealed both potential value and important limitations

Case Study 02 | Meet Benie

A chatbot prototype explored whether people could obtain assistance through natural-language questions.

- Build a focused proof of concept rather than a large platform
- Pilot chat-based interaction to understand user needs
- Observe where responses were helpful, incomplete, or unreliable
- Use what was learned to inform future decisions

Case Study 02 | Lessons Learned

The value of a proof of concept is evidence, insight, and better questions

- Improved products that addressed business needs and enhance services
- New capabilities opened doors to additional opportunities
- Initial successes inspired innovation across other areas
- Demonstrated value encouraged experimentation and greater business engagement

Case Study 03 | Breaking Down Data Silos

Business areas needed timely information, but routine data requests often depended on IT.

- Operational teams needed to analyze the data directly
- IT resources were limited and competing priorities created delays
- One-off extracts made repeat analysis cumbersome
- There was an interest by business to move from report delivery to self-service insight.

Case Study 03 | Change Operating Model

From "send me a report" to "let me explore"

- Introduced a modern data warehouse enabling easier data access
- Empowered business team to independently explore and analyze data
- Invested in training to develop self-service analytical skills
- Encouraged business teams to discover additional data-driven use cases
- Guided teams in embedding analytics into everyday business operations
- Showcased business outcomes to build confidence and accelerate adoption

Three Stories, One Pattern

Innovation is a leadership and operating-model challenge

- Find a recurring frustration experienced by real people
- Collaborate and co-design the solution together (business and IT)
- Start with a well scoped experiment and clear learning goals
- Scale only when there is evidence, ownership and a support model

Five Lesson

- Question existing processes and propose better alternatives
- Embrace continuous learning and remain open to change
- Look beyond your role and identify opportunities to improve services across the department.
- Take Ownership by turning ideas into action and help make improvements sustainable.

Thank you!

Questions?