**OPENING & ORGANIZING**

Illinois Child Welfare for Reform

**TECHNOLOGY BROKER**

Department of Innovation and Technology

- Know-How
- Algorithmic matching
- Software development
- Data Science
- STS Design
- Strategic Relationships
- Engine
- Hack-a-thons
- University Lab partnerships
- Incubation of new startups to feed into system
- Employs contractors, interns, & designers in residence
- DCFS Upcoming Priorities

**USER AND ORGANIZATIONAL CULTURE CHANGE BROKER**

Behavioral Prototyping Unit

- Know-How
- User Research, Insights, and Synthesis
- Organizational Change
- Design Policy
- Behavioral Prototypes
- Expert Relationships
- Assets Mapping
- Organization of networks
- Social Physics
- Human Dynamics
- Knowledge Integration
- Engine
- Partnerships with research universities
- State-employed team of professional behavioral scientists, organizers, and strategists
- Talent pipeline of Fellows, Scholars in residence, Interns

**REFERENCES**

Bertsch, R. & Swanson, J.C. Design as knowledge agent. How design as a knowledge process is embedded into organizations to foster innovation. Design Studies, Vol 34, No 5, 2013.


Burtis, J., & Seaver, N. Knowing Algorithms (Unpublished Draft). Media in Transi-


Schneiderman, O. M. | Fall 2016

The Illinois Department of Children and Family Services (DCFS) is responsible for ensuring the placement safety, wellbeing, and permanency planning of vulnerable children in its care. The proposed model illuminates a new organizational structure designed to improved socio-technical system functioning for the multiple stakeholder groups within the DCFS. This can serve as a case study of what behavior change infrastructure might look like within the larger context of the Illinois State Government.

**KEY CONCEPTS**

**ORGANIZATIONAL KNOWLEDGE** is the knowledge streamlined into an organization’s processes, practices, policies, and employees both directly (explicit) and indirectly (tacit). Over time, this organizational knowledge contributes to unique organizational culture.

**USER-RELATED KNOWLEDGE** is the knowledge that users or consumers accumulate on social, physical, and emotional levels in relationship to a product, system, or service. Examples activities that enable access to users’ community knowledge include: human factors studies, behavior studies, participatory observation, and behavioral prototypes.

**KNOWLEDGE INTEGRATOR** facilitates the mediation of knowledge across domains, levels of abstraction, and capabilities. It encourages a flow of information, know-how and accommodation.

**PEER PRODUCTION** is the cooperative creation of culture, information, and products that are open to and for everyone. Unlike industrial production, there is no proprietary ownership, rather, concept development is cooperatively shared. This breaks down the foundation of an industrial market-based economy.

**ALGORITHM** is a series of steps that computationally changes an input into an output.

**TECHNICAL AGENCY** refers to a user’s (in)ability to understand and modify the use of technology.

**SOCIAL PHYSICS** refers to the study of human behavior (e.g. social learning and social dynamics) through big data within hyperconnected networks.

**ORGANIZATIONAL CULTURE REFORM** refers to a group of thought leaders examining how to improve the culture and shared purpose of organizations.