

LEGAL DESIGN

Rethinking The Residence
Permit In Italy

Alejandra Leticia Abal
862368

POLITECNICO DI MILANO,

SCUOLA DEL DESIGN

**PRODUCT SERVICE SYSTEM
DESIGN MSC**
AA 2017/2018

Academic tutor
Valentina Auricchio

TABLE OF CONTENTS

ABSTRACT IN ENGLISH	8
ABSTRACT IN ITALIAN	10
00. INTRODUCTION	12
Why Legal Design?	14
Research questions	14
Thesis Objectives	14
Thesis Structure	16
Roadmap	18
01. LEGAL DESIGN	20
Legal Design	22
My Maps	26
Communication Design	28
Visual Contracts	30
Guides and Infographics	32
User Experience	34
DLY (Do Legal Yourself)	36
Services for Lawyers	38
Service Design	40
Analytic Research Tools	42
Simple Legal Process	44
Policy Design	46
Clear Law for Everybody	48
Policy by Third Parties	50
Education	52
Legal Design Laboratory	54

	Legal Design Workshops	56
	Formal Education	58
	Design Events	60
	Design for Policy	62
	Legal Design Workshop for the GDPR	64
Reflections		66
	Legal Design Agencies	68
Areas of Interest		70
02. LEGAL DESIGNERS		72
Expert Interviews		74
	Angélica Flechas	76
	Helena Haapio	78
	Johana Ranten	80
	Camilla Anderson	82
	Giorgio Trono	84
	Catalina Goanta	86
	Alessandro Spazzoli	88
	Astrid Kohlmeir	90
	Enia Titova	92
	Stefania Passera	94
Insights		96
Opportunities		100
	1. The Future Of Lawyers	102
	2. Universal Lawyers	103
	3. Designers Inside Of Law Firms	104
	4. Design Inside Law Schools	105
	5. Easy Processes	106
	6. Law For Citizens	107
03. MY LEGAL JOURNEY		108
Dealing With Bureaucracy		110
Step 1. My Journey		112
	The Touchpoints	114
Step 2. Desk Research		118

Step3. Field Research	120
Cultural Probes	122
General Problems	136
Post Office	138
Police Station	140
CGIL- Department of Politics of	
Immigration	142
Welcome Week	144
Step4. Insights & Findings	148
04. APPLY DESIGN IN LAW	150
Re-Thinking The Residence Permit	152
Designers Italia	154
Government Services	155
The Electronic ID Card	156
Estonia	158
Finnish Studying Residence Permit	159
Welcome Kit	160
FutureGov - Digital Maturity	161
Nowadays Residence Permit	162
The New Residence Permit	164
Storyboard	166
Touchpoints	174
01. The Platform	175
Wire-frames	176
Home Page	178
Step 1: General Explanation	180
Step 2: Make your SpID	182
Step 3: The Residence Permit	184
Signing the Integration Agreement	186
Integration with Government Services	188
Usability Test	190
02. Welcome Kit	192
03. Electronic Fingerprints	193
04. The E-Residence Permit Card	194
Results	196

05. CONCLUSIONS	198
Final Thoughts and Considerations	200
Regarding Legal Design	202
Rethinking a bureaucratic problem	204
About the future	206
06. BIBLIOGRAPHY	207
Design	208
Law	210
Legal Design	212
Residence Permit	214
07. ACKNOWLEDGEMENTS	216

TABLE OF FIGURES

00. INTRODUCTION

FIG. 1. Project Road Map	18
--------------------------	----

01. LEGAL DESIGN

FIG. 2. Legal Design Mind Map	24
FIG. 3. Sketch Maps - Legal Design	26

02. LEGAL DESIGNERS

FIG. 4. Legal Design Team Mind Map	98
FIG. 5. Insights Generation	100

03. MY LEGAL JOURNEY

FIG. 6. My Journey	113
FIG. 7. Field Research Summary	121
FIG. 8. The Kit's Journey	140

04. APPLY DESIGN IN LAW

FIG. 9. FutureGov - The journey towards being a Digitally Enabled Organisation	161
FIG. 10. Nowadays Residence Permit Journey	163
FIG. 11. The New Residence Permit Journey	165
FIG. 12. Wireframes Platform	176
FIG. 13. User Journey	181

05. CONCLUSIONS

FIG. 14. Interjection between Design and Law	201
---	-----

ABSTRACT

English

Legal Design is the conjunction between Law and Design to re-think the legal practice. By implementing the Design tools and ideas, it could mean rendering the legal world more friendly and user-centered. Since Law is a social career (and can be considered as a service) all the methods from Design Thinking and Service Design can be applied. As a result, Legal Design is an attempt to innovate in the legal field and transform the practice to answer the demands of the 21st century.

The aim of this thesis is to understand what is Legal Design and to apply the related theories into a practical Service Design Project. Therefore, with this objective in mind, the project was divided into two main steps.

The first one was to understand Legal Design and the scope. By analyzing case studies, it was possible to find common areas explored by start-ups, companies, and governments. The result was a mind map that explains the implementation of Design in Law, and three main areas of interest. Furthermore, these first intuitions were confronted by talking with the experts (Legal Designers). The result was a new generation of insights translated into a Mind Map that explains how they work and six future scenarios.

The second stage was a personal project related to a bureaucratic problem: the Residence Permit in Italy. Design Research tools were implemented to understand the process, the stakeholders involved, and the touchpoints. The result was the redesign of this process by creating a digital Residence Permit Service by using Service Design Tools.

After understanding and applying Legal Design, it is possible to affirm that implementing Design Methodologies in the Legal World could mean changing the vision that Non-Lawyers have of Law and Law related issues. So, this could mean creating clear processes, including bureaucratic ones. As a result, the topic affects our society by making it more transparent and democratic. Lastly, in this way, citizens would be empowered by reading and interpreting Laws and Legal topics.

ABSTRACT

Italiano

Il Legal Design è la congiunzione tra Legge e Design per ripensare la pratica legale. Implementare strumenti e idee del Design potrebbe significare rendere il mondo legale più user-friendly e centered. Poiché la legge è una professione sociale (e può essere considerata come un servizio), tutti i metodi del Design Thinking e del Service Design possono essere applicati. Di conseguenza, il Legal Design è un tentativo di innovare in campo giuridico e trasformare la pratica per rispondere alle esigenze del XXI secolo.

Lo scopo di questa tesi è quello di capire che cos'è il Legal Design e di applicare le relative teorie in un progetto pratico di Service Design. Con questo obiettivo in mente, il progetto è stato suddiviso in due fasi principali.

La prima è stata capire il Legal Design e lo scopo. Analizzando i casi studio, è stato possibile trovare aree comuni esplorate da start-up, aziende e governi. Il risultato è stato una Mind Map che spiega l'implementazione del Design nella Legge, e tre principali aree di interesse. Inoltre, questi primi insight sono stati confrontati con gli esperti (Legal Designer). Il risultato è stato una nuova generazione di insight tradotti in una Mind Map che illustra come funzionano e sei scenari futuri.

La seconda fase è stata un progetto personale legato ad un problema burocratico: il Permesso di Soggiorno in Italia. Sono stati implementati strumenti di ricerca del Design per comprendere il processo, gli stakeholder coinvolti e i touchpoint. Il risultato è stato la riprogettazione di questo processo attraverso la creazione di un Servizio Permesso di Soggiorno digitale grazie all'utilizzo di strumenti di Service Design.

Dopo aver compreso e applicato il Legal Design, è possibile affermare che implementare le metodologie del Design nel mondo legale potrebbe significare cambiare la visione che i non-avvocati hanno del Diritto e delle questioni ad esso correlate. Ciò potrebbe significare la creazione di processi chiari, inclusi quelli burocratici. Dunque l'argomento interessa la nostra società, rendendola più trasparente e democratica. In questo modo, i cittadini sarebbero resi capaci di leggere e interpretare le leggi e i temi giuridici.

hello!

00.

INTRODUCTION

**What? Why? How?*

WHY LEGAL DESIGN?

In the beginning, when I started reading about Legal Design, I was quite skeptical: I was afraid of lawyers. I was not sure to continue with this topic for a long thesis project. I thought I wasn't going to meet lawyers that felt comfortable around design -or about changing the system. Finally, I thought I was not going to find case studies in this matter. Legal Design seemed like a new and unexplored area.

But, luckily, I didn't follow my instincts.

Understanding Legal Design made me realize I had dealt with Law many times, but I was unaware of that. Lawyers and Law Firms seemed as distant space. However, Law is a social science and, in the end, we can consider it as a final service. So, *why not thinking of Law and legal problems as any other service design problem?*

I started this thesis collaborating with 6ERO5 where I conducted the first part of my research. During my internship, we developed different visualizations to understand the scope. Furthermore, I started thinking how the different types of Design are applied in Law.

On a second stage, I applied the knowledge gained into a personal project. I focused on a problem related to bureaucracy: the Residence Permit in Italy. I used my learnings from PSSD, and I tried to involucrate the actors of the process.

RESEARCH QUESTIONS

What is Legal Design?

How can Design be applied in Law?

*How can I translate this topic into a
Service Project?*

THESIS OBJECTIVES

1. Understand the areas of interest where Design and Law can work together.
2. Understand the possible future scenarios for this area.
3. Present a Service Design project related to the initial topic.

THESIS STRUCTURE

I started my thesis during my internship in 6ZERO5. The starting brief was making a proposition for a big Italian Law Firm that was changing its legal status and wanted to become more flexible and approachable.

Although the project didn't evolve as thought, I was immersed in Legal Desing.

In order to develop my personal project, I applied the methodologies from Ethnography Research, Design Thinking, and Service Design. The thesis is divided into five chapters, following the chronology of the project.

Chapter 1

LEGAL DESIGN

Definition of the topic: what is Legal Design?. During my research, I found some regular solutions to Legal problems by applying Design into the Law field. As a result of my desk research, I found three areas of interest.

Chapter 2

LEGAL DESIGNERS

Talking with the experts. I conducted ten interviews with Lawyers, Designer and Legal Designers that work in the field. I was able to understand how a Legal Design team should be composed. Finally, thanks to their comments I found some possible scenarios where Design and Law work together.

Chapter 3

MY LEGAL JOURNEY

From the analysis of my desk research, I realized I had dealt with Law being unaware of it. I mapped my personal journey in Italy, and I decided to focus on the Residence Permit. I conducted a desk and field research, involving the different stakeholders. As a result, I got a deeper understanding of the problems, and I found opportunities to simplify the process.

Chapter 4

APPLY DESIGN IN LAW

From the findings, I learned about some services and case studies that could help redesigning the process. I made the current customer journey, and I started thinking about the interaction of the international student with each touchpoint. I decided I wanted to make the Residence Permit as part of moving and adapting to Italy and not a burden anymore. So I propose an easy digital process.

Chapter 5

CONCLUSIONS

This chapter summarizes the final thoughts and the general findings.

ROADMAP

01.

LEGAL DESIGN

DESK RESEARCH



WHEN?

March - June 2017



ACTIVITIES

- Find case studies
- Apply visualization tools
- Participate in events related to the topic
- Literature overview



RESULTS

- Understanding Legal Design
- Generation of Clusters & Areas of interest
- Legal Design Mindmap

02.

LEGAL DESIGNERS

INTERVIEWS



WHEN?

July - October 2017



ACTIVITIES

- Making the Interview Protocol
- Finding the Legal Designers
- Conducting the Interviews



RESULTS

- Insights generation
- Legal Design Team Mindmap
- Scenario creation

03.

my LEGAL JOURNEY

04.

APPLY DESIGN in LAW

DESK & FIELD RESEARCH

SERVICE DESIGN



WHEN?

December 2017 - February 2018



ACTIVITIES

- Using Service Design and Ethnography Research tools
- Finding stakeholders



RESULTS

- Findings
- Understanding of the problem
- Insights from stakeholders and actors



WHEN?

February - March 2018



ACTIVITIES

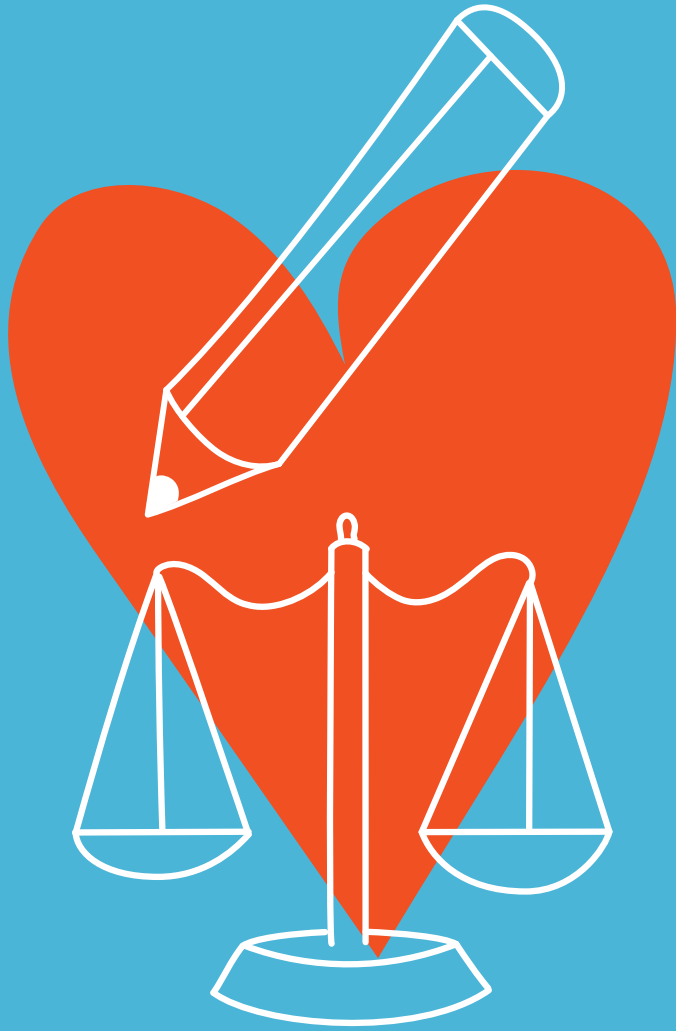
- Case Studies
- Designing a new solution
- Conducting an Usability Test



RESULTS

- Service Design maps
- Storyboard
- Design of touchpoints
- Functional platform mock-up

FIG. 1. Project Roadmap



01.

LEGAL
DESIGN

**What is it?*

LEGAL DESIGN

Legal Design is the conjunction between law and design for re-thinking the legal practice: using the design-driven approach to make the legal services user-centered and delivered more efficiently (Margaret Hagan; 2017).

Since Law is a social career –and we can consider it as a final service- all the methodologies from Design Thinking could be applied. According to Brown, T., & Katz, B. (2009), **Design Thinking makes the tools and skills designers have learned over time available to non-designers** so they can apply them to a new range of problems. This perspective introduces a main change: you can make decisions based on analyzing future users and not only on historical data or instinct. *“Design Thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”* (Tim Brown; CEO OF IDEO; 2017)

Applying the design methods to the legal world can mean making Law more approachable and changing the view non-lawyers have of it today. Moreover, it can help develop easier and simpler legal processes that will affect our society in a direct way by making it more transparent and democratic.

As a result, Legal Design wants to innovate inside the legal world and transform the practice to be in line with the rules of the 21st century: be comprehensible for all citizens, with simple and transparent processes. During my research on this topic I found areas commonly explored by startups, companies and governments. As a result of my analysis, I understood the possible roles designers can have to innovate inside of Law and start thinking of a deeper level, by working on a government stratum.

The aim of this chapter is to understand what is happening in this field and reflect about the possible transformations that Law -and Design- might experience. We'll take a closer look at processes and analyze how design values can be applied to help them improve.

The following mind map shows the clusters that I found during my desk research and it explains how each field of design collaborates in the innovation of the legal process. It is also necessary to evidence that some topics are more recurrent than others. As well, there are some countries -and regions- where Legal Design is more developed and there is the will to take it further.

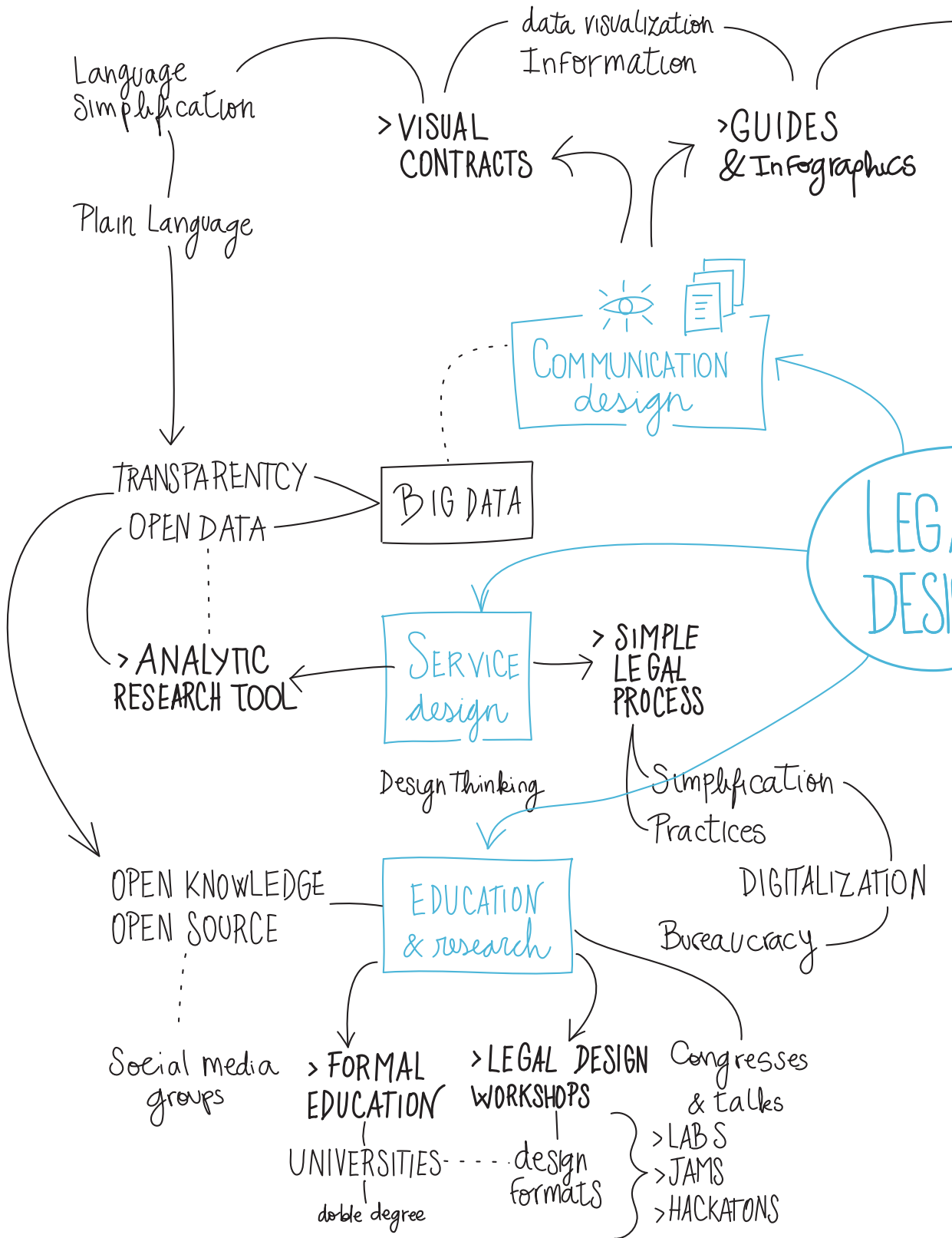


FIG. 2. Legal Design Mind Map

Infographics
Visualization
tools

> DO LEGAL
YOURSELF (Your own lawyer — valid & easy
Non-lawyers)

Start-ups — Technology (ARTIFICIAL INTELLIGENCE & BOTS
VR)

USER
experience

> SERVICES
for LAWYERS (Management
solutions
Non-designers)

AL
GN

POLICY
design

> CLEAR LAW
For everybody —> Gov Projects
Making LAW

> POLICY
BY 3RD PARTIES —> Interdisciplinary
Teams

DESIGNERS
+
LAWYERS

INNOVATION
in LAW

TECHNICAL
PROJECTS

MY MAPS

The Mind Map from the last page is the result of my exploration to visualize the topic and the scope. I started trying to adapt several maps made by other authors (Simonds, F.,2016; Hagan, M.,2015 & 2017). Unfortunately, I was unable to use their representations to reflect my idea of Legal Design. I had many problems trying to transform them into my vision, so, I decided to make my mind map.

I started from Legal Design, and I follow my thoughts to the different areas related to the **types of Design**. Also, some sub-topics have a link with other clusters. So, I found it better to show these connections in a more flexible kind of map.

During this exploration, I tried tables, organizing the Case Studies by countries or topics. I even made a positioning map. But these intents ended up being more confusing. At the same time, classifying them by amount of cases was not a real representation: the majority of the cases that I found were focusing on Communication Design. I think Graphic Design is an easy way to start introducing Design: final users can rapidly see a change when the touch point is a communication piece.

Although the majority of cases I found are from USA and Finland, this does not mean that in the rest of the world innovation is not happening. My research focused on finding representative examples where there was applied Design into Law.

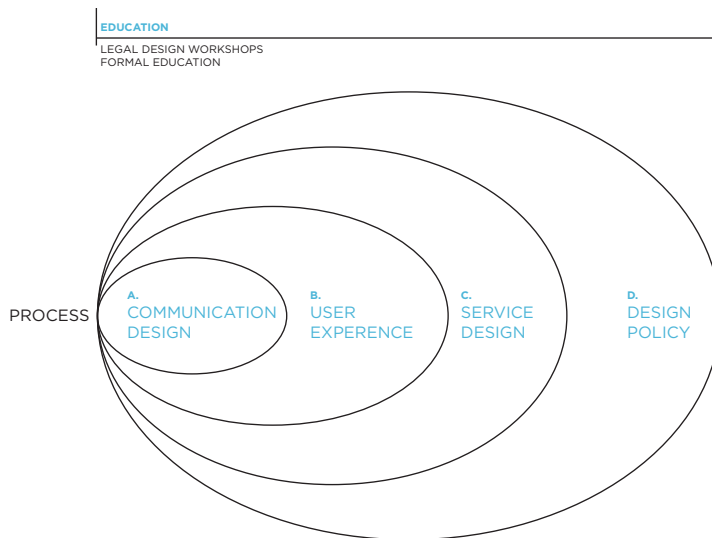
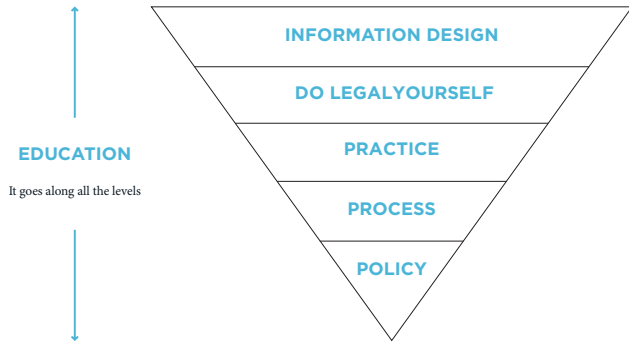
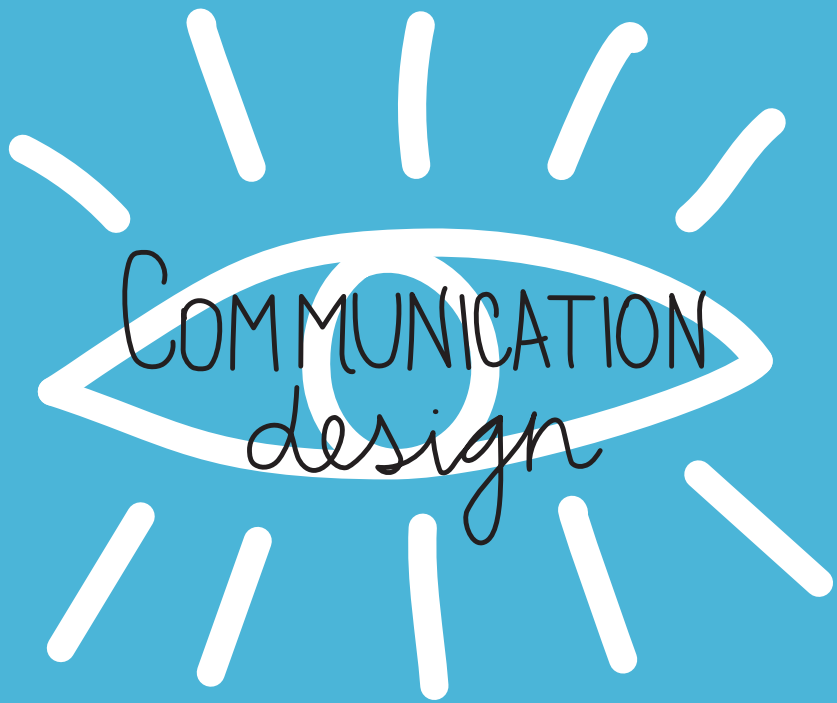


FIG. 3. Sketch Maps - Legal Design



COMMUNICATION DESIGN

#EASY AND FAST #CLARITY #NON-LAYERS #VISUAL

> VISUAL
CONTRACTS
> GUIDES

First, many projects, that connect Design and Law, occur inside the communication and information design field. They focus on understandable language for everybody and the implementation of visualization tools to make the law clear and approachable. These projects use, in general, simple graphics and minimal text to explain rules, and the topics go from daily activities to political education. By enabling easy access to information, these types of projects empower non-lawyers: the final users can understand the law, what they are accepting or rejecting, as well as their duties and benefits.

“Visual language can be utilized to explain a variety of concepts, with different goals...”

(Stefania Passera, Helena Haapio, Thomas D. Barton 2013)

Key Areas

Infographics • Information Design • Editorial Design • Graphic Design •
Visual Design • Guides

VISUAL CONTRACTS

#NON-LAYERS #PLAIN LANGUAGE #SIMPLE

EASY TO READ AND UNDERSTANDABLE CONTRACTS

Daily, we make contracts without being aware of it, and we are used to them. But the legally established contracts can seem hard to read and to understand. As a consequence, there are many cases where designers choose these touch-points to make them more accessible and human-centered. These cases apply visual design and information design inside the law field. After all, a legal contract is information; as hard as any other kind of information.

The idea here is to transform contracts into user-friendly tools for businesses and final users. One possible solution is making **Graphic Contracts** (Camilla Anderson, Australia, 2017): the implementation of comics to explain a regular contract, making it understandable by using cartoon illustrations and balloons.

There are some projects between designers and lawyers that try to make business to business contracts readable and understandable for all parts involved (LeXpert, Finland, 2015). By adding visual tools such as timelines, icons, flowcharts, visual metaphors and tables they make understandable documents where duties and benefits are easier to read and find.

Stefania Passera (2017)

“... Contract visualization –[is] a novel practice defined as the use of diagrams, images, and visually structured layouts to make contracts more searchable, readable, and understandable – and its role in facilitating the complex cognitive tasks and knowledge interactions taking place during interfirm contracting processes.”

GUIDES AND INFOGRAPHICS

#STEP BY STEP #CLARITY #TOOLS

HOW TO FOR LAWYERS, NON-LAWYERS, AND NON-DESIGNERS

It is possible to find a collection of guides to **learn how to make an election official**. Based on best practices, the Center of Civic Design (United Kingdom, 2017) gives clear design templates to make election ballots. But it can also be a **communication design guide for non-designers**: an explanation of how to use typography, vocabulary, tables, colors and more. (Simplification Center, United Kingdom, 2011).

The application of information design to the legal world can **serve educational programs** (Olivia Zarcate, France, 2017). Or it can be used as a **tool to understand where you are in a legal process** and what are you supposed to do next.

Olivia Zarcate
France

Clarity
Europe
Evans, M. (2011, April).

It/ Designers (2017)
Italy

Center of Civic Design
UK



Center of Civic Design (Quesenberry, W., 2017)

“...the new tools of democracy must meet people where they are, inform instead of overwhelm, and invite people to participate in their own way.”



USER
experience

USER EXPERIENCE

#DIGITAL #BOTS #AI #START-UPS

> DO LEGAL
YOURSELF
> MANAGEMENT
SOLUTIONS

User Experience can be used to find solutions to common problems related to processes. User Experience is understood as

“...the process of enhancing user satisfaction by improving the usability, accessibility, and pleasure provided in the interaction between the user and the product.”

(Babich, N., 2017)

There are many startups focused on helping non-lawyers fix a law-related problem without the need of a lawyer. But design here can also help lawyers find solutions related to management and marketing with a focus on the legal profession.

Key Areas

User Experience • User Interaction • Communication Design • Product Design • Interior Design

DLY (DO LEGAL YOURSELF)

#QUICK & EASY #NON LAWYERS #VALID

INTUITIVE SERVICES THAT DO NOT REQUIRE A LAWYER

These are intuitive digital services that help **non-lawyers** find legal solutions (including legal paperwork) on their own. The solution can be thought as a DIY (Do It Yourself), as in the case of Willing (United States of America, 2017) where you make your own valid will by following easy steps. Other cases introduce Artificial Intelligence **chatbots** to help you make an appeal against a parking ticket (Do Not Pay, United Kingdom).

But if you are unsure about your legal problems and you still want to talk to a lawyer, you can do it through **simple chat platforms**. This is the case of Rocket Lawyer (USA, 2017) where you can consult a specialist to get legal advice.

As a result, these new startups **empower final users** to get a **valid document**, such as a contract with the new landlord or an appeal against an airplane that arrived late, **without contacting a traditional lawyers buffet**.

Docular (2016)
Europe

Willing (2017)
USA

Re:Scam (2107)
New Zealand

Do Not Pay (2015)
UK

The World's First Robot Lawyer

Kleinman Z. (2016)

“Bots are a huge opportunity for public service..”

Password

Login Or Signup

Prove HIV Disclosure (no signup)



Follow

SERVICES FOR LAWYERS

#ADMINISTRATIVE SOLUTION #LAYERS #TOOLS

MANAGEMENT TOOLS FOR LAWYERS

Law firms experience management problems that belong only to their field. For this reason, designers can use a User Experience approach and develop tailor-made tool for solving simple management problems for the legal sector.

A good example is the case of Apperio (United Kingdom, 2012): an invoice service made for the legal industry. They found out that billing was a common problem inside of law firms, so they decided to help making easy budgets by **adding the expertise of the lawyers involved in the case and their corresponded fee**. This tool allows the **performance control** of each member of the team and it **makes it easy for clients to understand what they are paying for**.

Another example is Gensler (USA, 2014), who re-thought the interior design of law firms. Thinking about the architecture of their office from another perspective can help law firms present themselves as a more innovative and flexible space. Open spaces can induce to collaborative work and can push lawyers changing their modality of work.

User experience designers can develop simple services that address management problems inside law firms, such as the problem of hiring (Hire Squire, USA, 2011) or turning digital conversations into valid documentations for court (Council Box, Spain, 2017).

Council Box
Spain

Gensler
USA

Hire Squire
USA

Apperio
UK

PHASE BREAKDOWN

Tax structuring

Disclosure

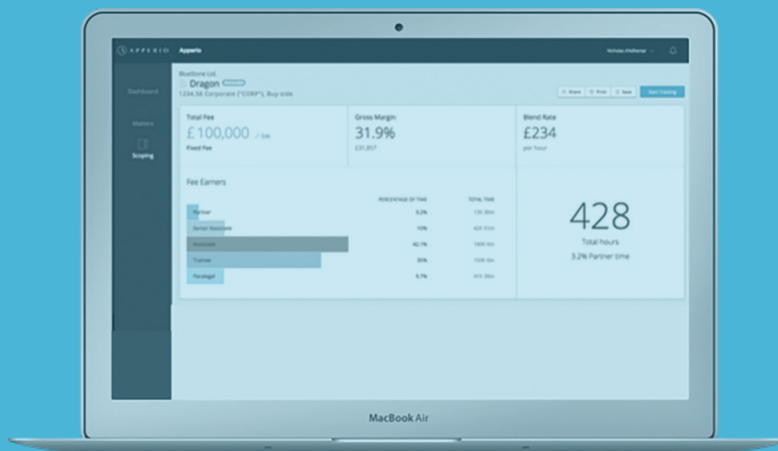
FEE EARNER	GRADE	FEE
David Carmen	Partner	£250
Elea	Trainee	£24
Tom Chambers	Associate	£250

+Add

Completion & signing

Newman D. (2017)

“...the field has stepped up to take a smart and measured approach to tech adoption that is already saving (...) lots of time and money.”





SERVICE
design

SERVICE DESIGN

#BIG DATA #ANALYSIS #DESIGN THINKING

> ANALYTIC
RESEARCH
TOOLS
> SIMPLE
LEGAL
PROCESS

“Service Design aims to ensure service interfaces are useful, usable and desirable from the clients’ point of view and effective, efficient and distinctive from the supplier’s point of view”

(Birgit Mager, 2009, 34)

Service Designers can help transform difficult processes into simple ones by using a human-centered design approach. As a result, people can understand what is happening, or what they are supposed to do, and the legal process can stop being a frightening space. In the same direction, these cases include platforms that manage a high volume of information so lawyers can analyze, visualize and understand it.

Key Areas

Service Design • User Experience • User Interface • Design Research • Strategic Design

ANALYTIC RESEARCH TOOLS

#VISUALIZATION #UNDERSTAND #BIGDATA

ANALYZING BIG DATA TO UNDERSTAND LAW.

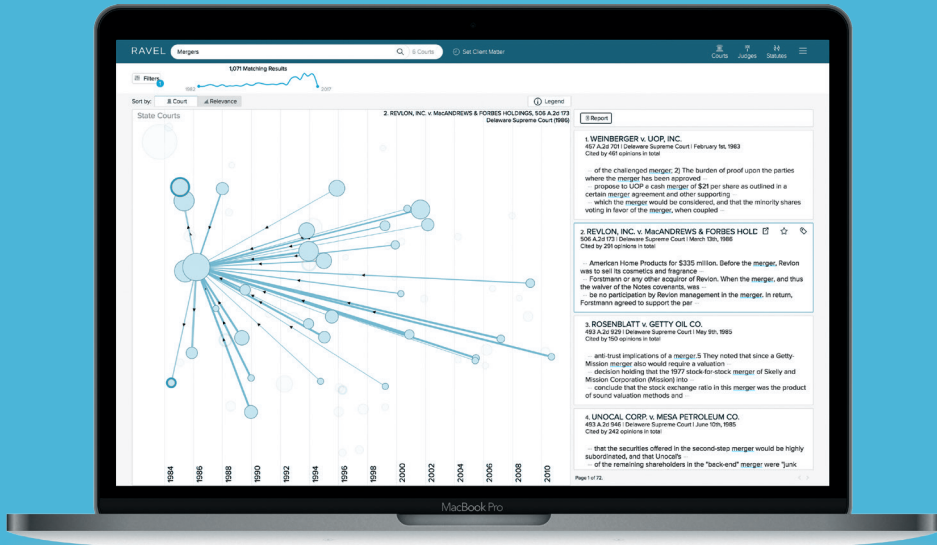
The aim here is to **help professionals analyze, visualize and understand laws** by accessing a large and comprehensive law database. It can help law firms manage Big Data by comparing different courts, cases and laws, but it can also be for courts to handle large volumes of infractions, disputes, warrants and other cases – all online. (RAVEL, USA, 2017)

Knomos (2016)
USA

Jumas Project (2009)
Europe

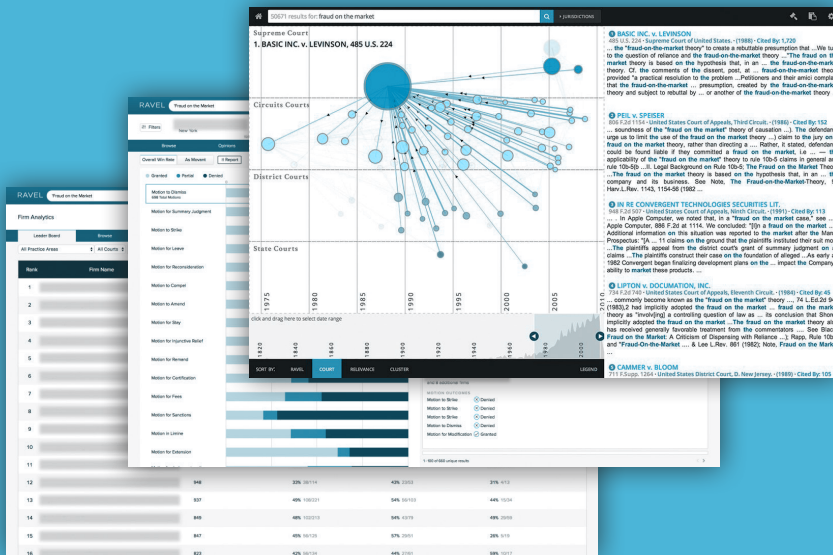
Ross Intelligence (2016)
USA

Ravel
By IDEO
USA



Wired Magazine (VanHemert, K., 2017)

"A new way to look at law, with data viz and machine learning."



SIMPLE LEGAL PROCESS

#INTERDISCIPLINARY #ACCESS #DIGITALIZATION

USER CENTERED APPROACH IN LEGAL PROCESS

In the case of Matterhorn, by Court Innovations (USA, 2014), a human-centered approach is used to **redesign the court process by understanding why people were missing their appointments for minor infractions**. The innovation resulted in making simple **access to court** systems: citizens can **solve the matter online**. The platform allows final users to argue, negotiate and resolve their dispute.

By making regular **processes simpler and more user-friendly, courts can change the perception people have of them, of an old and frightening space**. From the inside perspective, having tools helping court employees to **simplify their daily job means having more time to start dealing with new tasks that before were considered non-urgent**. (The Netherlands has digitalized their supreme court). (Veenendaal, T. (2017)

Moving away from courts, service designers are also thinking about prisons: in New York, jails are being rethought in the perspective of a human and environmental mindset.

Matterhorn
USA

Supreme Court Of The
Netherlands
Netherlands

Department of Justice
Family Violence Intervention
Order - By Portable
Victoria, Australia
Portable. (2013)

Justice in Design
by Van Alen Institute
New York, USA

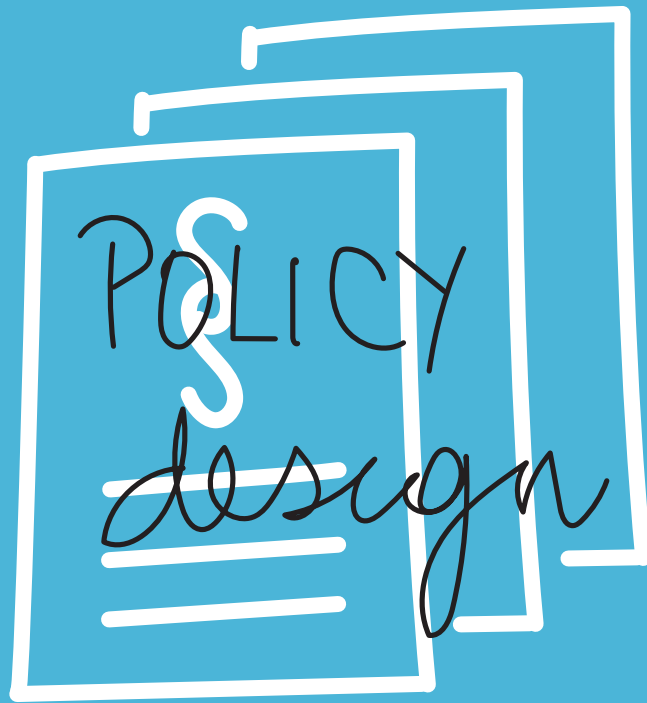


Probation
Office

6

Justice in Design (Gallagher, D., Tehrani, N., Gottesfeld, S., Kubey, K.,
Opotow, S., & Mooney, J., 2017, 10)

*“By rethinking the idea of what a jail
can be, a new borough-based model can
increase transparency, accountability,
and community inclusion, and
reinforce the value of public institutions
for New Yorkers.”*



LAW ↗

POLICY DESIGN

#TRANSPARENCY #SIMPLIFICATION #DEMOCRACY

> CLEAR
LAW FOR
EVERYBODY
> POLICY
BY THIRD
PARTIES

“The design process has been developed and incorporated into many professions over the past decades, including in industrial design, software development, product design, policy-making and health care. Now it is being brought into legal and government services.”

(Margaret Hagan; 2015)

These projects are related to policy-making. The attempt is to change the legal system from inside, allowing a better practice of democracy. The purpose of this area is the simplification and transparency of the law.

CLEAR LAW FOR EVERYBODY

#PLAIN LANGUAGE #FOR ALL #TRANSPARENT

EMPOWER CITIZENS BY CLEAR LAWS

On a higher level, governments are trying to **empower citizens by making law understandable for everyone**. The Government of United Kingdom developed the program Good Law (2013). As a first approach, they use plain language and rethink the content of old laws. They support congresses and hackathons, trying to explore and learn from **design formats**: prototyping makes it easier to simplify processes in steps, so they can try to find a new way to make laws. Therefore to develop a new legal service and -as a final stage- to have a more transparent government.

Design for Europe (2015)
Europe

Laboratorio de Gobierno
(2014) Santiago, Chile

Civic Service Design (2017)
New York, USA

Good Law
UK

Cabinet Office , Good Law (2013)

“...[The digital age] brings new opportunities (...): tools for publishing and arranging law, and techniques for diagnosing and predicting how law is used. So this is an exciting time for re-thinking how legislation can be made easier for users.”

Start now >

POLICY BY THIRD PARTIES

#DESIGN FOR POLICY

DESIGN STUDIOS TO RETHINK DEMOCRACY

Some design studios are talking about design for policy: **designers can help rethink the democracy and push it further for some changes** (Mind Lab, Denmark). There are successful cases showing a **reduction in bureaucracy, or an improvement of clarity brought through the implementation of infographics and clear customer maps.**

There are some design events of which the focus is **rethinking a whole country** (Hack Belgium, Belgium, 2017) or just governments like GovJam (worldwide, St. John, A., 2012)

Agency (2007)
Australia

Hack Belgium
Belgium

Mind Lab (2010)
Denmark

Public Policy Lab (2010)
New York, USA

Public Policy Lab (2010)

“[We] work at the intersection of human-centered design and public policy. We partner with government to design great public services with low-income and at-risk communities.”





EDUCATION
& research

EDUCATION

LAB, JAMS, HACKATONS

#LAB #JAMS #HACKATONS #SUMMIT
#CONFERENCES #TALKS

> LEGAL
DESIGN
WORKSHOPS
> FORMAL
EDUCATION


The reflection on how Design and Law can be combined to rethink the legal world expands into the education circle. It include formal education and research programs. Universities from different parts of the world insert in their law education subjects from the design field, and some design formats (Hackathons, Labs, Jams and Design Thinking Workshops) address topics from the legal world.

“My fear, in short, is that we are training young lawyers to become 20th-century lawyers and not 21-century lawyers.”

(Richard Susskind, 2017, 162)



LEGAL DESIGN LABORATORY



21.04.2017
University of Perugia
Department of Jurisprudence
Perugia, Italy

Coordinator:
Cristian Alvino
Yvonne Bindi

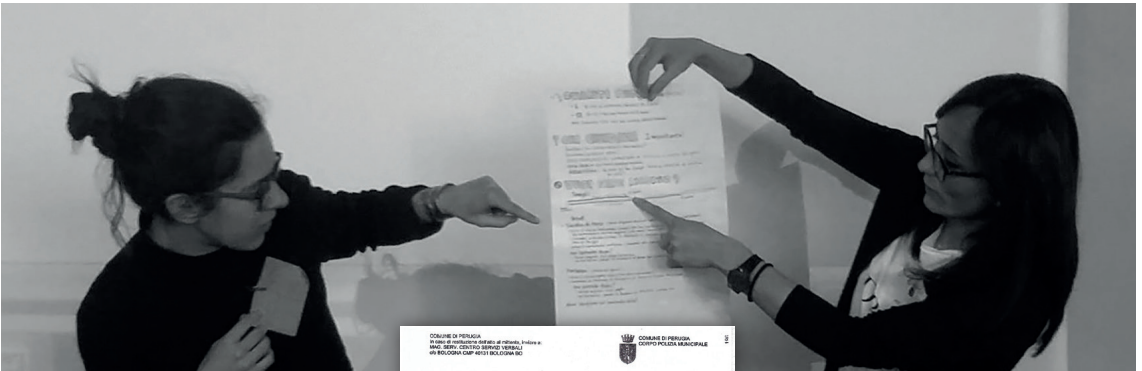
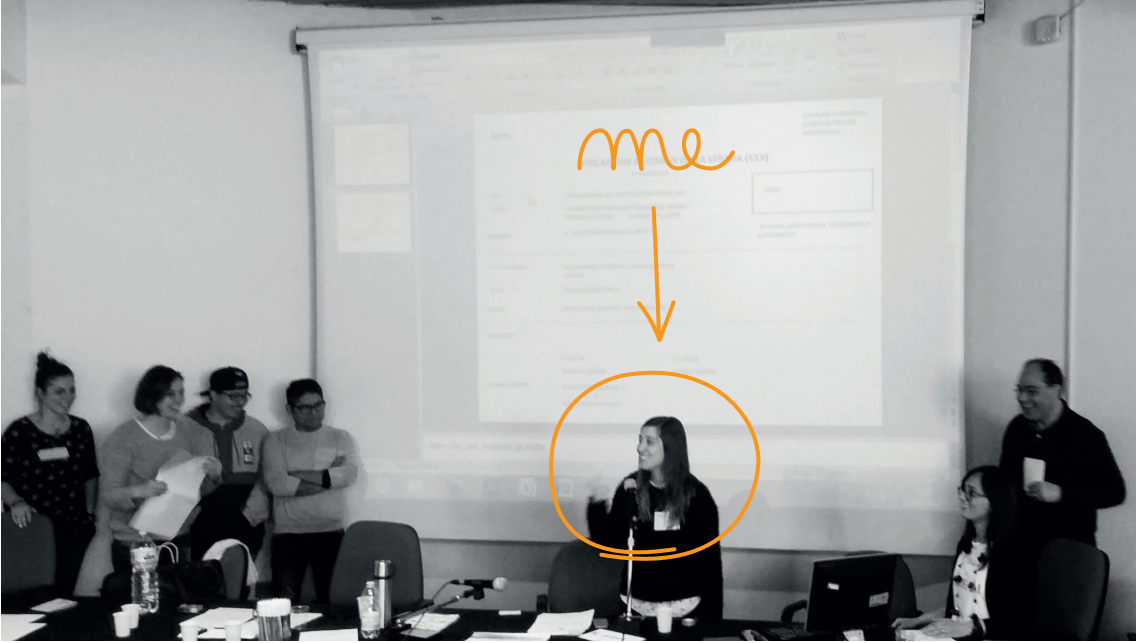
I attended the Legal Design Workshop in Perugia the 21 of April 2017. It was interesting to participate in a Design workshop, conducted by a Lawyer.

The objective was to simplify a complex penalty charge. Following the guides made by Simplification Centre (2017), during the morning we learned about typography, visual tools and the power of the language. The majority of the participants where Law students that had no contact with Design before. In this situation, Cristina Alvino (the coordinator of the activity) stressed the importance of **having a beautiful and simple piece, but also useful.**

During the afternoon, we work on groups over an Italian fine. We prototype how to make it easy to understand by using visual tools.

I was a participant of the activity but, for me, this experience was difficult for me: law students put their focus on how was written the penalty (the words). They couldn't accept using a simulation of what the text would be. **It was impossible for them to step outside of the Law and think further than re-writing the norm.**

Anyway, there were significant results. Although all the groups had the same problem, each team presented different solutions by adopting a **variety of tools**: language focused, visual timelines, and visualization of how much it cost.



The DOCUMENT

CONSIGLIO DI PERUGIA
 AREA INTERCOMUNALE DI SERVIZI, INFRASTRUTTURE, MOBILITÀ, CULTURA, SERVIZI URBANI, EDIFICAZIONI, CONFESSIONI RELIGIOSE

CONSIGLIO DI PERUGIA
 GIUFFRÈ POLIZIA MUNICIPALE
 DISTRETTO

Aut. Min. Giustizia n. 143/2014/RG
 Tribunale Civile di Perugia

VERBA DI VOLONTARIATO E SERVIZI DELLA STRADA
 (Art. 101 del D.Lgs. n. 151/2001 - Art. 10 del D.Lgs. n. 151/2001)

VERBA DI VOLONTARIATO E SERVIZI DELLA STRADA
 (Art. 101 del D.Lgs. n. 151/2001 - Art. 10 del D.Lgs. n. 151/2001)

Il presente documento è stato redatto in data 14/06/2014 e ha per oggetto la nomina di volontari e servizi della strada per il periodo dal 15/06/2014 al 30/06/2014.

Il presente documento è stato redatto in data 14/06/2014 e ha per oggetto la nomina di volontari e servizi della strada per il periodo dal 15/06/2014 al 30/06/2014.

Il presente documento è stato redatto in data 14/06/2014 e ha per oggetto la nomina di volontari e servizi della strada per il periodo dal 15/06/2014 al 30/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014
 INCASSI PER IL SERVIZIO

DETTA PUBBL. VERBA/2014/001 del 14/06/2014
 INCASSI PER IL SERVIZIO

DETTA PUBBL. VERBA/2014/001 del 14/06/2014
 INCASSI PER IL SERVIZIO

DETTA PUBBL. VERBA/2014/001 del 14/06/2014
 INCASSI PER IL SERVIZIO

DETTA PUBBL. VERBA/2014/001 del 14/06/2014
 INCASSI PER IL SERVIZIO

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

DETTA PUBBL. VERBA/2014/001 del 14/06/2014 per il servizio C.A.B. n. 10/14 con la data 14/06/2014 e per il servizio C.A.B. n. 10/14 con la data 14/06/2014.

LEGAL DESIGN WORKSHOPS

#HACKATONS #LABS #JAMS

DESIGN THINKING FORMATS FOR LAW

New workshops formats from the Design field that are adapted to explore the legal field. Several hackathons, labs, summits, congresses and workshops are meant **to make a bridge between different careers to develop new legal products and services**. By introducing design thinking, the objective is to **innovate and resolve different law-related problems by trying to change the mindset of the participants**.

Challenges of diverse nature are presented in the Design formats: from making legal documents more user-friendly to rethinking the bureaucratic problems of a country. These formats can be opened to the society or even introduced inside of law firms to make better communication and build a culture of innovation inside the inner community. (Legal Design Jam, Europe; Stanford University, USA; Legal Hackers, worldwide, 2012; Legal Design Summit, Europe, 2017).

Legal Design Lab (2013)
Stanford University
USA

Legal Hackers
Worldwide

Legal Design Summit
Europe

Legal Design Jam
Europe
Passera, S. (2013)



Stefania Passera (2017, 42)

“Legal Design shares a number of basic assumptions with the Design Thinking problem solving methodology”.

FORMAL EDUCATION

#UNIVERSITY #CAREER #RESEARCH

LEGAL DESIGN INSIDE UNIVERSITIES

Some universities (Stanford University, United States of America; Swinburne University of Technology, Australia) include Legal Design as part of their Law Schools curriculum: their future lawyers are challenged to develop new legal services with a user-centered mindset. For example, Swinburne University (Australia) has a double degree (Bachelor of Laws / Bachelor of Innovation and Design, 2016) that combines Design with Law to **give the students skills to work in legal practice applying design methodologies.**

The aim of these programs is to create new professionals that could think outside of the classical legal way and critically think about the future of the legal practice and the laws and policies for the next century.

*Introduction to Legal Design**
Stanford University (2015)
USA

*And many workshops and other lectures.

Innovation in Legal Education and Practice
Harvard - Law School (2015)
USA

Center for Innovation in Law
Sergio Arboleda University
Colombia
Hacking For Access To Justice.
(2017)

Bachelor of Laws / Bachelor of Innovation and Design
Swinburne University of Technology - Australia



Margaret Hagan (2017)

“By learning more knowledge about other domains, and by unlocking their own creative processes, lawyers can take on more leadership roles.”



Pubblica Amministrazione Re-start

15 Marzo 2018
19.00-21.00

FUTUREGOV



ONLINE COURSE

Law for Non-Lawyers: Introduction to Law

Understand the common law system used worldwide, and your legal rights and responsibilities, with this free online law course.



In the last year, I participate in several Design events. In particularity, I want to focus on the ones that are related to democracy and public administration.

I think that, usually, when we talk about politics, we forget about the legality. Law is the base of our democracy. Somehow, when we –as designers- think about this issues, we don't see the relationship with Law (or with lawyers).

In March I was part of a talk/workshop lead by Future Gov. In this case, we had to rethink about a public administration service being redesign by one of the leader start-ups/leading technology companies (in my case: renewing the passport by Apple). In my group, we thought about the touchpoints, aesthetic, process. But my colleagues (and even the coordinators of the event) did not occur that this kind of changes includes a change of policy.



DESIGN EVENTS



15.10.2017
Design for Democracy
Service Design Drinks

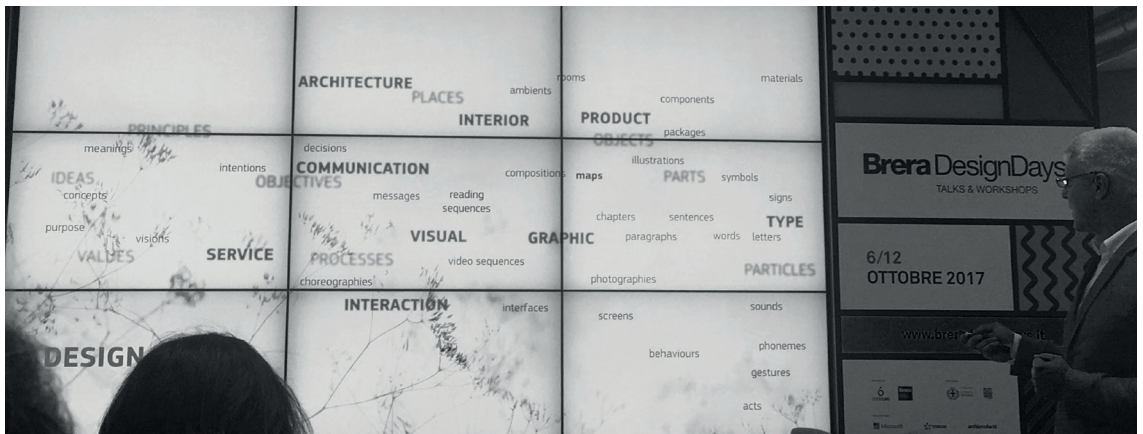
05.08.2017
Designing Public Services
Service Design Drinks

July 2017
Online course
La for Non-Lawyers

15.03.2018
Pubblica Amministrazione Re-Start
FutureGov + Gellify
Milano Digital Week

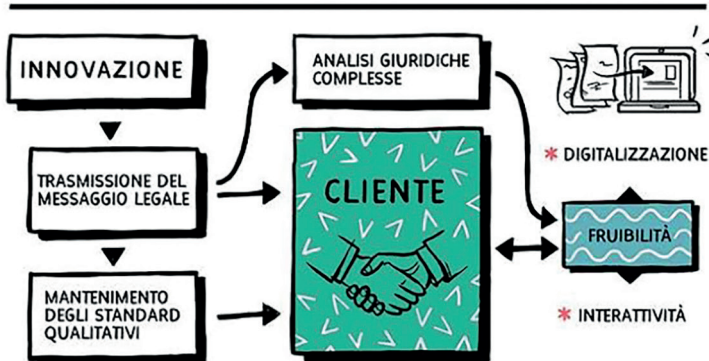
DESIGN FOR POLICY – POWERED BY BONELLIEREDE

TALK - EMPATIA E TECNOLOGIA



LEGAL DESIGN

*** CHE COS'È?**
strumento che ci aiuta a pensare e realizzare prodotti più **CLIENT-FRIENDLY**



Michel Miccoli
Project Leader

BonelliErede

During Brera Design Days there was a space to reflect on Design and the application of this field in Policy Making. This discussion was between Valentina Auricchio (6ZERO5 - Politecnico di Milano), Alessandro Rancati (Joint Research Centre– European Commission's Science Service), Lorenzo Lipparini (Comune di Milano), Michel Miccoli (BonelliErede) and Stefano Maffei (Design Policy Lab, Politecnico di Milano).

The event was a space to **talk about the application of Design in the new politics and the digitalization**. In particular, the **open data policy of Milan**. Moreover, this was an opportunity to reflect on the **tools from Legal Design** that can be used to simplify legal documents to give easier access to final users. What's more, about the role of designers in these tasks.

We are in a digital era. **Our digital self is gathering rights and duties**: we accept the data privacy agreements, and we consent the use of our data. We get a digital personality, so it is intelligent to start thinking how are our digital rights. By this, we can get more **transparent communications**.

In the same line, transparency could come from **open data**. The final users can have a voice in what are the future services they would like to have from Public Administration. Hackathons could be a way for citizens to speak their mind.

Digitalization means reducing repetitive tasks changing the work of lawyers. So, Design could help to develop products more comprehensive.

The digital transformation, in the end, is a cultural change.



DESIGN FOR POLICY



21.04.2017
Brera Design Days

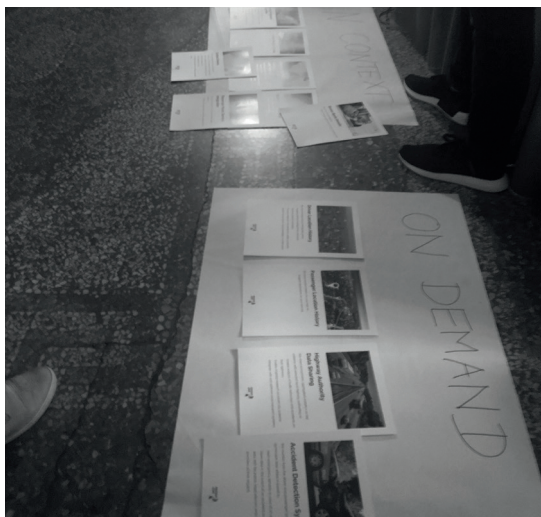
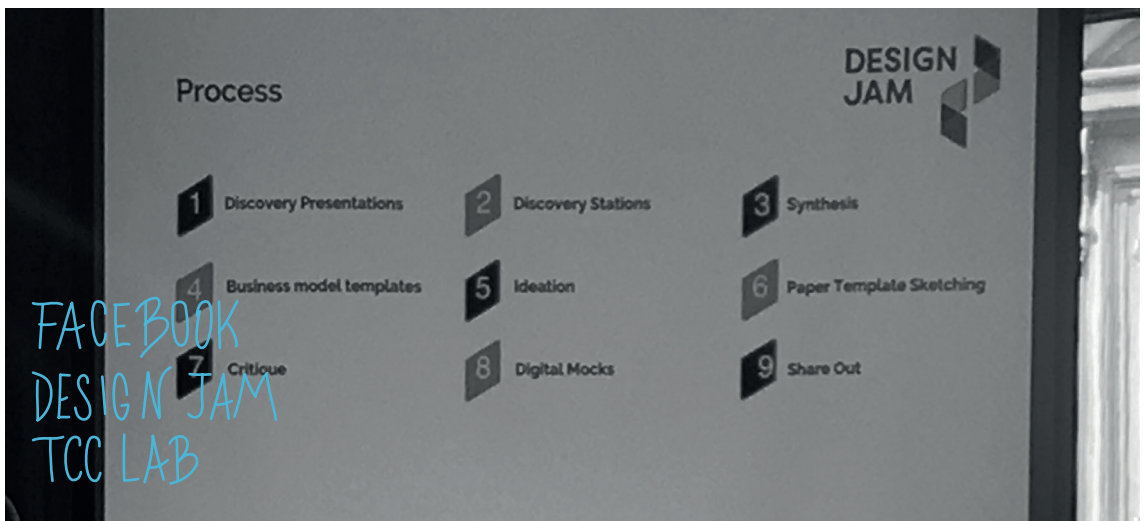
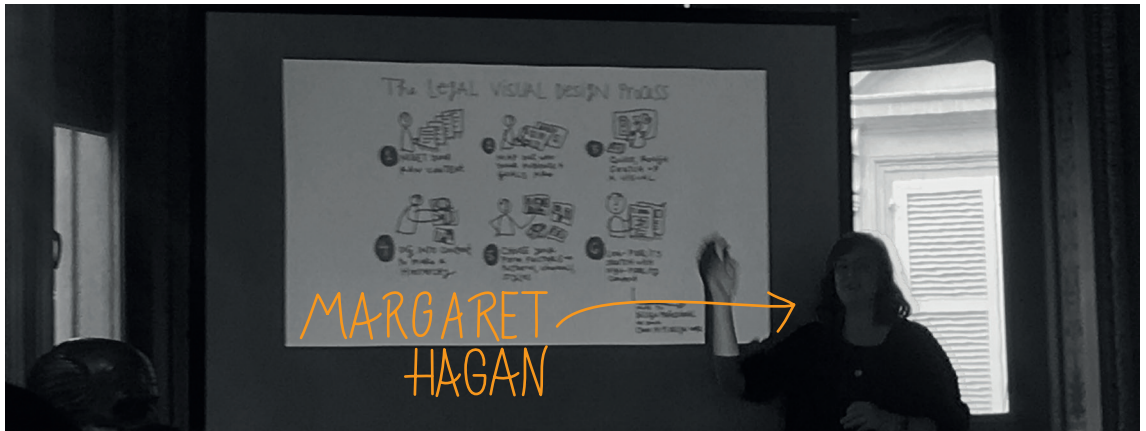
Coordinator:
6ZERO5 - Politecnico di Milano
Valentina Auricchio

**Joint Research Centre (JRC) – European
Commission's Science Service**
Alessandro Rancati

Comune di Milano
Lorenzo Lipparini

BonelliErede
Michel Miccoli

Design Policy Lab, Politecnico di Milano
Stefano Maffei



At the end of March, I participated in the Legal Design Workshop for the GDPR. It was an event organized by the Alma Mater Studiorum (University of Bologna), the Legal Design Lab (the Legal Design Lab of Stanford University) and the Design Jam (by Facebook).

This encounter aimed to discuss the **transparency of privacy terms** before the application of GDPR.

The event started with some theoretical discussion about the application of iconography to illustrate Law and Private Policy Agreements. Following, Margaret Hagan (Legal Design Lab) introduced Design Thinking and the results she gathered in her lab.

Thirdly, the Facebook team introduced the work they do during the Design Jams and the methodologies used in these events (Facebook Brussels, 2017). Then, we made a small exercise where the objective was **deciding in which moment the final user would have to accept privacy agreement**: on the first use, in context or on demand.

In the second half of the day, Arianna Rossi introduced her Ph.D. about Data Protection and Legal Design. She shared many prototypes of icons for the application of GDPR. This two years work was design and prototype together with other teams and several final users.

As a practical exercise and closure of the day, we analysed a regular app (Spotify in our case), and the privacy agreements that we accept. To explain the implicit contract, we made some visual mock-ups.



LEGAL DESIGN WORKSHOP FOR THE GDPR



26.03.2018
Alma Mater Studiorum - Università di
Bologna,
Bologna, Italy

Coordinator:
PhD candidate at CIRSFID
Arianna Rossi
School of Law of the University of Bologna
Monica Palmiran
Michele Martoni

Stanford University
Margaret Hagan
Tom Davidson
Emma Eastwood Paticchio

Facebook
Dan Hayden

REFLECTIONS

My thoughts

I started this research in March 2017. It is quite impressive to see how the panorama of the field has changed over one year.

There are many new services and projects developed inside the convergence of these two careers that in the beginning seemed illogical. It is interesting to pay attention to what is happening and to open the eyes for the future to understand how can Design and Law could create a new area of studies or work together.

In the last months of my research, I found that many new actors, from different parts of the world, are talking about the importance of making a bridge between Law and Design. And it made me change some of my initial insights.

1. COUNTRIES

While developing my research about the different cases, it was easy to understand that some countries had developed further the conjunction between law and design.

Finland is leading the development: it is possible to read about Legal Design in newspapers and watch interviews on television. In this country, many interesting projects are happening, and the deepest reflections are occurring. Start-ups implementing design methodologies to deal with legal issues can be found there. Also, many new law firms are adopting a more flexible format. In fact, Legal Design Summit occurred at Helsinki: is the biggest Legal Design Event.

In the United States of America there is another exploration center of Legal Design: due to the work of the University of Stanford with IDEO, a Legal Design lab was conceived in Stanford. Inside the Legal Design Lab, graduated and regular students from design and law schools develop projects for the real market while they reflect about the cohesion of the two careers through design workshops.

2. JOBS

In this last year, I found several job huntings for Legal Designers.

*They search for
Legal Designers.*

Interestingly, the offerings were from research or labs programs at the beginning of this phenomenon. But in the last months, I found a Law Firm willing to add a designer inside their team. Or design studios looking for professionals interested or knowledgeable of Law and Design.

3. COMMUNITIES

A big part of the information I gathered comes from different forms of online communities. I understand there is a community of legal designers willing to expand it further. Thus, sharing is the main value. Several blogs share results with others. One popular Facebook group and a Slack channel in which users can share their work, information about conferences, or just give advice.

LEGAL DESIGN AGENCIES

#LEGAL DESIGN #AGENCIES #TECHNOLOGY

LEGAL DESIGN CONSULTANCY AND SERVICE DESIGN STUDIOS THAT SELL LEGAL DESIGN

Some design studios saw the possibility to add Legal Design to their portfolio of offerings. IDEO (USA), IXDS (Germany), and Hellon (Finland) have started to include lawyers as team members. **They do sell design methods or the design approach to legal companies.**

In Finland, there is a Legal Design consultancy (Dot). They work as any other design studio, but they are focused on legal problems and legal clients. Their team members come from the law and design field.

It is interesting to see how numerous agents in the industry have already seen the connection and the importance of adding technology and digital tools to solve legal problems.

IDEO
Legal Design Department
San Francisco, USA
Alderton, M. (2016)

IXDS
Legal Design Department
Munich, Germany
Kohlmeier, A. (2017).

Hellon (2009)
Finland

Dot
Finland

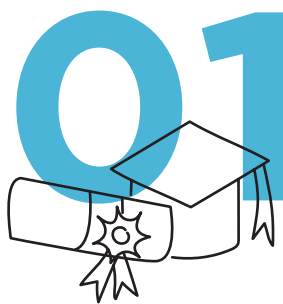
Dot. (2018)

*“We are a digital consultancy
revolutionizing the way law is done.
Our work combines design thinking,
legal expertise and new technologies.
Innovation, creativity, collaboration
and change. Legal design is the answer.”*

AREAS OF INTEREST

My thoughts

From the case studies analysis, I found three areas of interest where Design could help make a substantial change.



LEGAL EDUCATION

Law schools are applying design methodologies. The introduction of design could progress into making new textbooks provided with diagrams and visual tools or a new format of lessons.

It could also mean teaching laws in a new way to citizens.



EVOLUTION OF LAW FIRMS

The digitalization -that is already happening- will force lawyers to rethink their daily job since it will replace many of the routine tasks. It is here where creativity and the human touch can help them become a “fun” job.

Legal design could help changing the environment inside Law Firms.



POLICY MAKING

Laws are complicated. They seem far away from us. And, strangely, when we think about policymaking and democracy, we don't connect them with law making.

The connection between law and design could empower citizens to understand their rights. But it could also mean finding a new way to make laws and rules. Governments could implement visual tools, or generate Laws inside of workshops.



LAW ↗

+



↖ DESIGN

02.

LEGAL
DESIGNERS

**Talking with the
experts*

EXPERT INTERVIEWS

“Experts can get you up to speed quickly on a topic, giving you key insights into relevant history, context, and innovations”

IDEO, 2015

10 INTERVIEWS

7 Lawyers
1 Designer
2 Lawyer & Designers
1 Colombia
3 Finland
1 Australia
2 Italy
1 Netherlands
1 German
1 USA

According to **IDEO** (2015), experts have **systems-level views**, they know about **recent innovations**—successes and failures— and have **opinions** on the topic. So, I decided that in order to understand how to implement a project about Legal Design I needed to have some conversations with the *Legal Designers*. At this point, I decided to talk with some interesting people that I found during my desk research.

The interesting thing was that I got inside a **chain of *Legal Designers***: one expert referred me to another and the further I did research I had got to know more experts.

As a result, I had ten conversations that helped me develop my idea about **Legal Design**: who works inside, what skills and interests they have, how their personality is, and their experience.

Interview Protocol

1. BACKGROUND

Introduction: studies, career, job, objective, proposal, clients, daily work.

Relationship with Legal Design.

2. LEGAL DESIGN

Experiences with Legal Design.

How would you describe Legal Design?

What do you think the objective is?

How should lawyers/designers participate in this area?

3. WORKING WITH LAWYERS

How is it for a designer to deal with legal information?

Is there missing knowledge?

How can lawyers deal with the fear of lawyers?

4. DESIGN THINKING WORKSHOPS

Experiences with design formats

Is there a difference between the regular design workshops and the Legal Design ones?

Have you developed any tool?

5. VISUAL CONTRACTS

Experiences. Ideas about contracts.

How can it go deeper?

How do you think the future is?

6. LAW FIRM

Ideas about the present and future.

How can the law firms adapt?

How do you think that law firms will be in the future?

7. DIGITALIZATION & INNOVATION

Digitalization process: new tools that can help to embrace the future

Do you think that the lawyer's work will change in the future?

8. POLITICS

Can Legal Design help in this field?

9. LEGAL EDUCATION

Do you think that legal education should change? How?

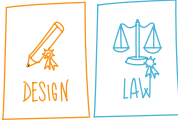
Do you think that design methodologies can help?

10. LEGAL DESIGNER

Should it be a career/specialization?

Should lawyers and designers work together?

Do you think it there is a need for a Legal Designer?



ANGÉLICA FLECHAS

@Háptica | Bogotá, Colombia | 🗨️ 15.07.17

Legal Design Experience

Visual contracts, legal design workshops, prototyping legal services, teacher.
Organized the GOV JAM in Colombia.

“Stop thinking only about winning a court dispute and start thinking about the user.”

“Lawyers learn how to argument and win. They have problems with co-creation exercises because they tend to be defensive.”

“Lawyers should become more approachable.”

“There is a general problem about in the communication: there is a need for a new channel.”

Legal Designer

“It is not about what is about how.”


“[Legal Designer] is not a person: it is a team of people working together. It’s a designer that can work with different problematics such as politics, culture, education and in the public sector – including law.”



“I want to help lawyers to find out what they would like to do in their daily job; help them have a ‘fun’ job”



HELENA HAAPIO

@Lexpert | Helsinki, Finland |  27.07.17

Legal Design Experience

Visual contracts, law for technology companies.

*“I always **loved contracts**, but I also noticed that **a lot of people don't love** them or, even, don't like to work with them. So, I am trying to build a bridge to make **contracts accessible to those who need them**”.*

Legal Designer

*“We are so few. It's good for us to **work together**. We are stronger that way.”*

*“Proactive law is about **helping clients reach their goals and preventing legal problems**(...) You are a little bit problem solver, but you aren't a fighter.”*

*“[Next generation of contracts] is where I **merged design thinking with legal thinking**. The goal was to help companies and people to **avoid legal problems**.”*

*“We need to convince both businesses and legal professionals that **there is a better way of doing what they do**. But, it is not easy (...) you want to change how people **work and their mindsets**. And that's hard.”*

*“[Lawyers and designers working together] is a necessity. It's always been that way in companies. **The lawyer is a member of a team**, (...) [is] one stakeholder, **but not the only one designing documents**.”*

*“Writing and content -in the traditional way-are just a symptom of the **lawyerly attitude** (...) As if contracts were private law and they needed to be written to look like law, legal and official...”*



*“I believe that lawyers, designers,
tech people and business people work
together to develop (...) better contracts
(...) I believe in cross-professional
collaboration”*



JOHANA RANTANEN

@Dottir | Helsinki, Finland | 🗨️ 20.07.17

Legal Design Experience

Visual contracts, law for technology companies.

*“Lawyers are **specialists**.”*

*“We want to be a **down to earth law-firm**: we try not to act as lawyers. We want to be **authentic**.”*

*“We want to find an easy way for regular people to **approach lawyers**. We would like to grow as human-friendly law firm, so anybody can talk to us **without the fear of lawyers**.”*

*We try to be **transparent and communicative**.”*

*“**Legal information is just information**; it isn't more complex than engineers information or medical information.”*

“Lawyers can work with other professionals.”

Legal Designer

*“Lawyers and designers can **work together**.
Technology will replace some legal activities, so lawyers will have to find a new role – a more fun role.”*



“At University, we [lawyers] learn how to win court disputes, not about the users.”



CAMILLA ANDERSON

@ University Of Western Australia | Australia | 🗨️ 04.08.17

Legal Design Experience

Visual contracts, law conferences with live illustrators.

*“We started making **cartoons that embody legal cases**. It came up from the ‘Real Text’. (...) We use **images to expand recognition**.”*

“Visual contract aren’t a new approach: there were many cases in the past and other authors.”

*“Visual contracts **are not for everything**: it is useful in some topics. Some others shouldn’t use this approach.”*

*“By reading Visual Contracts **people can understand what they are supposed to do**.”*

Legal Designer

“It’s about finding new ways and the willingness to innovate.”

*“I think that lawyers should **work with others**. They shouldn’t try to specialize: make contracts understandable, make an abstract concept and **leave someone that knows how to draw do their job**.”*



*“Lawyers should change their mindset:
have an open mind. To start innovating,
we have to collaborate with others”*



GIORGIO TRONO

@independent | Milan, Italy | 🗨️ 26.07.17

Legal Design Experience

“Lawyer 3.0”: He uses sharing platforms, made a online guide and uses the new tools of communications to do his daily job.

*“I try to use **simple language**, plain language which isn't the lawyer type (**the legalese**). (...) When lawyers talk difficult, they are **talking obscure**.”*

*“I wanted to become more approachable and flexible, so I started using the **2.0 tools**. It is a way to **reduce costs**.”*

*“Lawyers change in time. It takes them a while since they are a **conservative group**. (...) They should think more critically. Be able to **reflect on the future**. They should be **curious, change tasks, and be more adaptable**.”*

*“We should be able to use more **visual tools**, even in education”.*

Legal Designer

*“...but machines won't be able to replace lawyers: you cannot teach an Artificial Intelligence their **opinion**”.*



“Lawyers change in time. (...) The digitalization will substitute the work of lawyers. There are already companies that are thinking about this”



CATALINA GOANTA

@Maastricht European Private Law | Maastricht, Netherlands | 18.09.17

Legal Design Experience

Researcher & Professor at the Faculty of Law: Project about Law and Disruptive Technologies. European Law and Tech Network

*“**Substantive law** (the content of the rules) is different from the **practice of the law.**”*

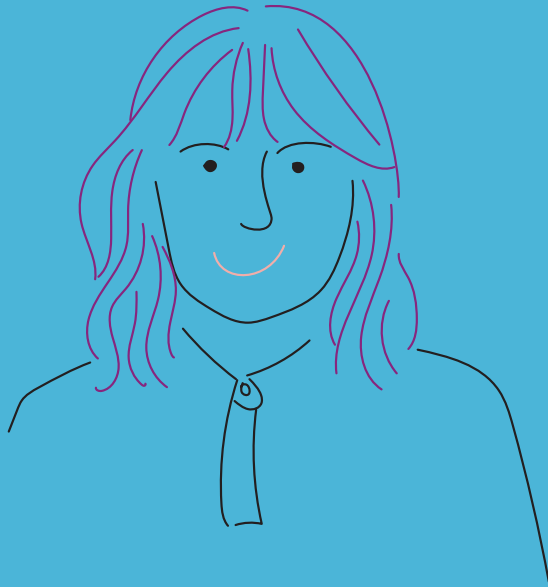
*“Lawyers are going to say that the Law is one of the most important components of society: it’s the norms that govern society. (...) But if you think about the delivering law, access to justice, practicing law, there are some **service aspects.**”*

*“Some organizations are trying to innovate by **empowering citizens: they learn to deal with the law by themselves.**”*

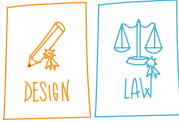
Legal Designer

“Governments are adapting to the digital disruption.”

*“There is an interesting case in China: a man was living next to a river affected by pollution (...). This man –by himself– went and found the information to put together a case against the factory. (...) These cases are happening everywhere: **people are having access to information; something could be done to make it faster and better.**”*



“In legal services related to the practice of law it’s pretty straightforward what Legal Design can do: it’s about user interfaces and the look and feel”



ALESSANDRO SPAZZOLI

@ActionAid Italia | Milan, Italy | 26.10.17

Legal Design Experience

Studied Law and Service Design. Made his law thesis based on a design insight

*“I believe that **there is a gap between making the law and applying it.**”*

*“For me, lawyers should have an **impact on policymaking.**”*

*“**Lawyers are distant from the final users: they know the laws, but they don’t think about how it affects people. A clear example is how laws are written.**”*

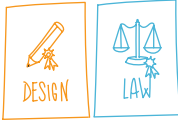
Legal Designer

“I know there are projects that connect law and design.”

*“**Lawyers are analytical: there is a mental process; Design Thinking has many common points with this mentality**”.*



*“Law is a **Social Science**, but the touchpoints that **Law** has with society are different from the ones **Design** has”*



ASTRID KOHLMEIR

@IXDS | Munich, Germany |  24.11.17

Legal Design Experience

Lawyer with a master in media design. Experience in the technology field and Human Centered Design. Works inside a Service Design Studio.

*“Legal Tech brought the opportunity to **bring topics** like Design & Law together. The Legal Market is in a **big change** triggered by **disruptive technologies**”.*

*“[Digitalization] will force lawyers to **open their minds** and **collaborate** with other disciplines That’s a huge opportunity.”*

Legal Designer

*“It’s a **global movement** that has already started.”*

“(…) Until now it was more complicated to change something in a traditional law office than to create something in the design field”.

*“Classic Designers are mostly **afraid** of legal issues and the law.”*

*“I spoke about the topic with different design agencies, and **they had no clue what legal design is** –but I know from my experience: **the legal industry is ready for creative solutions to lead with a designers mindset.**”*

*“There is a need for **radical collaboration**. To tackle the problems in the legal industry with design methods you **need both professional experiences**. (…) These abilities **don’t have to be combined in one single person**: but it is crucial to foster **interdisciplinary collaboration.**”*



“Design Methods could help making and delivering better legal services (...). This could be the right path to make a better legal system”



ENIA TITOVA

@ IDEO | San Francisco, USA | 🗨️ 01.09.17

Legal Design Experience

Works at IDEO in the Legal Design area. Lawyer with a background in Graphic Design.

Legal Design Department at IDEO: a team of 3 people

Projects for Law Firms and In-house Legal Departments, from communication to organization design. (USA and abroad)
It is part of "Design for Change."

*"The work of lawyers is changing. I don't know if that means there will be fewer lawyers or they will work differently in the future. Anyway, the work that the technology tools are doing is not the work that lawyers want to do (...) the higher value is the **strategy** and the **lawyering**, and that's not going anywhere."*

Legal Designer

*"We want to **work** with people that are already interested in **design and innovation**".*

*"We think that **everybody is creative** and we give them the tools and the opportunity to be creative".*

"We think about Legal Design as affecting the force structure of the legal industry: first Law firms and in-house corporate departments; secondly legal education; finally government and non-profit sector".

*"Our method is to **figure out a better approach from a human side**. I think that is what is blocking in many legal organizations. **The legal process are not design for humans**".*

*"There are already legal designers that already exist in law firms: they are called **knowledge managers**".*



*“As a consultant, you have a better perspective: you have an **outsider perspective**. But being inside (...) you can understand the technicalities and how it is structured”*



STEFANIA PASSERA

@AALTO | Helsinki, Finland | 🗨️ 20.07.17

Legal Design Experience

Information designer focused on legal information.
Visual contracts in big companies, workshops, Legal Design Jams.

Legal Designer

*“When you start changing how people create this information and what contracts could mean for their own customers, **their way of working changes.**”*

*“You can start re-designing everything in this bureaucratic and traditional field. For lawyers, bureaucrats, lawmakers, and policymakers **it is something definitively new...**”*

*“It’s design thinking and different types of design (service design, information design, UX, UI), **applied to the legal field.**”*

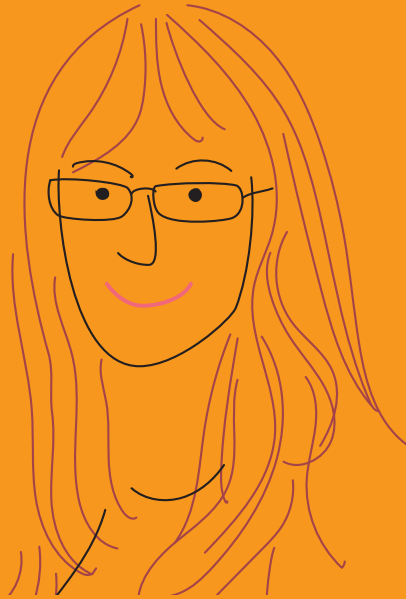
In theory, you don’t need a label, but it’s helping to push the change of mindset.”

*“I don’t think that Legal Design is something new or different from other things: **it’s a mix of different methods and it’s a multidisciplinary way of working. It’s bringing something from the design practice and design thinking into that specific industry.**”*

*“[In the future] there are going to be more and more of this figure of Legal designer, Legal service designer, Legal information designer, Legal Content Manager: I could imagine this sort of more **hybrid professions** could emerge more easily.”*

Legal Design Jam

*“[With Helena Haarpio] we felt that **we needed to make other people enthusiastic** and make others create examples. Otherwise, we were never going to persuade other people that **this is a good idea...**”*



“Legal Design is something that is coming quite new, and it’s a good label because it is used by people that are inside of the law industry also...”

INSIGHTS

My thoughts

I don't like the idea of a Legal Designer. I think it's intelligent to become a specialist; it's impossible to know everything and be good at everything. If you have an interest, it's better if you focused on that.

However, as a designer, I don't like the Legal Designer tag. I don't think that I should study Law to work in the legal field. I understand that there is some positivity from having a label to identify the new area. However, it could become a buzzword.

I think it's more about adapting design abilities into a new area. Yee, J., Jefferies, E., Michlewski, K., & Ayre, K. (2017) give some examples of how Design can drive change inside different types of companies, from technological start-ups to banks and hospitals.

I think it's about working as part of an interdisciplinary team. Finally, I believe that the transformation is as in the inclusion of designers in other fields –as health, human resources or politics.

1 **LEGAL DESIGN IS INSIDE OF TEAMS**

The Legal Designer is a designer that applies his knowledge in the legal field, working within an interdisciplinary ambient. It includes lawyers, developers and other kinds of professions.

Together, they apply Human-Centered Approach to the legal system.

2. **TECHNOLOGY DISRUPTIONS WILL AFFECT LAWYERS**

Digitalization, AI, VR, and blockchain can change lawyer's work.

Automatization implies that some of the lawyer's regular jobs will disappear or will need to be re-thought.

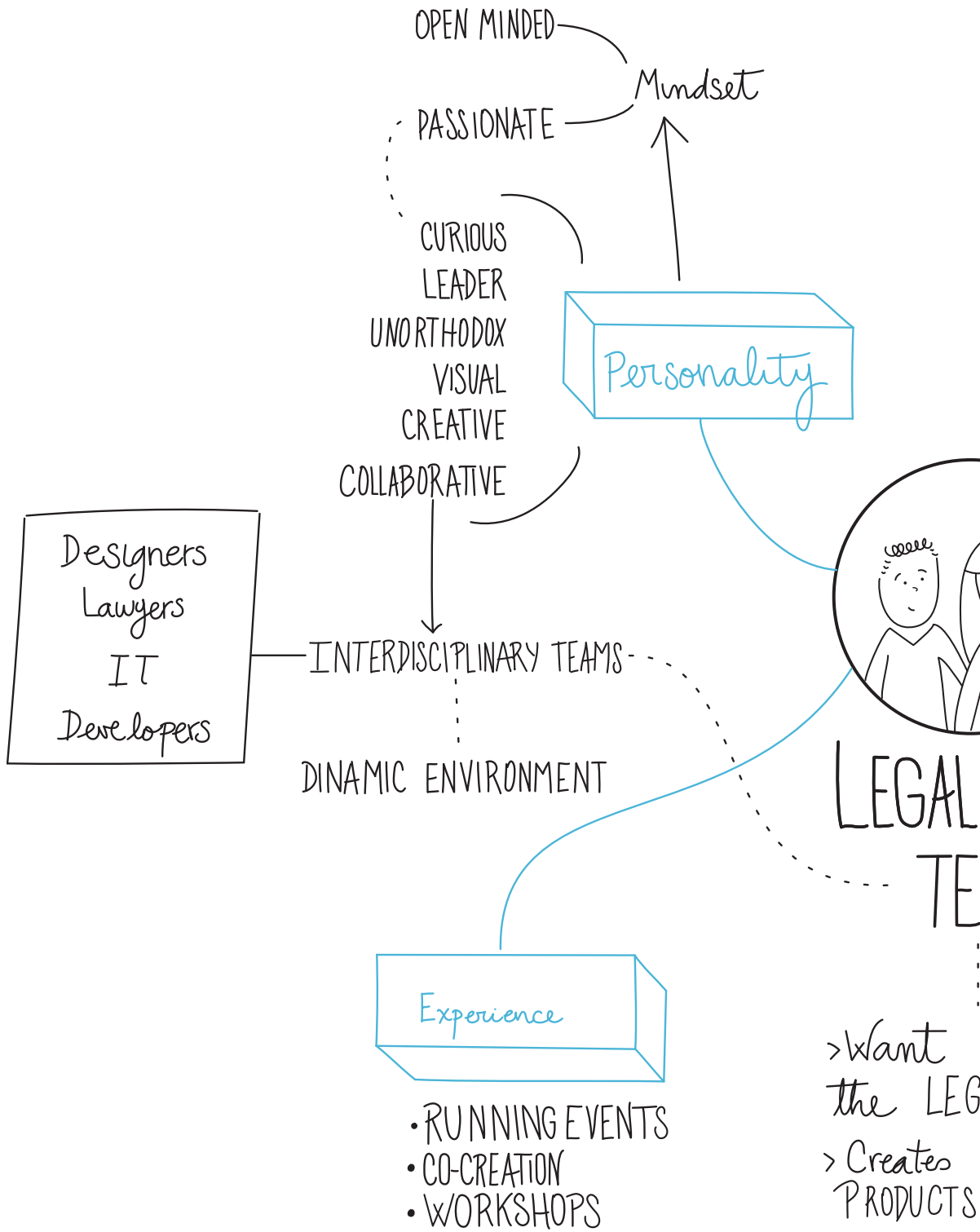
Lawyers should be able to design their new work journey: be more user-friendly and embrace this changing to transform their routine work into a fun job. One of the hardest points will be changing their mindset into having an open mind to accept other methodologies and working ways.

3. **FINAL USERS COULD BENEFIT FROM LEGAL DESIGN**

Legal Design could empower users -and customers- to understand law easier. Design methodologies are being applied already inside of private consultancies and law firms, but they could also help bureaucratic processes, court management, and change the legal system.

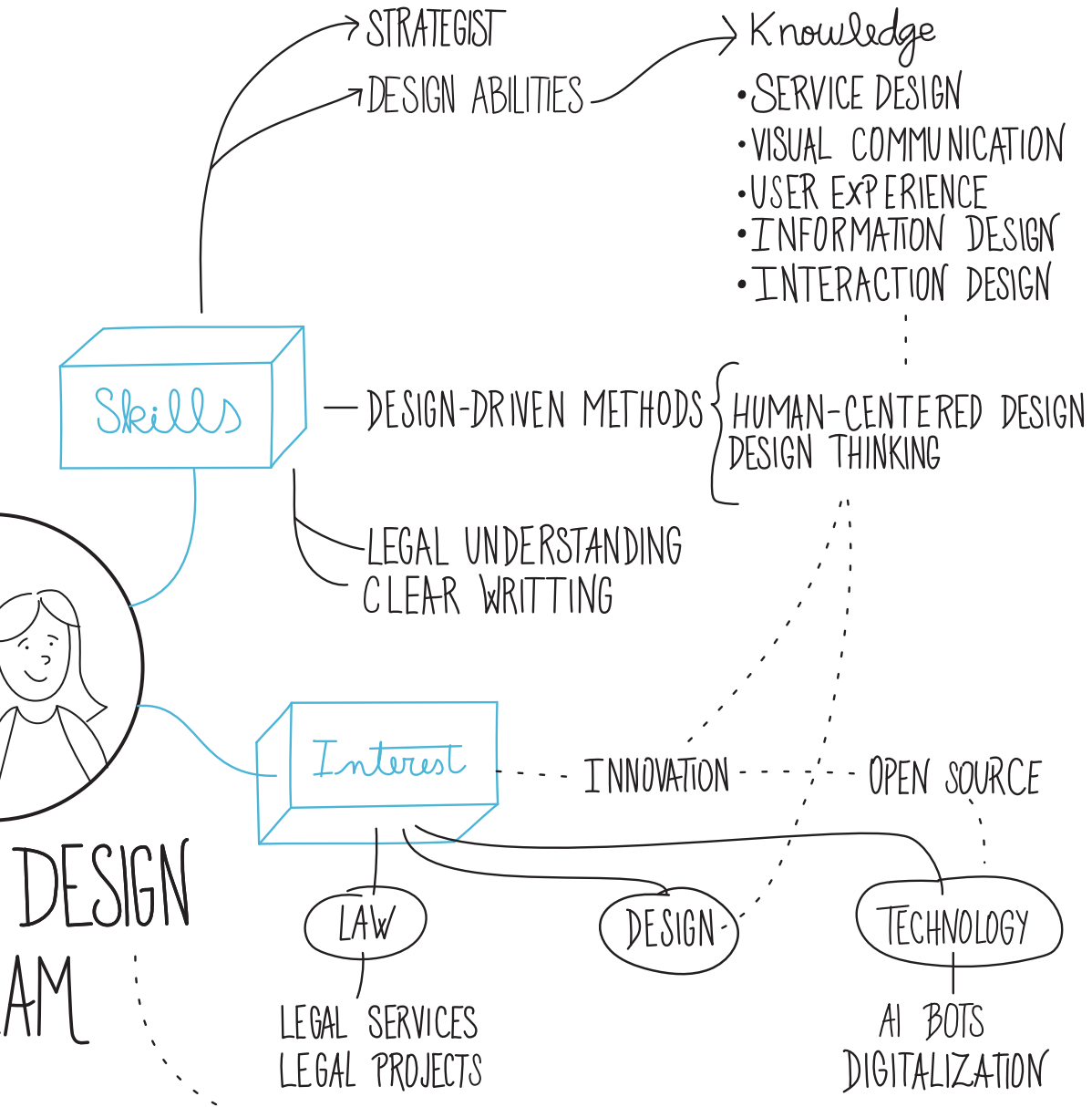
4. **LEGAL DESIGNERS WANT TO TAKE IT FURTHER**

Open source and collaboration are keywords for them. They believe in interdisciplinary work and shared information. They want the community to grow. They need the field to expand to facilitate the implementation of their vision.



ACCES to LAW

FIG. 4. Legal Design Team Mind Map



to change
AL SYSTEM
new LEGAL
& SERVICES
+ JUSTICE

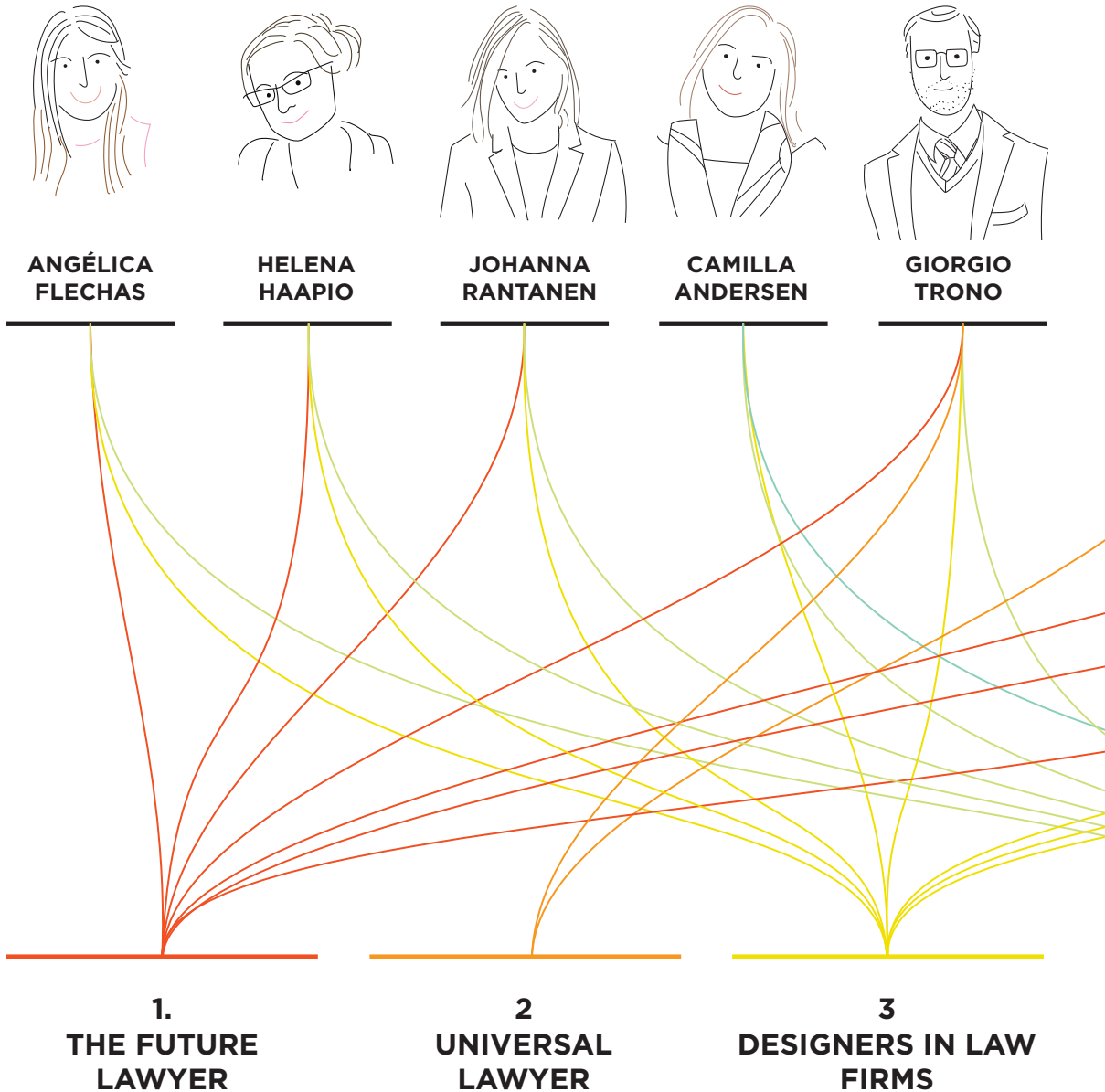
"LEGAL DESIGNER"

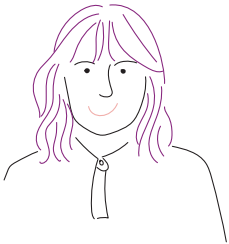
LAWYERS	vs.	DESIGNERS
Feel comfortable to use that TAG	:	Don't need a label to define themselves

OPPORTUNITIES

From the desk research, literature review and the interviews, I found some areas where Legal Design could be applied. The following graphic visualizes the origin of the ideas. Finally, there is a description of each scenario and questions that should be considered to develop each project.

FIG. 5. Insights Generation





**CATALINA
GOANTA**



**ALESSANDRO
SPAZZOLI**



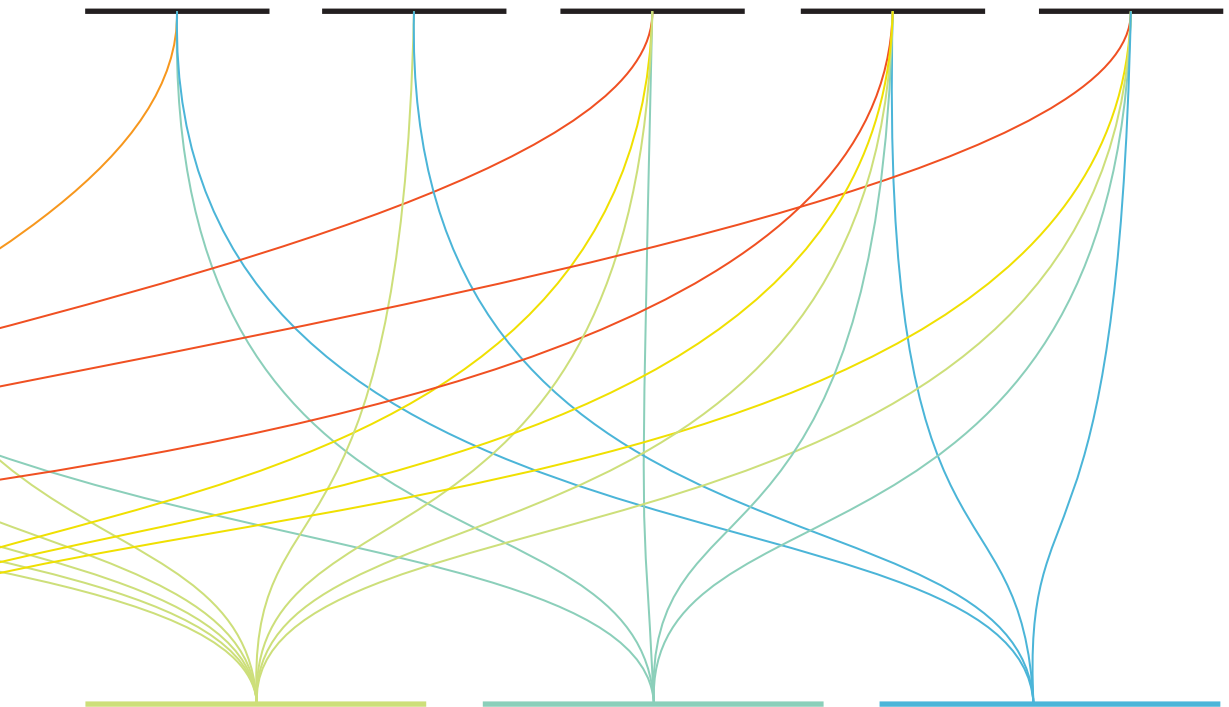
**ASTRID
KOHLMEIR**



**ENIA
TITOVA**



**STEFANIA
PASSERA**



4

**DESIGN IN LAW
SCHOOL**

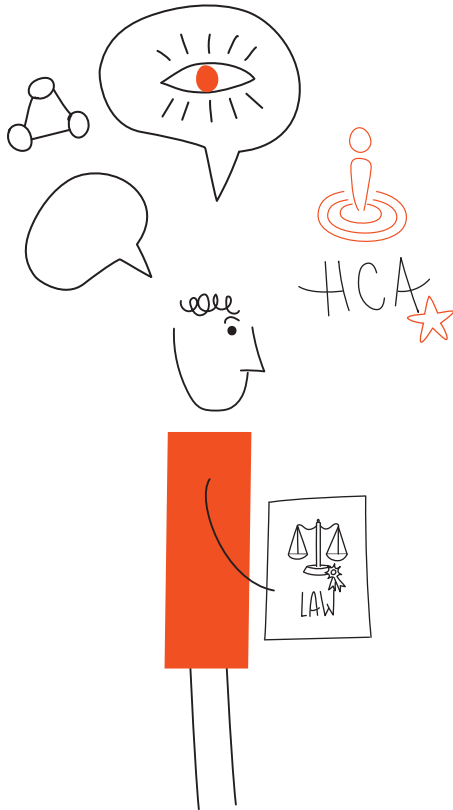
5

EASY PROCESS

6

LAW FOR CITIZENS

O1 THE FUTURE OF LAWYERS

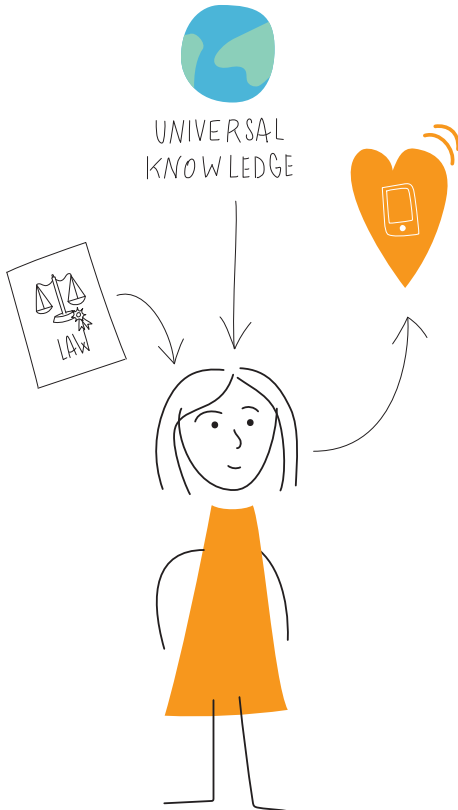


#DIGITALIZATION #INTERDISCIPLINARY TEAMS

Digitalization will change legal processes: Chatbots will help final users to make smart contracts, legal research will be simplified, and final users will be empowered by being able to do these processes by themselves. **The technology disruptions will reduce the lawyer's work**, giving them free time in their routine and an opportunity to re-think their jobs. **Future lawyers will have, as a fundamental strength, their social and human skills, and they could develop a more human-centered approach.**

How will the daily routine of the future lawyers be? Which tasks are going to be affected by the technological disruption? What should the new lawyer's skills and abilities be?

02 UNIVERSAL LAWYERS



#GLOBALIZATION #BLOCKCHAIN

Globalization is going further than ever. The limits of countries are getting transformed thanks to new disruptive ideas. The implementation of Blockchain is allowing to **make decentralized contracts** between people all over the world.

In this paradigm, a new kind of lawyer will rise, who has the skills to **handle laws from all over the world**, genuinely interested in **technology**.

*What kind of education do these lawyers have?
Which are their daily working activities? What tools do they need?*

Tomorrow's Lawyers
Richard Susskind (2017)

What particular problem should be solved by Legal Tech in 2018? (2018)
Article by Micha-Manuel Buess

VR Is Helping Convict Nazis In Court (2018)
- By Nazi VR in Germany
Article by Co.Design

LawWithoutWalls (2015)
Worldwide

03 DESIGNERS INSIDE OF LAW FIRMS

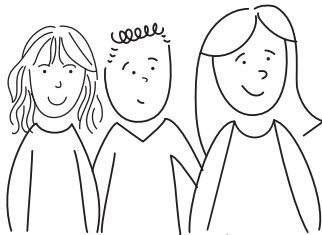
DESIGN

+

LAW

+

TECHNOLOGY



LEGAL TEAM

#INTERDISCIPLINARY TEAMS #LEGAL DESIGNERS

Legal Design will evolve and transform classical Law Firms. These offices will become **brewers of interdisciplinary work**. The classical Law Buffett will add **designers, developers, business people** and **IT people** to their staff. They will work side by side with **lawyers**.

These changes mean that the work routine will be affected, but also the clients and the projects will transform.

What kind of the tasks will the designers have? Which activities are designers going to be in charge of? How will these new teams change the lawyer's work? What others disciplines will join the team?

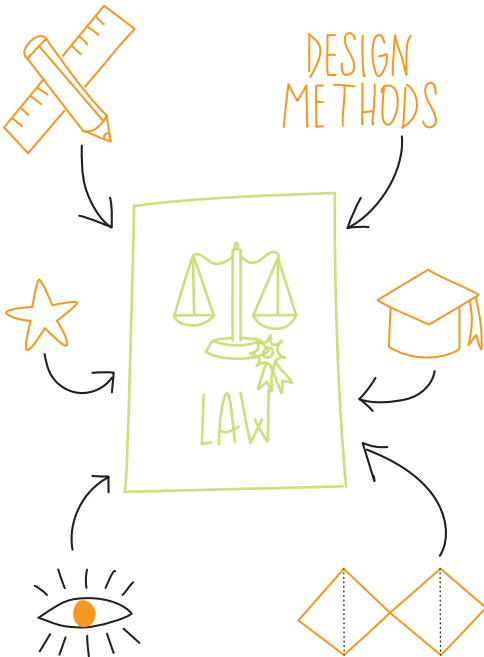
Existing cases analyzed before:
Page 68 - 69

Where do service designers fit
within an organisation?
GOV UK
Tarling, K. (2018).

HUDSON YORK FARRELL
LIMITED searched for a
Legal Designer (2017)
UK

Contract Re:Design
Slack Channel
Camara, A. (2017)

04 DESIGN INSIDE LAW SCHOOLS



#DESIGN METHODS #FORMAL EDUCATION

As part of Law studies, in the study plan, there will be some **courses from other faculties**. Law students will be in touch with **methodologies from the design field**, and they will study with other professionals.

Design methods will be inside of regular lessons or even inside textbooks as visualization tools. Using **diagrams** and **mind maps** could help students understanding hard topics and change their approach to law.

How would the new career be? Would the degree change? What lectures should be part of the Law curriculum? Would law students be interested in taking lectures from other faculties?

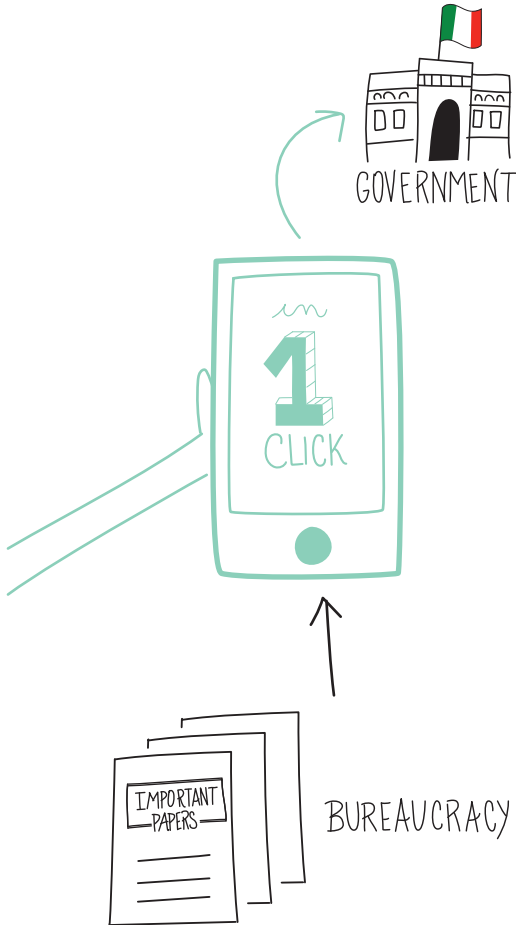
Existing cases analyzed before:
Page 56 to 59

Hacking for Access to Justice
(2017) Colombia

Legal Services Innovation
Index (2018)
by Daniel W. Linna
USA

Legalit as Lab (2015)
Spain

05 EASY PROCESSES



#BUREAUCRACY #PUBLIC ADMINISTRATION

The **digitalization** will **simplify processes for regular users**. Public offices will change their approach, breaking the walls with non-lawyers and the bureaucracy of the traditional legal system.

Citizens will have more time and the ability to understand their rights. The public administration will become more efficient, and their employees will have more time for creative work.

How will this change citizens behaviors? Is bureaucracy a significant issue to understand our rights? How will it affect public administration employees?

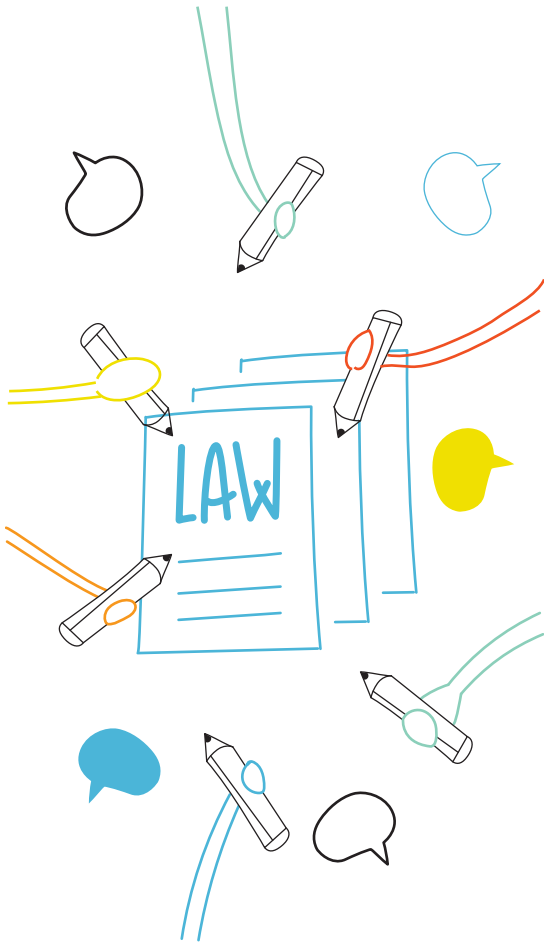
Let's simplify legal jargon!
TED Talk by Alan Segel
Siegel, A. (2010).

NYC Mayor's Office of Digital Strategy - Digital services
- By Public Policy Lab
New York, USA
Public Policy Lab (2010)

Digital Disempowerment
Part of the 2018 Digital Attitudes Report by Doteveryone
UK (2018)

Boston.gov - By IDEO
USA
IDEO. (2016)

06 LAW FOR CITIZENS



#DEMOCRACY #EMPOWER CITIZENS

There will be a **more democratic method for making laws**. Citizens will have the possibility to **read, understand and propose** new ones. As a consequence, they will be able to **take democracy into their hands**.

These new laws will **empower citizens**: they will be able to know their duties and benefits.

Would this make the Law field less scary? Would this motivate citizens to become politically active? How will the new laws' design be?

Redesigning Housing Court
NULAWLAB + IDEO
USA
NuLawLab. (2016).

Your Council (2017)
Cork, Ireland

Open Policy Making toolkit
(2016) Gov UK

City of Helsinki (2017)
City services developed with
Participation Game
Finland



03.

my LEGAL
JOURNEY

**Permesso di Soggiorno*

RESIDENCE
PERMIT

DEALING WITH BUREAUCRACY

After my research about Legal Design, I realized that during my master degree (including the pre-phase) I had dealt many times with Law **without being aware of it**, mainly because my legal issues were related to **bureaucracy**. The difficulty was not only dealing with administrative procedures: while I was doing bureaucratic processes I learnt how Law works inside of Italy.

As part of the knowledge I got from the first research, I realized that **Service Design could help citizens** (in my case, new Italian citizens) **to adapt and have a better experience dealing with new laws**.

In this chapter, I will analyze my **legal journey in Italy**, in particular, the **Residence Permit**. As I know, only my problems and my struggles are not enough to understand how deep this issue is. So, I used **Service Design Tools** to understand the stakeholders involved, the challenges and the opportunities. As a final result, I was able to make a new journey **for a newer and better Residence Permit experience**.

And hopefully, help future international students.

Research

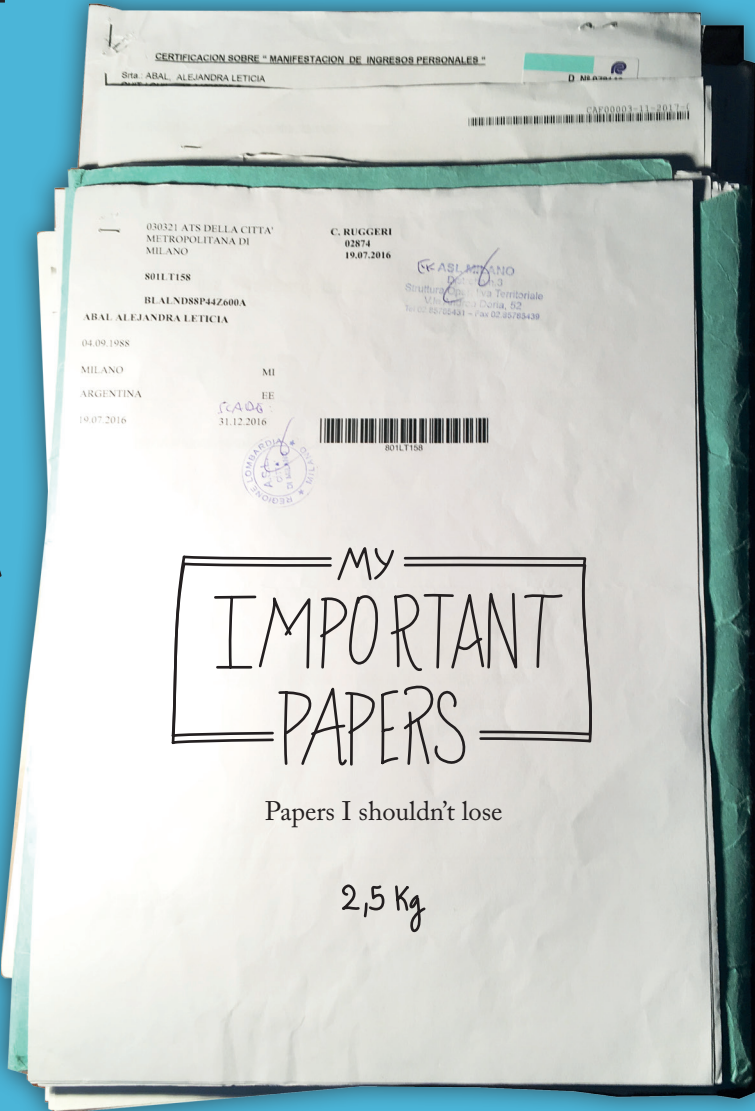
The research was divided in four steps:



1. My journey
2. Desk Research
3. Field Research
4. Insights & Findings

26 cm

38 cm



Universidad de Buenos Aires
Bachelor degree
Programs
Marks

Politecnico di Milano
Acceptance letter
Marks

Consulate documents
Milan Papers
Health Insurance
Bank Account
Financial Status



Step 1

MY JOURNEY



Auto-ethnography



Me



Understanding the steps I took
and personal problems.

“Autoethnography is an approach to research and writing that seeks to describe and systematically analyze personal experience in order to understand cultural experience. This approach challenges canonical ways of doing research and representing others and treats research as a political, socially-just and socially-conscious act. A researcher uses tenets of autobiography and ethnography to do and write autoethnography. Thus, as a method, autoethnography is both process and product.”

(Carolyn Ellis, Tony E. Adams & Arthur P. Bochner, 2011; 345)

AUTOETHNOGRAPHY

A personal
experience

To understand
a cultural
experience

By describing
and analyzing
it

FIG. 6. My Journey



PROBLEMS

General:

Everything is in Italian.



01.

THE DOCUMENTS

The Kit:

Filling the form

Health Insurance

Copy of the passport, Visa and Admission letter

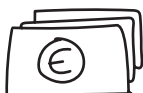
01.B.

RENEWAL

University transcript records

Financial Status

Copy of your documents



02.  Post office

DELIVER THE KIT

Paying

Getting your appointment

Post office employees don't have any information about the process.



WAITING



03.  Police station

POLICE APPOINTMENT

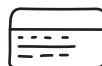
Fingerprints taken

Showing the documents

The Self Certificate document doesn't work: I needed to pay for the certificated.



WAITING



04.

PICK IT UP

 Police station

Receiving the SMS

Picking it up

You have to take the receipt with you.

Re-start

GO BACK TO 01

THE TOUCHPOINTS

THE KIT

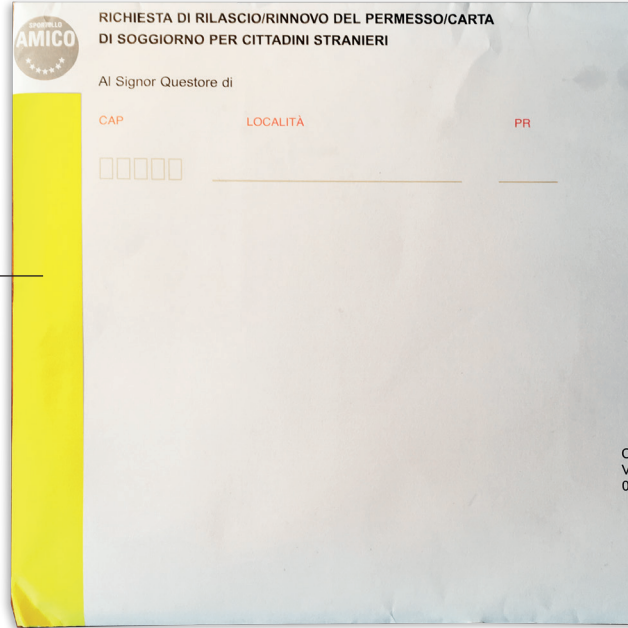
International students have to fill up the Residence Permit Kit: they have to pick it up from the post office (not all of them have it), fill it, and attach several documents.

Envelope

- Contains:
- a. Form
 - b. Instructions
 - c. The Paying form

You will have to attach some further information:

- a. **Health Insurance**
- b. **University Transcripts**
- c. **Financial Status**
- d. **Copy of your passport**
- e. **Copy of your Visa or Residence Permit**



Payment receipt

You need to fill it and pay.
You have to write in Italian.



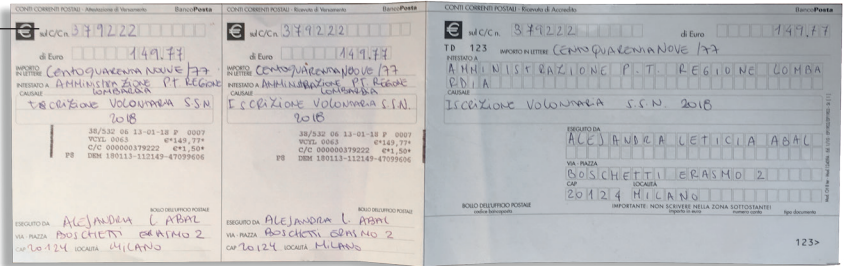
Marca da Bollo

You need to buy one at the stores that sell cigarettes and attach it to the kit.



Health insurance

Paid the National Service or what kind of insurance you have. If it last less than one year, it will determinate the length of your Residence Permit



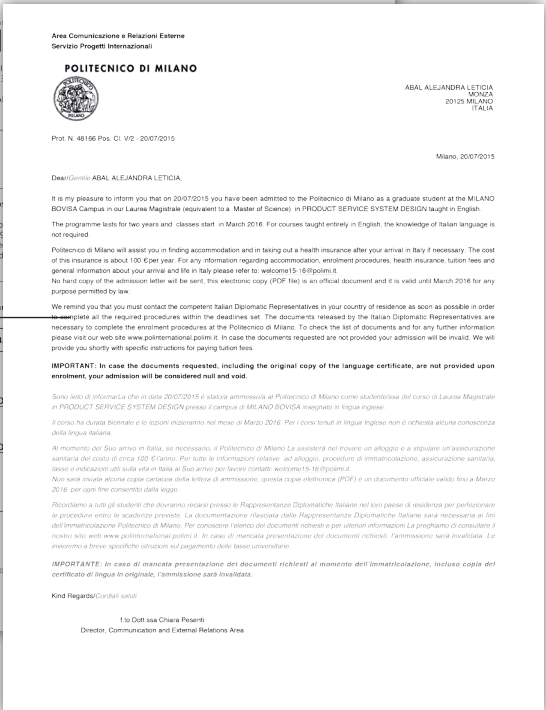
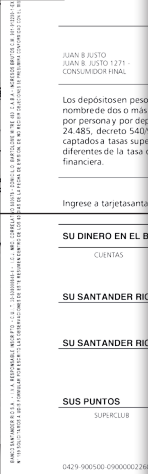
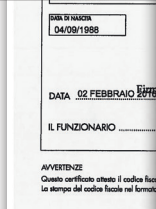
Tax Number

Politecnico di Milano can do the Tax Number for international students



Financial Status

If it isn't from an Italian bank the process is more difficult



Acceptance letter

Or university marks



Step 2

DESK RESEARCH



Social Media and Online research

“The aim of prep research is to learn more about an industry, an organization, competitors, similar products/goods/services, or comparable experiences...”

(Stickdorn, M., Hormess, M. E., Lawrence, A., & Schneider, J.; 2018; 6)



Facebook Groups Users

Official Websites

The Police, CGIL (Confederazione Generale Italiana del Lavoro;), and the post office offer all the **information** an international student could need, on their **websites**.

Problem: Everything is in Italian.



Identify common problems.

Although Politecnico di Milano has a complete and useful **guide online**, it **misses many issues** such as lost of the Residence Permit and updated prices.

Facebook Groups:

International students use Facebook groups as support for making the Residence Permit. Their questions can variate from operative issues to more delicate **legal problems**.



Everything is in Italian



There is a portal to check the status of your Residence Permit

The top screenshot shows the CGIL website with a navigation menu and a headline about immigration policies. Below it is a 'Portale Immigrazione' page with a search bar and various service links. The bottom screenshot is a 'Prospective international students' page from Politecnico Milano, featuring a navigation menu and a table of services.

Living in Italy	Living in Polimi
Getting to Milano	Accommodation
Personal Tax Code	Driver services
Health Service	Licenses
Education offers for international students	Refugees
	Cultural activities
	Italian courses
	Career
	Disabled students
	Classrooms
	Students' Restaurants
	Sport facilities
	Student Associations
	Foreign language courses
	Alumni

Portale Immigrazione (2017)

Polizia di Stato (2011)

CGIL (2013)

Poste Italiane (2017)

Polinternational (2017)

Missing information
How to ask for a provisional residence permit or what happens if you lose it.

Example of questions

- How long is the process taking?
- Am I allowed to travel with only the letter of payment?
- How can I change my status from student to searching for a job?

A Facebook post from Liana Rashdan, a member of the Milan International Group - Expats & Students. The post asks for help regarding a residence permit appointment and travel plans.

Hi! I have some questions about the permesso. I've already done the questura appointment and I have to travel without my permit. Can I travel with the ricevuta from a non-EU country even if I'm transiting through Austria? And I got the date to pick it up but I won't be in Milan then, will it be a problem if I miss the pickup date? Also, is there any way I can pick it up a bit sooner (the pickup is the day of my flight)?

A Facebook post by Megan Boegman sharing a link to a guide on how to obtain a Temporary Permesso di Soggiorno (Permesso Provisorio).

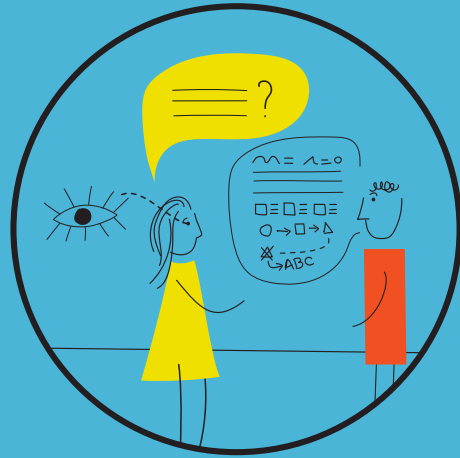
The steps to obtain a Temporary Permesso di Soggiorno (Permesso Provisorio):

This is based on my personal experience, not official information. I hope it can be helpful to someone who is in a similar position. The process I'm describing applies if you are renewing your Permesso di Soggiorno, and already have an appointment with the police office (with the receipt you got from the post office and your expired permesso di soggiorno). The temporary permesso will allow you to do everything that your expired permesso allowed you to do, as long as the temporary one is valid. This includes travelling in the Schengen area, as well as travelling elsewhere that you have a valid visa for. You can travel to your home country which you have a passport for, without applying for this temporary permesso, only taking your receipt from the post office and your expired permesso.

- Go to the police station where you have your appointment, bring with you:
 - original AND copy of: expired permesso, passport with original Italian visa, receipt from post office with health insurance and proof of payment attached return flight ticket, letter of motivation IN ITALIAN, any other document which proves your necessity of a temporary permesso IN ITALIAN

-ask for an appointment with the Questura in Turati (Via Montebello 26)

Support is fundamental: a user made a guide explaining how to do the Provisional Residence Permit.



Step 3

FIELD RESEARCH

I implemented different Service Design and Design Research tools during this phase. I decided to experiment with different techniques to address each **stakeholder**.

While I was doing my research, I discovered some **new stakeholders as part of my system** (for example, I didn't know that CGIL had a department in charge of Residence Permit issues that could help international students). As well, Politecnico di Milano made the **Welcome Week** for new students; I participated in this event observing and talking with the staff.

These encounters are described separately by telling the short stories of each one of the participants who shared their journeys and their time with me.



Cultural Probes, Observation, Contextual and In-depth Interviews, Mobile Ethnography.



Policemen, post office employees, Politecnico di Milano employees, International Students, CGIL Employees



Mapping complete journeys and the system.

FIG. 7. Field Research Summary



3.1
Cultural Probes

3.2
Contextual
Interview
+
Observation

3.3
In-Depth
Interview

3.3
Mobile Ethnography



International
Students that study at
Politecnico di Milano

Post office
Police station
CGIL
Politecnico di Milano
(Welcome Week)

International students
that studied at
Politecnico di Milano.
Students that made
a Residence Permit
in another European
Country

Student that needed a
Provisional Residence
Permit

11 Cultural Probes
completed
+ After interviews

4 Spots
9 Interviews

5 Students

1 Case



Mapping Journeys

Mapping the System

Completing the
Journeys

Completing the
Journeys



Cultural Probes



11 Probes Completed
6 Nationalities
4 Careers



Ana María Ospina
Colombian, PSSD

Cindy Rodriguez
Colombian, PSSD

Aura Torres
Colombian, PSSD

Nima Paksefat
Iranian, Management

Engineering
Aysu Sani

Turkish, PSSD
Pablo Ramirez

Mexican, Architectural Design
Hanshu Chen

Chinese, PSSD
Andrés Sabogal

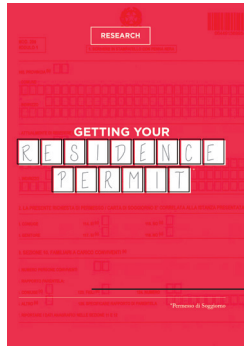
Colombian, Management
Engineering

Laura Cruz
Colombian, Management

Engineering

Anastasiia Kuleshova
Russian, PSSD

Diana Gómez
Colombian, PSSD



Cover of the Cultural Probes

I realized that I needed some further **insights** from other international students, so I made a **short diary** to gather their information.

WHY DID I USE CULTURAL PROBES?

Cultural Probes is a tool that **allows insights generation** without the researcher being present. It builds empathy with the participants since they share their beliefs and desires. (Stickdorn, M., & Bisset, F.; 2011; 162) It allowed me to gather insights and problems from other perspectives, but also to **compare the different experiences**.

HOW DID I DO IT?

1. Planning

I started defining the **aim** of this Probes (what I wanted to learn, what kind of information I wanted) and who were **the participants**.

2. First Version

I made the first version and tested it with an international student (Naima). It was a failure: *the tool was too long and wasn't obvious how to fill it*. Since it seemed hard, **the participant wasn't committed** and only wanted to finish it.

3. Iterate !

I made a second version, this time shorter, explaining how to fill it and with fewer tasks. As a result of the interview with Naima, I understood that **the journey was the main feature**. Therefore, it became the primary task with some spaces to allow further explanation. At the end of the tool, there were four questions that allowed me to be secure that the journey was complete. (Gaver, W. W., Boucher, A., Pennington, S., & Walker, B., 2004)

1. My project

Explanation of my research and the objectives.



About me & MY RESEARCH

If you have any problem or doubts, call me or write me!
+39 348342251

ME:
I'm **Alejandra Abal**, an international student, originally from **Argentina**. For the almost two years I've been living in Italy, doing my Master in Science, *Product Service System Design*.

ABOUT MY PROJECT:
During my experience here, I had many bureaucratic issues that I would like to fix. The biggest were related to the **Residence Permit**, and I believe others had them too. So I would like to know your experience and propose ideas that can **help future international students**.

Thanks!

2. About the student



About YOU

NAME _____

COUNTRY OF ORIGIN _____

LANGUAGES YOU SPEAK _____

WHAT ARE YOU STUDYING IN ITALY? _____

HOW LONG HAVE YOU BEEN LIVING IN ITALY? _____



About the RESIDENCE PERMIT

How did you find the information to request the Residence Permit?

How long did it take you to get the Residence Permit?
From getting the list, to send it the papers, going to the police office and finally getting it.

3. The journey

There is a short tutorial on how to fill it: in every step, there are spaces to put emotions, comments/explanations, and further ideas.

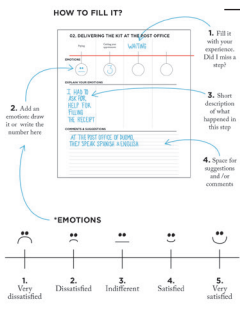
Your JOURNEY

Think about the first request of the residence permit.

I would like to understand the different steps you took to do the residence permit. You will find a **time-line** where you have to fill in every step you did. It is divided in **5 moments** and you have to:

1. Put **every step** you took
2. Add an **emotion** (draw it or write the number) here
3. A **short description** to explain your emotions (if it is necessary)
4. There is a space for **comments and suggestions**

HOW TO FILL IT?



EMOTIONS

1. Very dissatisfied 2. Dissatisfied 3. Indifferent 4. Satisfied 5. Very satisfied

O.I.B. RENEWAL	Transcript records from University	Copy of your Residence Permit and passport	Financial Status
○	○	○	○

4. Extra information

Things that maybe they couldn't say on the journey.

Let's talk about your LEARNINGS

Was it more difficult the first time you did it? or the renewal? Why?

Did you learn something the first time for the renewal?

Did you need a provisional residence permit? How was that experience?

What would you like to FIX?

How could the process could be improved? Think what could be done by the Police / Politecnico di Milano / the Post Office.

Time doesn't make sense when you are doing the Researcher Working Permit

MY JOURNEY

OCTOBER

I gather documents

January

I got all the documents

Feb

I sent the kit

June

I got my appointment for the police station

July

I will get my Residence Permit

Oct

My contract finishes; I think that my Residence Permit will end too.

I spent 9 months doing it.
Residence Permit's life:
3 Months

"As soon as I get my Residence Permit I will have to send the papers for the new one."

ANA OSPINA

Colombian
PSSD
3 Residence Permits
Making the Researcher
Residence Permit.




Take something with me in each step.

It always takes a long time.


Food and drink
Entrainment
Tasks/homework



 Police station
There is a lack of **signs**: I never know where to go, if I have to wait or what.



"The most difficult is to deal with Policemen's attitude: they are rude and they don't explain or help you."

 Post office
They have no idea about the process. It isn't clear **how much money** I have to spend.





I had a problem when I **filled up the kit**, and nobody communicated it to me: I didn't know that **my Residence Permit was delayed** (or why).



Remember to bring the **passport** and the **receipt of payment** to pick up your Residence Permit.



Health Insurance
It determines the **duration** of the Permit.

Waited 6 months for the appointment.
6 Months of life of the Residence Permit

Provisional Residence Permit*
It was a difficult and complicated process.

"You are trapped in Italy."

CINDY RODRIGUEZ

Colombian
PSSD
4 Residence Permits




The **welcome week** it's the best source of information

"Get all the information before going, so, the policemen don't try to impose what they want instead of what it is legal."


Renewal

It's a different process: since I didn't have a guide, I didn't know who was right.



 Police station
Long waiting -> arrive earlier!
Hard to communicate.
They are rude.



 Post office
A worker tried to steal my money: I couldn't understand how much I was supposed to pay.

They **raised the fee** without communicating it.

AURA TORRES



Learnt from the experience of others.



I don't speak Italian, so, I had to ask my friends to come with me to the Police appointment.

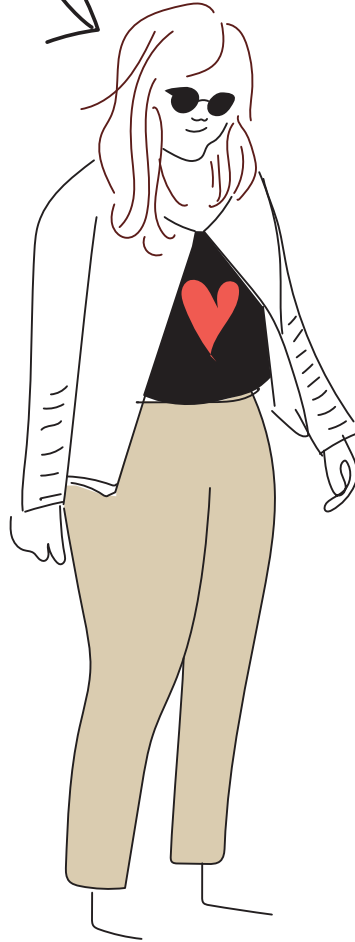
📍 Post office & police station
The **interaction** with the people is **frustrating**; they are rude and don't explain anything. You are supposed to know.

And it's all in Italian!



"I would love to avoid the interaction."

Colombian
PSSD
2 Residence Permits



"All the journey is long and demanding. It takes ages to get the actual residence permit."



Hard to know if I have Health Insurance.

1 → 2 → 3

I made a guide to make the **Provisional Residence Permit***

* If you need to leave Italy and travel inside of the Schengen Zone but you are still waiting for your card, you can ask for it.



**PROVISIONAL
RESIDENCE
PERMIT**



PAMELA VILLA


Mobile ethnography



19.02.18

01. THE DOCUMENTS

You need to provide a **document** (it could be a letter from University) for **providing a good reason** for your travel.
+ Plain tickets

*The policemen decide if it's a good one.

02. GETTING THE APPOINTMENT

 Your police station

One week before your travel, you have to go to your police station and ask for a **Provisional Residence Permit**.

You will get an appointment at the Central Police Station.


*They will decide if they give it or not and its duration.

Take

The letter of motivation.
Your appointment letter.
Your Residence Permit.
Plane tickets.

*If you hadn't had the regular appointment, you may also need the documents for the usual procedural (health insurance, financial statement, and transcript from university).

03. GET THE PROVISIONAL RESIDENCE PERMIT

 Central police station

Get to your appointment with a **lot of time**.¹

You will fill a **form**², **wait** and get the provisional residence permit.

They will **keep your old residence permit**.

Take

A *marca da bollo* of 16€.

Your passport.

Your Residence Permit.

The new appointment

A picture

"Okay, this is quite stressful. There are families with kids crying and people arguing. It is chaotic: constantly someone is arguing or leaving to buy stamps or to take the picture. And there aren't enough chairs for everybody."

¹ Arrived at 9.15
(Takes at least 30 minutes per person). Left at 12.15

² The form asks for personal data:



Everything is in Italian.

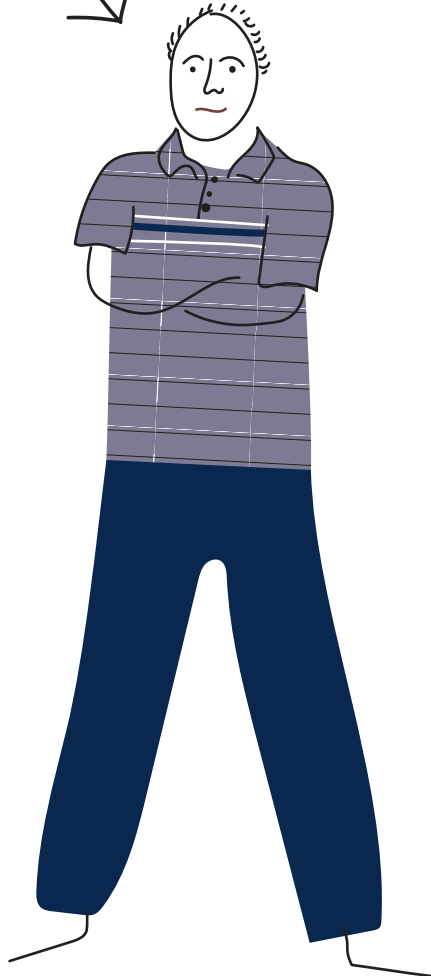
“My main problem is the language. International students were accepted to study in Italy; there should be a way to provide language facilities.”



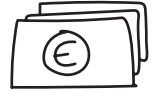
There are three types of Health Insurance:
Two of them are useless, and the last one is expensive.

NIMA PAKSEFAT

Iranian
Management Engineering
3 Residence Permits



“I shouldn't have to wait for an appointment five months.”



I had a scholarship, so it wasn't a problem for me to demonstrate the financial support. If not, **I don't know how would I had got €5000 in my account.**



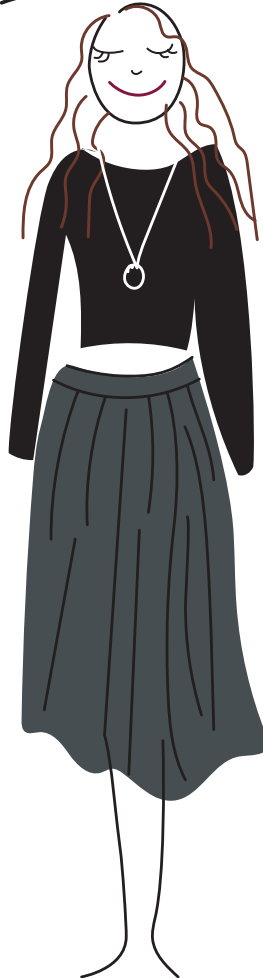
“I wish the kit was in other languages.”



Before coming, the Italian Council at my hometown informed me about the request for the Residence Permit.

AYSU SANL

Turkish
PSSD
3 Residence Permits



“Before I have to go to the police station I pray that the Policeman is in a good mood.”



When you are picking up your new residence permit, it is almost time to apply for the next one.

STRESS \approx BACK!




“Too many communication problems. Sometimes I feel that the Policemen and the post office employees make it harder on purpose (...). We are not illegal, but they make you feel that way.”



It's too long and not intuitive: it is quite easy to make mistakes (everything is in Italian). I made a mistake, so I had to ask for a new one at the post office; where they asked for my passport and **judged me** because I'm Turkish.

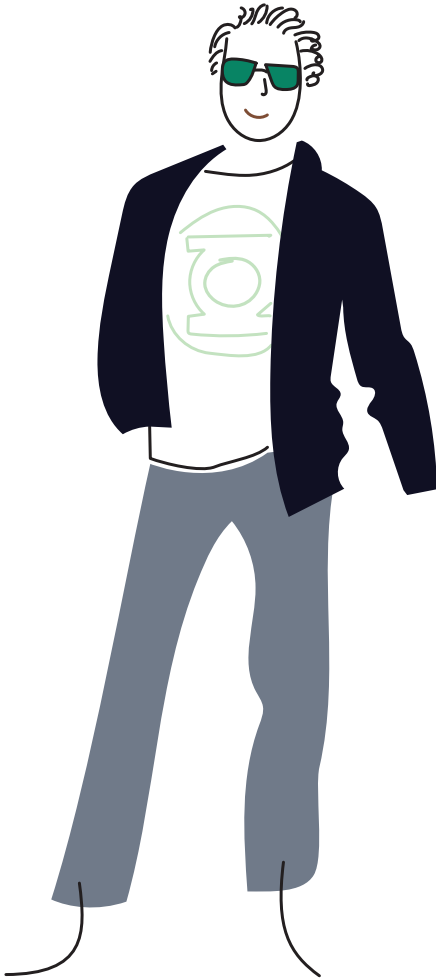



 Post office
They ask for too many small payments. It becomes complicated and confusing.

At the end, you can't understand how much you paid and what for.

PABLO RAMIREZ

Mexican
Architectural Design
2 Residence Permits



 Police station
It was hard for them to accept my Mexican Bank information.

Hard to understand how the Health Insurance works: the process is not clear.

RESIDENCE PERMIT IN OTHER EUROPEAN COUNTRIES



Exchange at Liege University, Belgium

"The process is simpler and faster: they can give you the Residence Permit in the same appointment."

I had to go to the City hall and present all my papers
Without an appointment



Less than a month
Since I also needed a visa it "took longer" than other cases.



Italian's Residence Permit
"The whole process doesn't make sense: you have to go back and forward. Make a lot of mini-payments or long lines and waitings".



Interview



06.02.18



VANESSA LADINO

Colombian
Studied at Grenoble School of Management, France

"I got a clear guide from University."

First I got an appointment.
I sent a form and some papers by mail.



4 to 6 weeks:
I received, by mail, an appointment and a **receipt** that allowed me to stay legally in France and to travel in Europe.



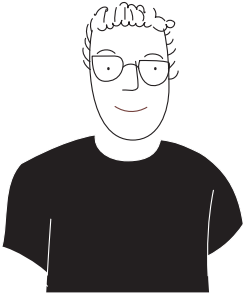
I registered online for the Health Insurance. By mail, I got an appointment for a check-up.



I went to the Ofii (the office in charge of the Residence Permit). They checked my papers and put a **sticker on my visa.**


Interview


26.02.18



GONZALO PIASEK

Argentinian
Studied at University of Jaén,
Spain

*“The key point was the
clear communication
from my university.”*

The university had an office in charge of the Residence Permit procedure. They gave me all the forms and explained me how to fill them.

They had all the information I could need, even a paper in case I hadn't had a house.



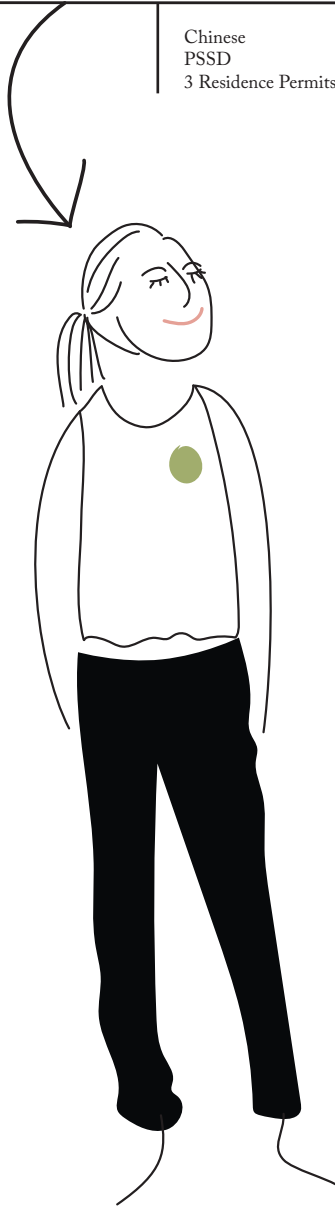
I went to the office in charge of exchange students, and give them all the documents.



20 days later, I had my Residence Permit.

HANSHU CHEN

Chinese
PSSD
3 Residence Permits




I had problems during the whole journey: usually, the employees of the post office and the policemen don't speak English or Chinese.


“I wish they worked more efficiently and spoke English.”

It was more difficult the first time: **I was not familiar with Italian Bureaucracy.**



 Police station
Depending on the police station where you have your appointment **they can be more or less helpful.**



 Post office
You can pay with credit card.



The information about how to fill the Kit is not clear. I had to ask help to the employees of the Post Office.



📍 Politecnico di Milano
It isn't clear how to fill the Kit. I had to ask for help to the employees at the post office.



"The whole process is more inefficient than in other European countries."

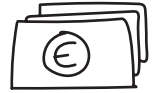
ANDRÉS SABOGAL

Colombian
Management Engineering
2 Residence Permits



It takes a lot of time.

"I did the residence permit renewal in 5 months. That was unacceptable. It was a really long process. And I was trapped in Italy."



📍 Police station
They are not clear about how much money it's required and in which moment of the year I should have it.




Policemen usually don't speak English.
They don't know how to take care of international students.
They can be rude.


LAURA CRUZ

Colombian
Management Engineering
1 Residence Permit



 Post office
If would be nice if they could provide correct information



 Police station
Although you have an appointment, there was a huge line to enter.
There were two lines to pick it up: it was confusing where to go.



Interview



05.02.18

Colombian
PSSD



CATALINA CASTELLANOS

LOSING THE RESIDENCE PERMIT

“There is a lack of information in the process in general. I didn't know where to look for information about losing a Residence Permit.”

1. You have to submit a police report



2. Make the Kit (attaching the copy of the police report), and pay again (it wasn't clear how much).



3. Make the rest of the process as regular.

They gave me a new one as if I had asked the renewal.

PAYING LESS

“They changed the price in the middle, but they didn't communicate it. So, my process got a delay, and no one informed me.”

1. At my appointment, the Policemen gave me a new invoice to pay the difference. They told me I had to show it when I pick up the card.



2. I paid, but I never received the SMS.



3. Since they hadn't received the money, my process was frozen. Once I showed my paying receipt, I got the card the next day.



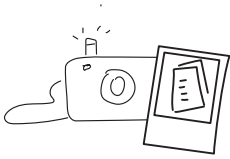
I got some information from a Russian friend -who also helped me to fill up the kit.

ANASTASIIA KULESHOVA

Russian
PSSD
2 Residence Permits



Is an arduous procedure: you can't plan when you will have a valid Residence Permit.



I made a picture to remember how to fill the kit next time



I forgot I had an appointment!

They gave me a new one, 30 days later.



Every year, it is getting more and more expensive, and there is no information about how much I should pay.



You can check the status of your Residence Permit online!

I did it and went to pick it up before I got my SMS.

I've been two times:

1st time: the machine wasn't working.

2nd time: the Policemen didn't want to give me the Permit. I explained that I had a ticket for Christmas, and at the end I got it, but it took a long time.



I had to ask my friends to help me. The information that I got back home was different, so it was hard to understand what I had to do.



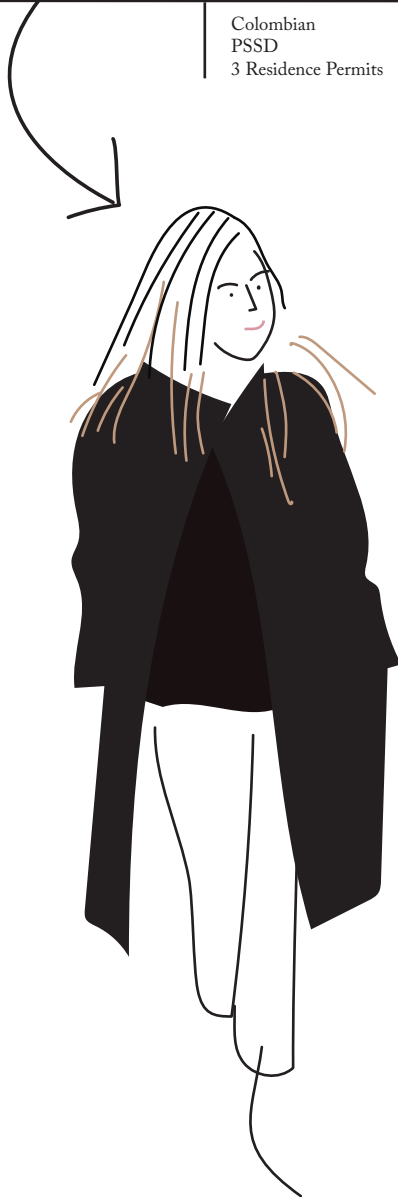
I didn't know how to fill it. At the post office, they couldn't help me: they were rude.



"It's unbelievable to ask a student to have €5000 in an account by your name. My parents had to move a lot of money to my account."

DIANA GOMÉZ

Colombian
PSSD
3 Residence Permits



You have to wait for a long time for your appointment. It's getting absurd!
The first time I did it, my appointment was a month later, but this time they gave me an appointment for five months later. The problem is that the residence permit will be valid for half a year.

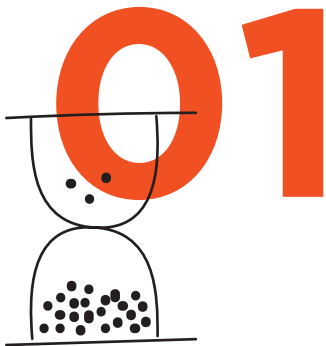


They changed the prices every year, but nobody had the information about the right amount.



📍 Police station
They made us wait outside -like dogs-, even under the rain.

GENERAL PROBLEMS



TIMING

Long waiting: from when you send the kit until you have your appointment there are many months in the middle. At the Police Office, they don't respect the appointment times.

The Residence Permit's life is short in comparison to how long takes the whole process.



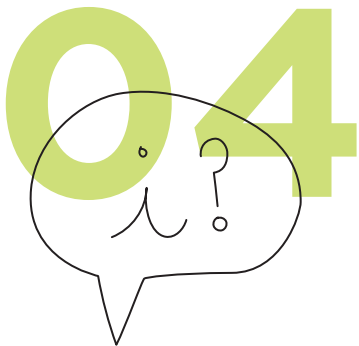
DIFFICULT INTERACTIONS

International students hated the experience of talking to the policemen and the post office staff. Usually, these employees were rude and unhelpful.



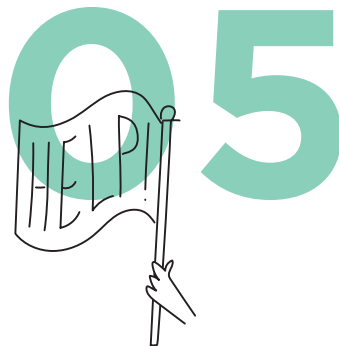
COMMUNICATION PROBLEMS

The information and the interactions are in Italian.



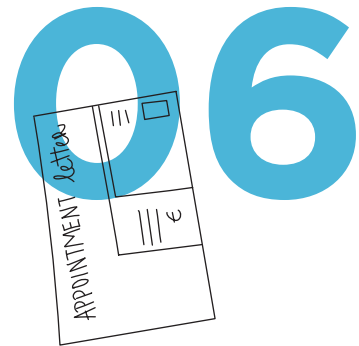
MISSING INFORMATION

*How much does it cost?
Can I travel outside of Italy?*



I NEED HELP!

There isn't a clear point to ask for help. International students relay their question to each other, or trust what they got told by the Policemen and Post Office employees.



PREHISTORIC AND IN-INTUITIVE

Making the Residence Permit seems traveling back to the past: is based on paper, and there are many touchpoints that you cannot lose. The process is hard and unintuitive.



Contextual interviews
Observation



01.02.18
Post office
Cordusio



The machine to select what kind of help you need it's **multilingual**: Italian, English, Spanish and Chinese.

At the post office, I presented myself and started talking to a woman who was eager to answer my inquiries, until her manager came in. The manager explained that they could tell me just the information that was public knowledge (that was at the post office website):

- The post office is only a **channel**: their task is **receiving the kit, controlling the passport and allowing the payment**.
- They **were not trained to do the Residence Permit procedures**: they got the know-how from their experiences.
- **The computer system provides an appointment for the police station automatically**: the employees put the international student's data on the server, and it generates an appointment. The employees of the post office cannot change the place or date.

TO DEAL WITH **BUREAUCRACY**, YOU HAVE TO **DO BUREAUCRACY**

The manager told me to send an official mail in order to **ask for an interview**. I did it, so I had a phone call where they explained that *they don't do this and I should depend on the goodwill of the employees*.

The appointment

If there is a gap, the system fills the dates.
Need to change it? The student has to go the correspondent police station.



Employee 1

- *The kit comes with instructions.*

Students don't do it wrong.

Employee 2

- *Filling the kit is quite easy.*

Me

- *It's in Italian.*

(Personal communication, 2018)


Contextual interviews
Observation



05.02.18

Police station
Comissariato Polizia di Stato –
They asked to stay anonymous

Paying:

This is why they included the
post office inside of the journey.

I went to talk to one of the most frustrating stakeholders: the police.

Inside a small office I had a conversation with a policeman in charge of the Residence Permit.

Although at the beginning of our conversation the policeman was sure **the system works**, while we continued talking, **he realized that many steps are hard for internationals**:

- The communications (websites and notes) are **all in Italian**
- They know that **not all the information is online**: the students should ask for it to their police station, to the CGIL* or their university.
- Politecnico di Milano **can upload the grades** to the police's server. (But this isn't working)
- They are **not allowed to receive money**
- Many things are according to **their mood**: if they can help you they will, but it is on their goodwill.

In the past, there used to be a tutor that went to the police appointments with the students and explained the process, since the policemen **don't speak other languages**.

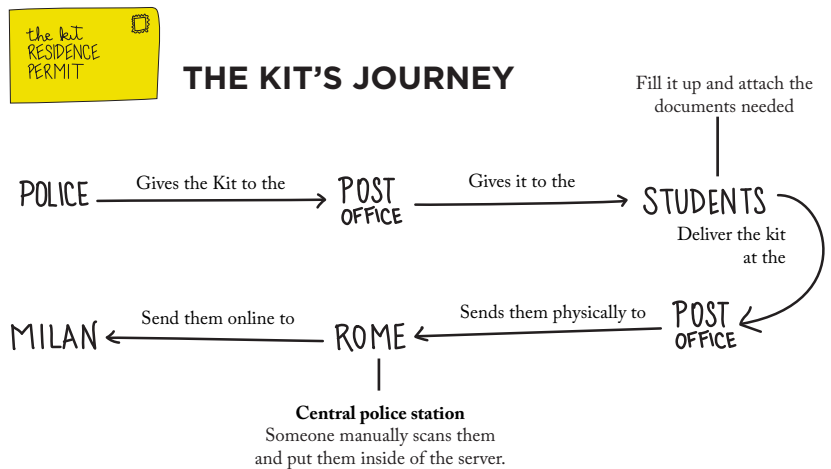


FIG. 8. The Kit's Journey

GOOD TO KNOW

They don't take so long between appointments to pick up your documents: all **your information is on their server**.

Policeman 1, personal communication, 2018

“Ugh, you are making a project of the Residence Permit. That’s a mess!”

IN NUMBERS

There are **30 police stations** in Milan
(where internationals can do their
Residence Permit)

EVERYDAY

They receive **600 people** that have to
do the Residence Permit.

AT A POLICE STATION, EVERY DAY THEY HAVE

40 - 50 appointments

But there are only **3 policemen** that
take care of that office.

COMMISSARIATO
POLIZIA di STATO
Porta Ticinese



Contextual interviews
Observation



08.02.18

CGIL - Department of politics
of Immigration
Talked to Mustafa
(Coordinator)
Porta Vittoria

I went inside of the House of Labor Territorial District of Milan in Porta Vittoria, and waited outside of the Department of Politics of Immigration.

As in the post office, the first employee that I talked to told me to do it in a bureaucratic way: “*get an appointment.*”

Then, I talked to Mustafa, the person in charge of the office, who explained me that:

- They deal with **all the problems** of the internationals.
- They can help you to **make and get the papers** for the **Residence Permit**.
- **Usual struggles**: to change the status from student to worker; from student to looking for a job; from looking for a job to working.

THE OFFICE

There are 3 employees.

Mustafa is the *knowledge owner*.

THEY PROVIDE A LOT OF INFORMATION

- *But it is in Italian.*

14 luglio



Mustafa, Personal communication, 2018

*“If while you are doing your Residence
Permit someone picks up on you, we are
the ones that help you.”*

FESTA DELLA FRATERNITÀ
FESTA DEL POPOLO



Contextual interviews
Observation
Indepth Interviews



Politecnico di Milano

13.02.18

Carolina

16.02.18

Pablo

21.02.18

Welcome Week

International office

(Anna+ Livia + Fabio)

5 Working Students

(Pablo + Gea)

WELCOME WEEK

Is an introduction to the life in Milan by Politecnico International Office for the new international students. The focus is on the **arrival procedurals**: *how to get a house, Politecnico di Milano's Services, and Residence Permit and Health Insurance information.*

Problems that the International Office knows about the Residence Permit:

- There is an agreement between the universities of Milan and the police office: *"We make a document with the names of the international students, **their enrollment and their exams** and we send them to the central police office every **March and October**. The problem is that the policemen that are in charge of the Residence Permit are usually **new staff**, so **they don't know about the agreement**".* (Anna, personal communication, 2018)
- Politecnico's international office is in contact with the central police office. They **try to make things easier** and **help students**, although **it's not their job**.
- The police has a small staff, and they change the people in charge of the Residence Permit, so **there is no knowledge chain**.

Working Students Tasks:

- Logistics: helping in the **Welcome Week**. In charge of making the documents.
- Reply specifics questions: know how to help them or where to get the information.



PABLO GELVES MUNEVAR

(Personal communication, 2018)

"I know the Residence Permit Kit by heart."

Fabio, Personal communication, 2018

“There are some instructions, but is all in Italian. I don't know how good they are for you.”

INTRODUCTION'S TIME

Half an hour

to explain what it is, the law, duties, and obligations.

1 hour

to explain how to fill the kit






Length:

The student Residence Permit can last **only one year**.



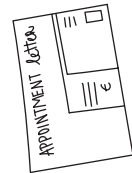
Health Insurance:

The residence Permit is for one year unless you buy a Health Insurance that has a shorter life (ex: 6 months)

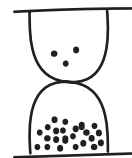
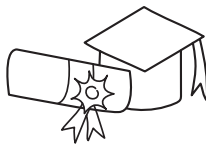




Use a pencil so you can eras: if there were many corrections the digitalization could be harder.

A. Put inside only copies
B. Use a black pen
C. Write in capital letters



With the receipt, you are considered to be "legal" in Italy.



The
RENEWAL

1st year:

You have to pass one exam.

2nd year:

You have to pass two exams.

You can do it 60 days before the expiration day, and up to 60 days once it is expired.



You can **travel outside of the Schengen Zone** if you come back **without stopping** in another country of the zone.

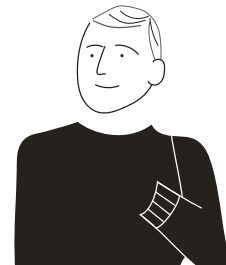
If you travel in the Schengen Zone without a Residence Permit **they can void your return to Italy**: you will have to go out of the Zone and buy a ticket straight to Italy, without stopovers.

1st Residence Permit request:

Since the international students have a **Visa**, they are allowed to travel in the Schengen zone during the first 90 days.

*“It is a little bit crazy,
but the law says that.”*

(Fabio Lion, Personal communication, 2018)



FABIO LION

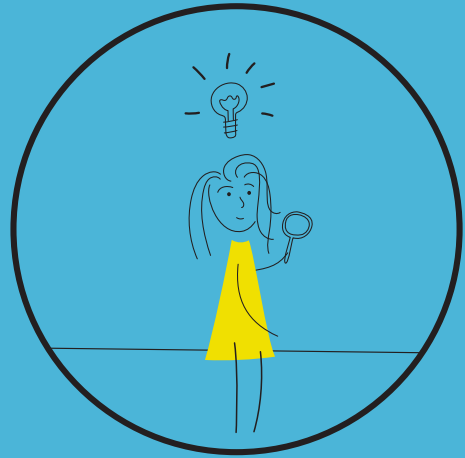


The first time you do the Residence Permit you accept the **Integration Agreement**:

(Politecnico di Milano, 2018)

You promise to respect the values established in the Constitution, to observe the laws of the state and to actively participate in the economical, social and cultural aspects of Italian society.

You can win or lose credits.



Step 4

INSIGHTS & FINDINGS



Framework sand Insight Statements



Me



Finding opportunities.

Talking with the different stakeholders and comparing the process with other European countries I found some tools that could help the development of a new experience.

Opportunities

Digitalization:

SPID (Digital Identity)

PagoPA

Passport System

Politecnico's system

As well, the different actors of the system have common problems that could be fixed to make the journey and the general experience better.

1 TO DEAL WITH BUREAUCRACY, YOU HAVE TO DO BUREAUCRACY (AND EXPERIENCE BAD INTERACTIONS)

The first answer to my questions was to check online on their website, talk to my tutors or ask for a formal appointment.

The interaction with the stakeholders involved in the process is hard: they only speak Italian, and they seemed untrained to deal with international students.

The general treatment is rude, making the process qualify as a terrible experience.

2 WHY SHOULD WE CHANGE IT IF IT WORKS?

Italian police stations have the tools to digitalize it, but they don't have the will: "*The system is working.*" (Policeman, personal communication, 2018)

I also realized that many times they don't know how the process works (or if it works).

3 TIMING

Due to an increase on the demand of the Residence Permit, the waiting time for the police appointments is getting longer, delaying the whole process. As a result, the Residence Permit has a short life. International students have to dedicate a lot of time (due to long lines, waiting times and no respect for appointments) for an unsatisfying result since once you have it, you have to think about restarting the process.

4 LACK OF INFORMATION

While you are doing the Residence Permit, it is unclear which are the following steps, how much it costs and what you are supposed to do in each place (even where to wait physically). The missing information leads to a process that is difficult since you don't know who could help you.

I've learned that the CGIL and Politecnico di Milano could help me only after I did this research.

5 THE HELP COMES FROM OTHERS

The people that help you to do the procedure are not in charge of that task.



04.

APPLY DESIGN
IN LAW

**Making the new
Residence Permit*

RE-THINKING THE RESIDENCE PERMIT

After understanding how the Residence Permit process is in Italy and the problems that each stakeholder face, I started thinking how I could help simplify the process. The Government of Italy has instituted a policy of digitalization of the Public Administration. The Agency for Digital Italy (2015) is in charge of this task; they developed several digital tools to implement in bureaucratic processes.

In the same line, the Police has a digital system: the staff digitalizes the information and interacts with the digital system. But this is done ineffective. (Policemen, personal communication, 2018)

About my project

My contribution is a solution that could be implemented in a few years. By understanding the technologies used in other countries and the actual trends, I propose an easier journey for the Residence Permit.

Legal Design

From my learning about Legal Design theory, I believe in empowering the final user through a clear explanation. As a consequence, they should be able to understand the journey, as well as their duties and responsibilities.

Digital Transformation Team - Italy (Fabbri L., 2018)

“Digital is changing the form of public services: the role of design is precisely that of keeping the citizen at the heart of this transformation process by putting technology at his or her service.”

UI Kit

I mattoni delle interfacce

Questa libreria vuole mettere a disposizione di tutti i designers che progettano servizi pubblici, i componenti di interfaccia necessari per realizzare prototipi e applicazioni destinate ai cittadini.



DESIGNERS ITALIA

Designers Italia
Italy

The Digital Team of the Government of Italy have designed simple services to resolve the problems of the citizens.

Designers Italia (2017) is part of the Agency for Digital Italy (2015). Their aim is to contribute to the dissemination of technology and information. As a result, they want to encourage innovation.

The Residence Permit should be affected by this department.

Inside their platform, there are design tools to facilitate the creation of services. For example, there is a UI Kit with an explanation and the correct use of the identity system.

Among their tasks, they plan and monitor the evolution of the Information System of the Public Administration. Adopt infrastructures and standards to reduce costs and improve the services provided to citizens and businesses.



GOVERNMENT SERVICES

The Government of Italy has several **online services** that could be adopted by the Residence Permit. An example is the procedure of request for the passport. It is an online process by which Italians fill the form on the platform and select their appointment.

SpID (2017) is the digital identity of Italy (migrants with the Residence Permit are able to get it as well). By adding this technology to the process, it could mean the elimination of having an appointment for taking the fingerprints.

PagoPA (2013) is the electronic payment for Public Administration. This service could be implemented to pay the Residence Permit. As a result, we could bring transparency to the process by having only one clear payment.

Electronic Passport
Italy

SPID
Italy

PagoPA
Italy



THE ELECTRONIC ID CARD

Electronic Card ID
Italy

The Electronic identity card (CIE), or *Carta d'Identità Elettronica*, is **the evolution of the paper-based identity card in Italy**. It is a personal identification document that has the size of a credit card.

The revolution is in the fact the CIE is intended for online and offline identification. The information is printed and stored on a chip and a laser band. The chip has a digital certificate for online authentication and digital signatures: it gives access to digital government services.

The Electronic Identity Card is mainly an identification document: it allows proving in the identity of the holder, in Italy and abroad.

e-identity

Unlike in many other countries, every Estonian, irrespective of their location, has a state issued digital identity. Thanks to this Estonia is years ahead of countries still trying to work out how to authenticate people without physical contact.

In Estonia, every person can provide digital signatures using their ID-card, Mobile-ID or Smart-ID, so they can safely identify themselves and use e-services.

ID card Mobile-ID e-Residency Smart-ID

98%

of Estonians have ID-card

88%

use the internet regularly

350M

digital signatures

#1

Freedom on the Net (Freedom House 2016)

ESTONIA

e-identity Estonia



The national ID card system of Estonia is one of the most advanced in the world. It provides digital access to all of Estonia's secure e-services. (E-Residence, 2017; E-Estonia, 2017)

The card has a chip inside that allows the owner to use it as an ID proof in electronic environments. This ID Card contains the owner's information (even the picture) and the national health insurance card; is proof of identification and a valid document for travel. Since it is digital, the information inside can be updated.



FINNISH STUDYING RESIDENCE PERMIT

Fjord and the Finnish Immigration Service (Migri) worked together to make the process of immigration as intuitive as possible. The goal was ambitious: “... *to design the very best eService in the world.*”

What did they do?

They created Enter Finland, a new service for international students. The service was redesigned thinking about the users: the international students and the government employees.

The people in charge of this project were **international workers that had to experience dealing with paper-based bureaucracy.** Together they transformed the process into a digital-based procedural that constantly evolves.

Student Residence Permit in
Finland
Fjord - Accenture + Finnish
Immigration Service
Finland

Welcome Kit



Shuttle From the airport



Special rates at hostels



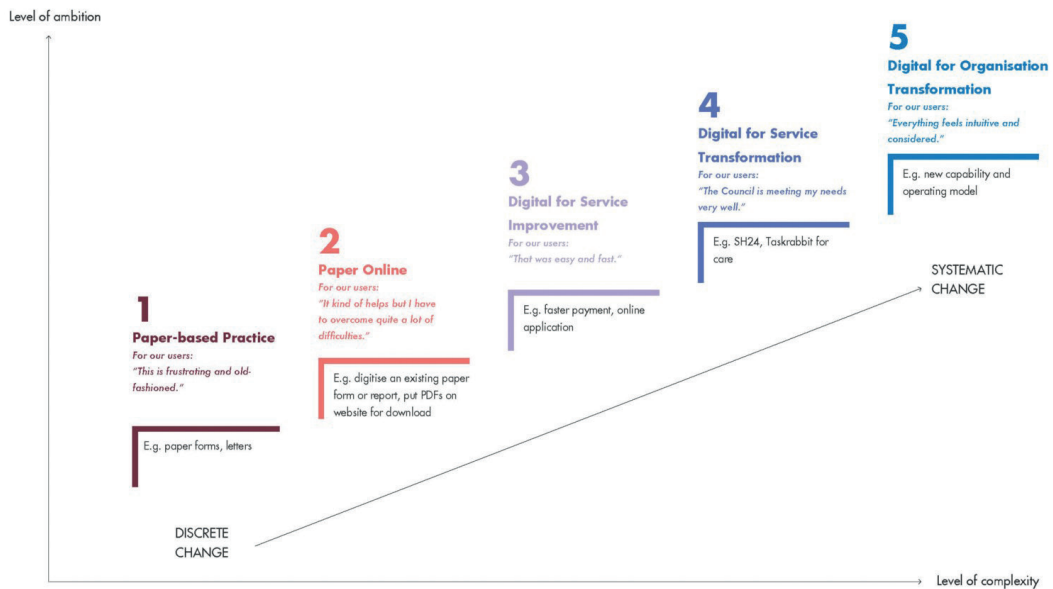
Your Welcome Kit: sim Card,
SUBE and Eco-Bici

WELCOME KIT

Study Buenos Aires
Buenos Aires, Argentina

International students in Buenos Aires, Argentina, receive a Welcome Kit. The new inhabitants get discounts for the transfer from the airport to the city center, special rates for hostels, a free mobile phone SIM card, the transportation card (SUBE) and access for the free sharing bikes. (Braginski, R.; 2018)

The journey towards being a digitally enabled organisation



FUTUREGOV

A Digital Maturity Assessment that your organisation can act upon
FutureGov
UK

FIG. 9. FutureGov - The journey towards being a Digitally Enabled Organisation

FutureGov made a visualization to understand how digitally mature each part of an organization is and how ready it is for change.

"From our experience of working with organizations at various parts of their journey, the most advanced are reinventing the way they deliver services root and branch. This brings with it a new type of challenge relating to the speed at which different teams are advancing." (B. Unsworth, 2017)

Based on the graphic, the **Italian's Residence Permit** nowadays is in the **1st grade**: Paper-based Practice.

Italian's Passport, instead, is between the **2nd and 3rd Step**: Paper Online - Digital for Service Improvement. The request and selecting the appointment is an online procedural but paying and the system itself it is still a manual process.

NOWADAYS RESIDENCE PERMIT



GEA SASSO

(Personal communication, 2018)
Working student
@ International Office
Politecnico di Milano

“It doesn’t make sense how many times it comes and goes. You have to do a lot of things to get it.”

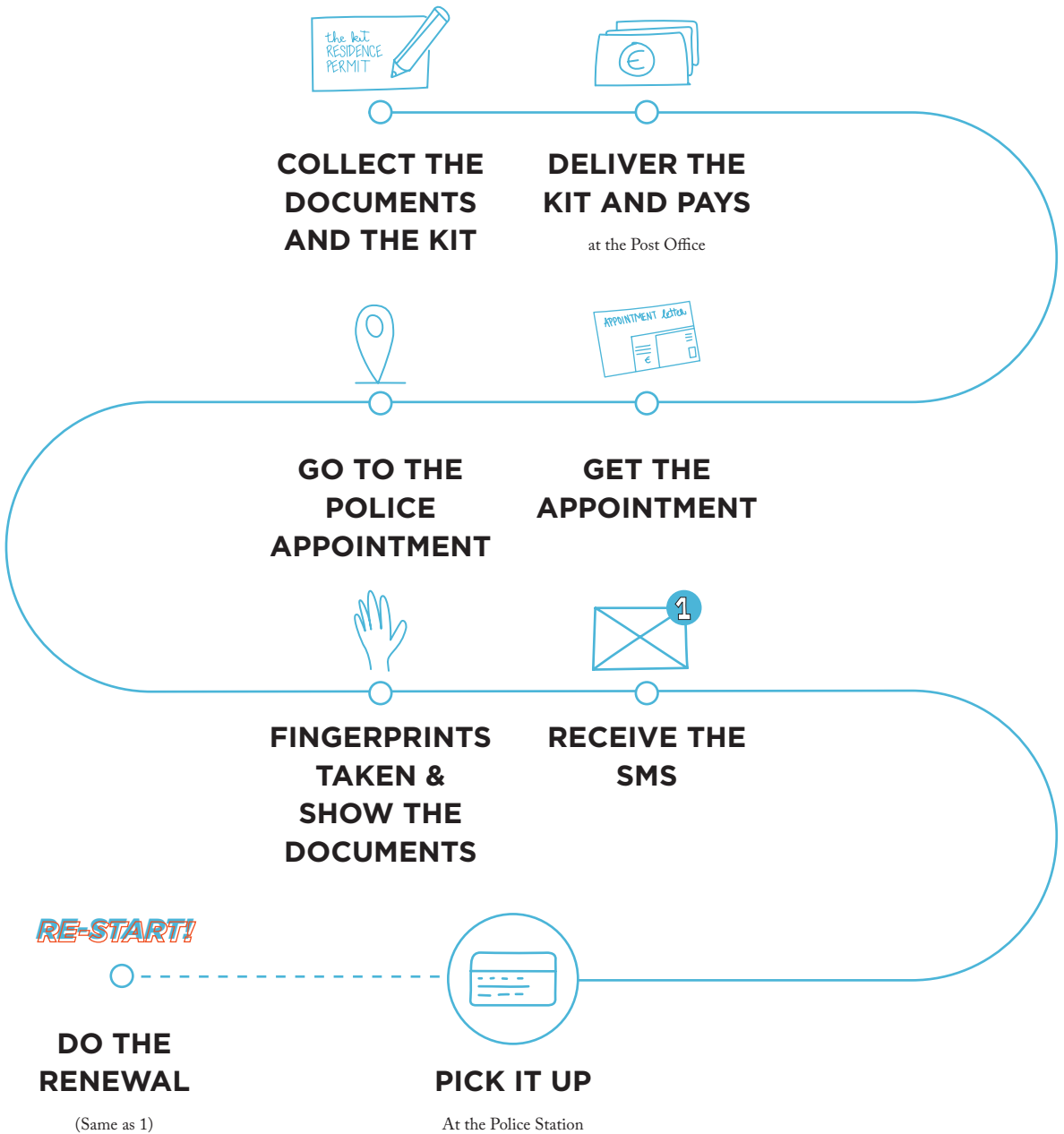


FIG. 10. Nowadays Residence Permit

THE NEW RESIDENCE PERMIT

Bruno Munari (1981)

*“Progress means simplifying,
not complicating.”*

The journey

The following graphic explains how the new Residence Permit process will be. In the next page, a storyboard illustrates each step inside of the student’s life.

Each step is part of the international student journey. As a result, making the Residence Permit is integrated to moving to Italy, and not a burden anymore.

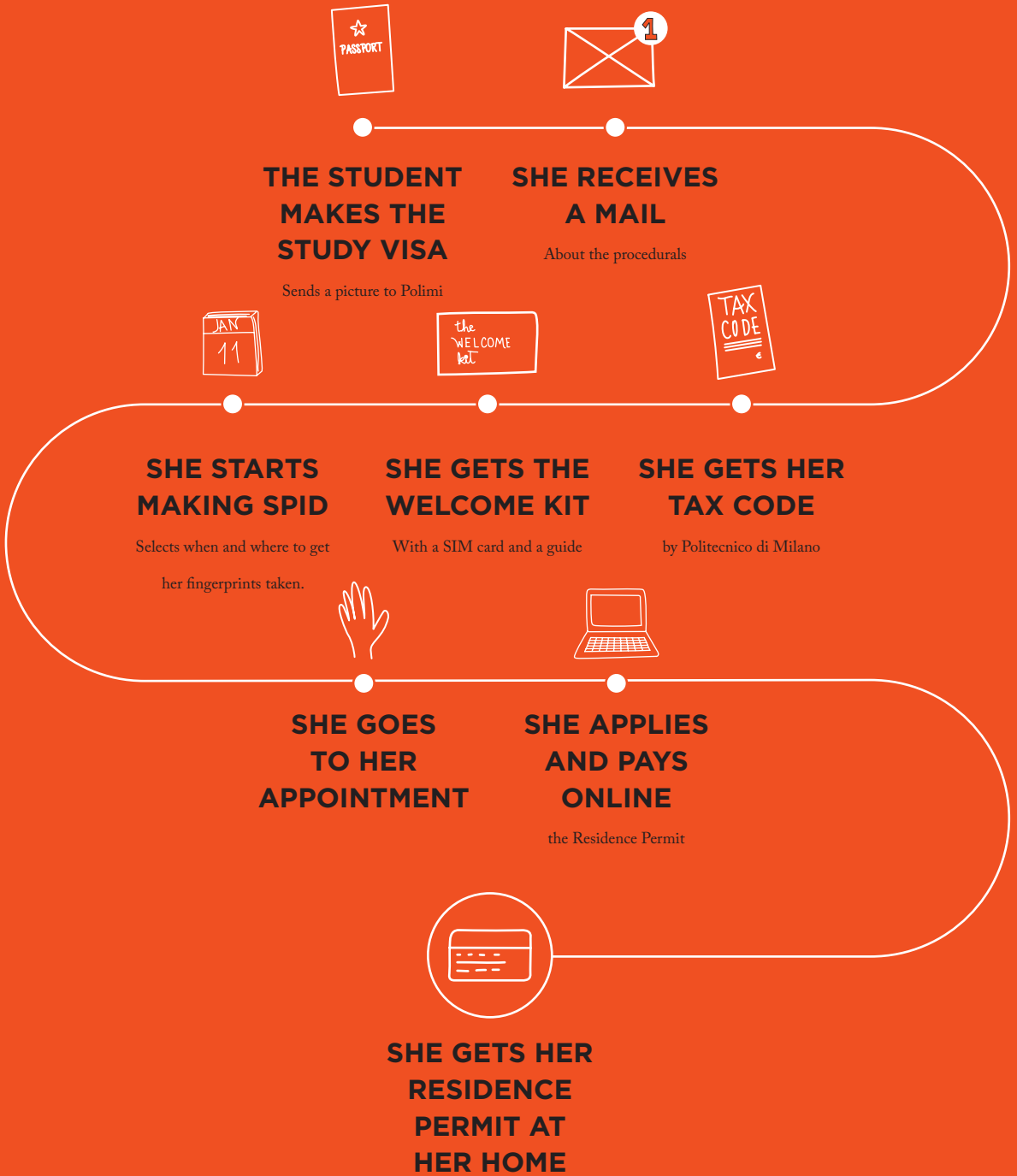


FIG. 11. The New Residence Permit Journey

She is going to study
in Italy, at Politecnico
di Milano



ALEJANDRA ABAL

She has done all the
consulate bureaucracy:
she has a VISA. She is
ready to move to Italy

Argentinian

26 Years Old



Graphic Design



Learning

Eating



Traveling

Playing

1

She gets a mail that explains the process for her to move to Milan



2

Scans her documents and uploads them to Politecnico system

She is enjoying her last days in Argentina and gets ready to leave

ALFAJORES



EMPANADAS



Politecnico sends her Tax Code by their intranet







She makes her SpID online and gets her fingerprints taken



She chooses when and where to get her fingerprints taken.





She completes all the forms online, and sends her documents by one click



Accepts the Integration Agreement knowing her duties and responsibilities

1 WEEK LATER

SHE
got
MAIL

Gets her Residence
Permit by mail

RESIDENCE PERMIT

TOUCHPOINTS



To deliver a positive experience,
I designed four main touchpoints.

- 01.** The Platform
- 02.** Welcome Kit
- 03.** Electronic Fingerprinting
- 04.** The Electronic Residence Permit Card

01.

THE PLATFORM



Easy to use and intuitive platform. International students can submit the requested information and request the e-Residence Permit, by themselves.

The platform is connected to the different government services (SpID and PagoPA) to allow students to pay and verify their identity.

STEP 0

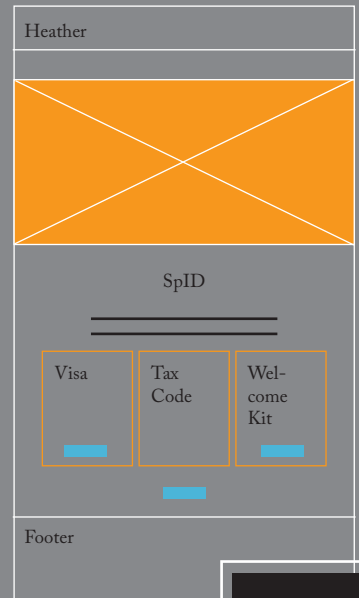
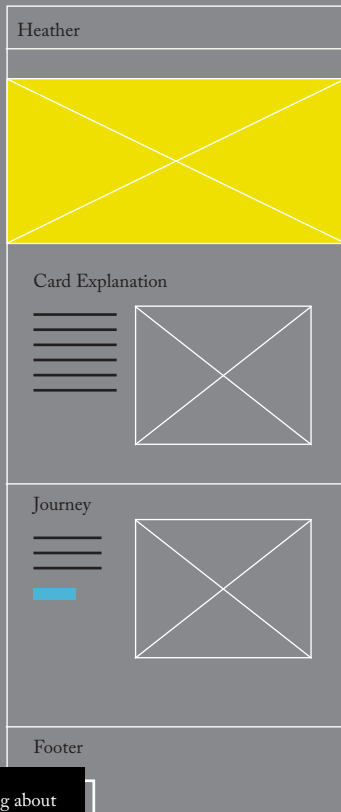
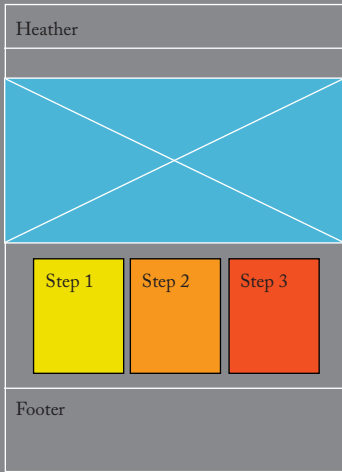
HOME
PAGE

STEP 1

GENERAL
EXPLANATION

STEP 2

MAKING TH
SPID



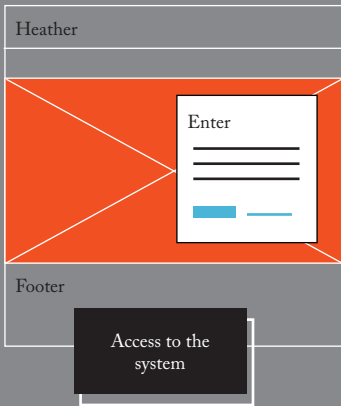
Learning about the process

Learning the procedure

Appointment for their fingerprints

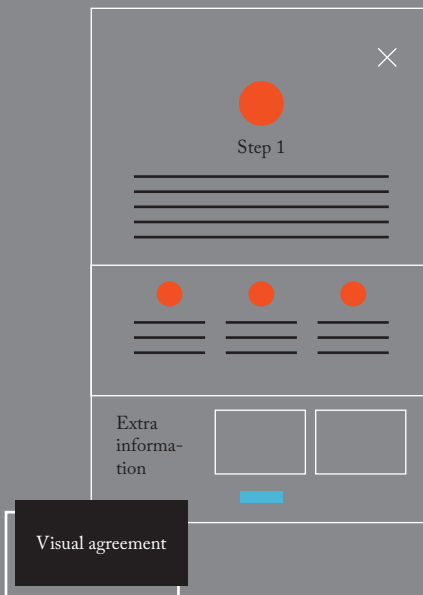
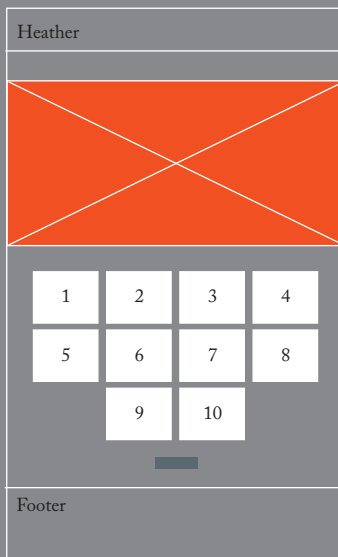
STEP 3.1

THE RESIDENCE PERMIT



STEP 3.2

THE AGREEMENT



STEP 3.3

REQUESTING IT

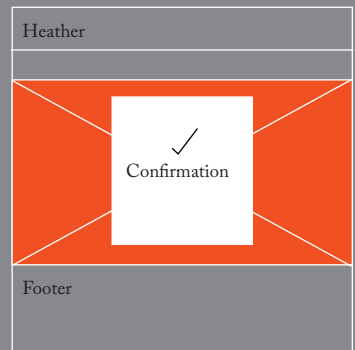
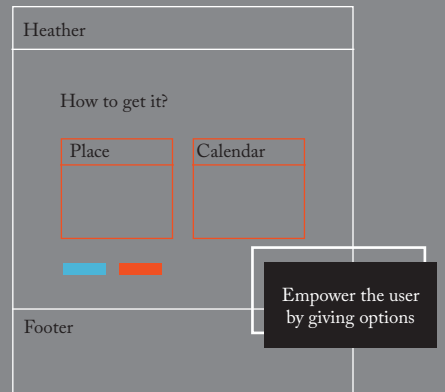
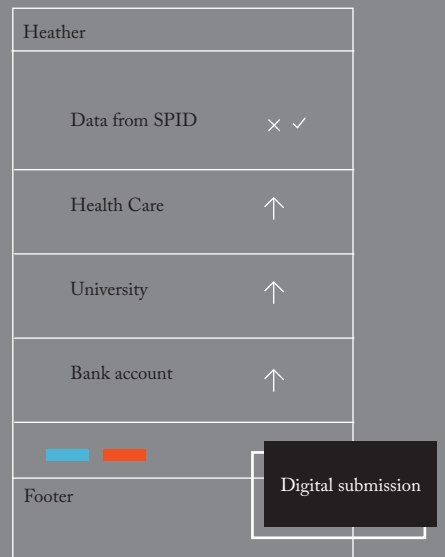


FIG. 12. Wireframes Platform

[Learn](#) [Make your SpID](#) [Request](#)

Welcome to Italy!
Request your
Residence Permit

[Learn more](#)



1

[Learn](#)

**Learn about the
process**

2

[Get your SpID](#)

**Prepare the
documents**

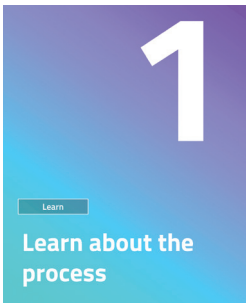
3

[Request](#)

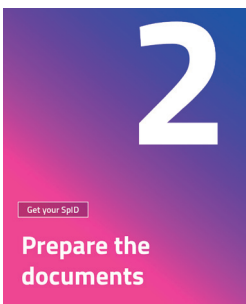
**Get your
Residence Permit**

HOME PAGE

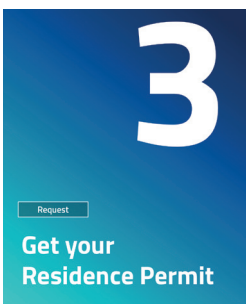
The platform is divided in 3 steps:



The first step is a general explanation of what is the Residence Permit. It has an overview of the process and general knowledge for the international student.



The second step explains what documents are needed for the Residence Permit and how to make the SpID. In this section, the student can get information about the documents he/she needs and be re-directed to learn more.



The final step is the request of the Residence Permit. Students can check their personal data online. They will be able to upload missing information by connecting it with other stakeholders (Politecnico di Milano, their Bank account).



What is it?

Because you are an international student in Italy you are allowed to ask for a Residence Permit. This will be your valid ID during your stay in Italy.



The E-Residence Permit Card doesn't have an expiration date.



Since all your data is inside the chip, renewing it couldn't be easier!



It is the valid document to travel to another EU country.

Residence Permit,

The journey



What do you need?

To request your Residence Permit first you have to have a Digital Identity in Italy.

[PREPARE THE DOCUMENTS](#)

Did you get your free Welcome Kit?

[Get the welcome kit!](#)

Your welcome kit includes a free SIM card for mobile phones, and a guide with useful information. Once you request it, you can collect it at the airports, in your university or at selected points of each city.



STEP 1

GENERAL EXPLANATION

During this step, they can learn about the process and the card. There is a general map to understand the next steps.

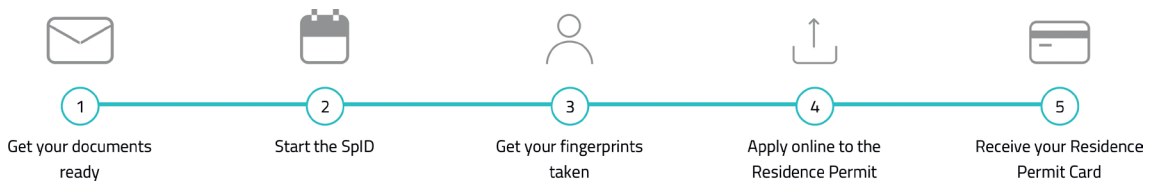


FIG. 13. User Journey

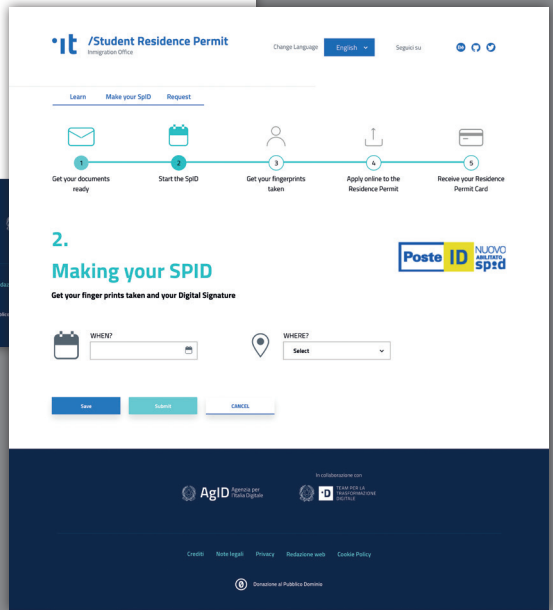
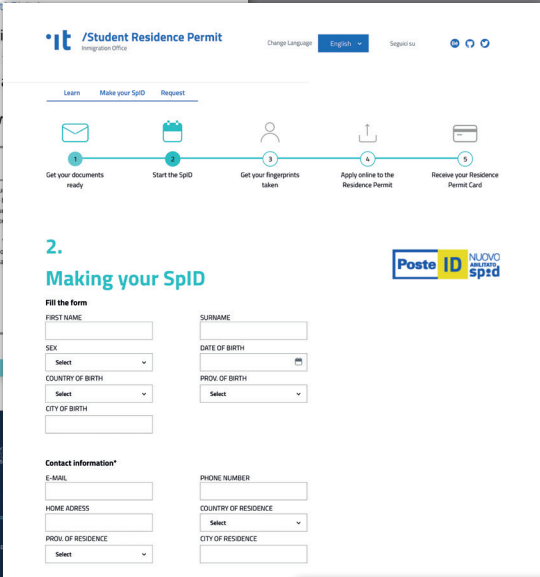
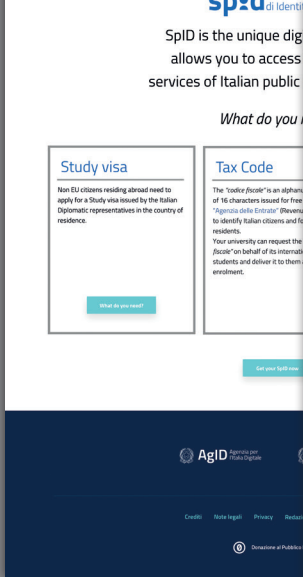
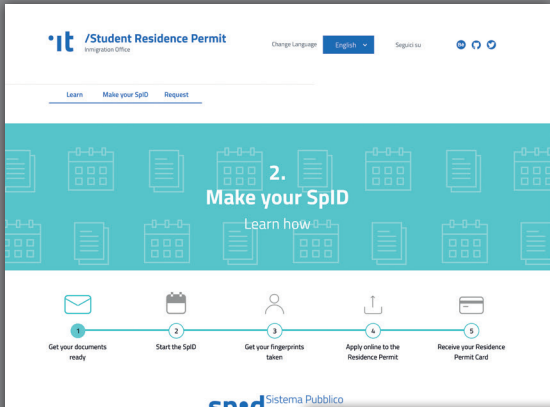
The **journey** is a fundamental tool inside the platform. The user can find it in each step and it helps him/her to understand what to do next.

Did you get your free Welcome Kit?

[Get the welcome kit!](#)

Your welcome kit includes a free SIM card for mobile phones, and a guide with usefull information. Once you request it, your can collect it at the airports, in your university or at selected points of each city.

This section also introduces the **Welcome Kit** and gives the student the possibility to ask for it.



STEP 2

MAKE YOUR SPID

One of the problems of making the Residence Permit is that the information is segregated. Inside of the Residence Permit Platform, the student can find all the information needed and understand to obtain the documents for a successful application.

The image shows three separate informational cards arranged horizontally. Each card has a title at the top, a horizontal line, and a paragraph of text below. The first card is titled 'Study visa' and explains that non-EU citizens need a study visa issued by Italian diplomatic representatives. The second card is titled 'Phone Number' and states that a valid phone number is needed for communication with the Italian government and registration in the Health Care System. The third card is titled 'Tax Code' and explains that the 'codice fiscale' is a 16-character alphanumeric code issued by the 'Agenzia delle Entrate' to identify citizens and foreign residents, and that the university can request it on behalf of international students.

Study visa

Non EU citizens residing abroad need to apply for a Study visa issued by the Italian Diplomatic representatives in the country of residence.

[What do you need?](#)

Phone Number

You will need to have a valid phone number in order to get the communications with the Italian Government and to register in the Health Care System.

Do you need a phone number?
[Get the welcome kit!](#)

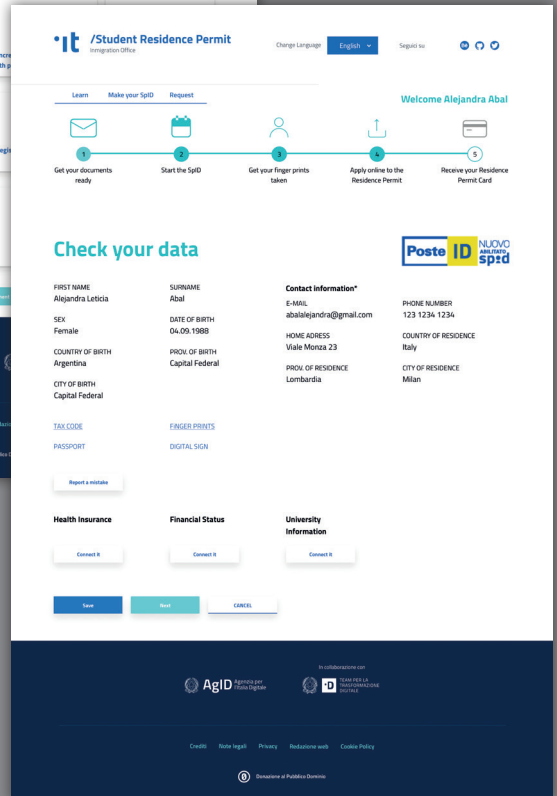
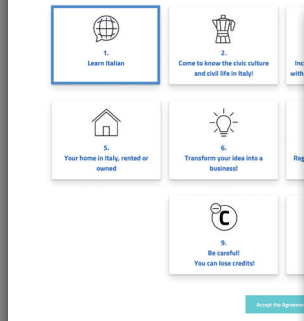
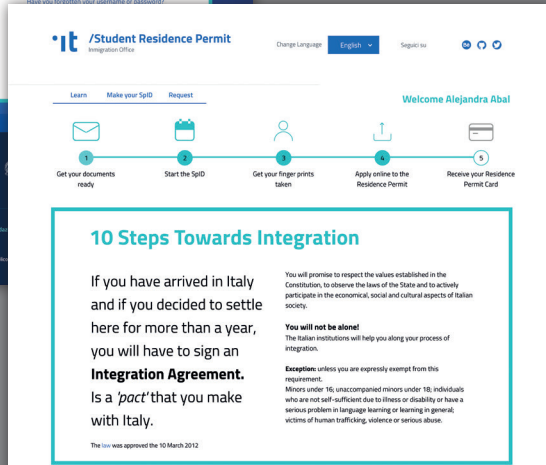
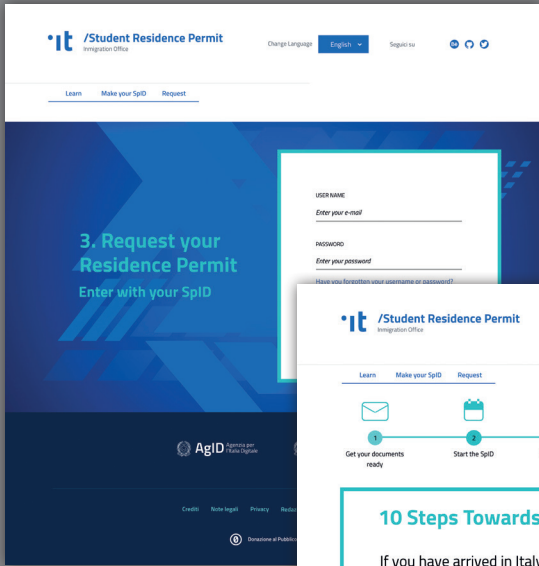
Tax Code

The "*codice fiscale*" is an alphanumeric code of 16 characters issued for free by the "*Agenzia delle Entrate*" (Revenue Agency) to identify Italian citizens and foreign residents.

Your university can request the "*codice fiscale*" on behalf of its international students and deliver it to them after enrolment.

As a result, the student can do the process in a logical order and start their SpID. The electronic Residence Permit has the digital information of the owner, so having a Digital Identity is mandatory.

One of the problems of the international students was the time of the appointment: in this new process, they can choose when and where they want to register their fingerprints and their digital signature.



STEP 3

THE RESIDENCE PERMIT

To request the Residence Permit, international students have to enter to the system with their SpID.

Once they correctly enter their user and password, students will have to accept the **Integration Agreement** (2012). This agreement empowers students by giving them access to several offers so they can have a good experience in Italy.

There is a final moment where the student can check his/her data, upload the missing information or even connect it with other services, such as the platform of Politecnico di Milano. Since it has the same technology as SpID (2017), while the student uploads new documents, the system explains if they are correct.

Once he/she finishes, the student can choose where to get the card: in a police station or by mail at their place. Thanks to integration of PagoPA, students can easily pay online.



10 Steps Toward Integration

If you have arrived in Italy and have decided to settle in this country for a more than a one year, you will have to sign an Integration Agreement. This agreement is a 'pact' that you make with Italy.

1. Learn Italian!

The first objective is to learn the Italian language.

It is sufficient to understand expressions and words used frequently (information about you and your family, buying and shopping). Regarding talking, is enough if you can describe details about your life (your family and friends, living conditions, and about your job) and your basic needs.



You have two years to reach this goal

You need a certificate from an institution that declares your knowledge of the Italian language is at the A2 level (spoken).

If you are not able to obtain a certificate from an institution, you take a test at the Police Office.



This result will allow you to reach the objective provided in the agreement

You can win more credits by having a higher level. For example, you can receive up to 30 credits for a higher level in the knowledge of the Italian language (level higher than B1).



It is not necessary to learn how to read and write

However, we suggest that you try to study. In this way you can have better job opportunities and the agreement will grant you more credits.

Courses for language and social integration

Centri territoriali permanenti

These courses are free of charge and attendance allows you to earn 30 credits to finalize your agreement.

Associations or private schools

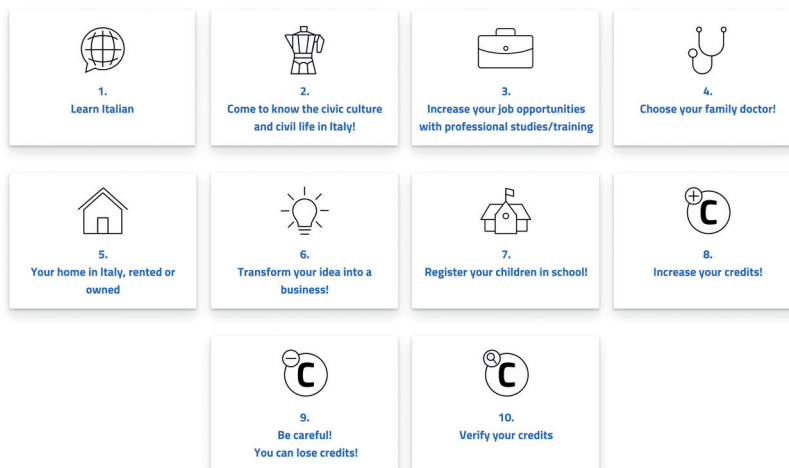
Organize language courses for foreigners. Many of these are free.



Accept the Step

SIGNING THE INTEGRATION AGREEMENT

As part of my research, I understood the majority of the students don't know what the pact they have signed means. Or they don't even realize they had signed it.



The platform will have a visual and easy way to read the agreement, understand what it implies and the benefits they can get from it.

For example: by compromising to learn Italian, you can have free lessons by the government.

Although the system will recommend the student to read the ten steps, the student can sign the agreement without reading it.

10 Steps Towards Integration
Italy (2011)

Stefania Passera
(2017)

Student Residence Permit
Immigration Office

Change Language English

Segui su 📧 📱 🌐

Learn
Make your SpID
Request

1
 Get your documents ready

2
 Start the SpID

3
 Get your fingerprints taken

4
 Apply online to the Residence Permit

5
 Receive your Residence Permit Card

2. Making your SPID

SpID is the unique digital identity. It allows you to access to the online services of Italian public administrations.

You need to have the Italian Digital Identity in order to request a Residence Permit.

The SpID identity is obtained by making a request to one of the accredited identity providers (Digital Identity Manager). You can choose the preferred identity manager - accredited by the Digital Agency for Italy (AgID) and get it in 3 steps.

Choose your provider

IDENTITY PROVIDER	LIVELLI DI SICUREZZA	AREA GEOGRAFICA	RICONOSCIMENTO DI PERSONA	RICONOSCIMENTO VIA WEB/FACIAL	RICONOSCIMENTO OIE* / FINE	RICONOSCIMENTO FIRMA DIGITALE
	① ② ③	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
	① ② ③	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
	① ② ③	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
	① ② ③	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
	① ② ③	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	In Ufficio Postale (gratuito) A domicilio (a pagamento)
	① ② ③	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
	① ② ③	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
	① ② ③	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●

Student Residence Permit
Immigration Office

Change Language English

Segui su 📧 📱 🌐

Learn
Make your SpID
Request

1
 Get your documents ready

2
 Start the SpID

3
 Get your fingerprints taken

4
 Apply online to the Residence Permit

5
 Receive your Residence Permit Card

Paying

The cost of the residence permit

€ 40

For the electronic card

Enter to my pagoPA

New pagoPA User

CANCEL

AgID Agenzia per l'Italia Digitale

In collaborazione con

Crediti
Note legali
Privacy
Redazione web
Cookie Policy

Donazione al Pubblico Dominio

INTEGRATION WITH GOVERNMENT SERVICES

Currently, the Residence Permit is a long process. There are many steps and actors, making the user go back and forward many times.

The platform of the Electronic Residence Permit allows users to find all the information on one site. It integrates SPID, PagoPA, SNN, among others. International students can do all the process at once, without looking for further information. (PosteID, 2016; SpID 2017)



At 50

Post-test questionnaire

Answer the following questions based on the scale of 1 - 5 where 1 is strongly disagree and 5 is strongly agree

- I think that I would like to use this system frequently
1 2 3 4 **5**
- I found the system unnecessarily complex
1 2 3 4 5
- I thought the system was easy to use
1 2 3 **4** 5
- I think that I would need the support of a technical person to be able to use this system
1 2 3 4 5
- I found the various functions in this system were well integrated
1 2 3 4 **5**
- I thought there was too much inconsistency in this system
1 2 3 **4** 5
- I would imagine that most people would learn to use this system very quickly
1 2 3 4 **5**
- I found the system very cumbersome to use
1 2 3 4 5
- I felt confident using the system
1 2 3 **4** 5
- I needed to learn a lot of things before I could get going with this system.
1 2 3 4 5

SYSTEM USABILITY SCALE

er: AN
3/4/18
Success: -1

are to log start time for sy

so much info-
good! they s
back for you
what need alle
i hugs → clo

90
ANA MARÍA OSPINA

87,5
AYSU SANI

85
BEATRIZ DÍAZ

87,5
PAMELA VILLA

“Testing the service usability means observing and asking a number of users about the use of existing or future products or services in a situation of absolutely normal everyday life.”

Service Design Tools (Tassi, R, 2009)

Following the methodology from the online course of Edx.org (Newman, M. W. 2018), I selected four possible users for my test: international students that had made the Residence Permit before. I made a plan of action, a functional mock-up and an interview protocol.

On the 3rd of April 2018, I conducted four test to understand the main problems with the platform, and get insights.

“I wish the Residence Permit process was this simple.”

(Aysu Sani, Personal Communication, 2018)

Many problems were related to missing information: they wanted to know why they had to do each step. One interesting thing that appeared was the implementation of the time-line during the whole process: is a useful to understand what else they need to do and how far they are in the process.

The final step was asking the participants to fill the System Usability Scale. This is an already test survey that measures the effectiveness of the website. (Sauro, J., 2011).

80.3 or higher is an A. People love your site and will recommend it to their friends

68 or thereabouts gets you a C. You're doing OK but could improve

51 or under gets you a big fat F. Make usability your priority now and fix this fast.

(Newman, M. W., 2018)

USABILITY TEST



03.04.18

Politecnico di Milano

Bovisa



International students that had to make the Residence Permit

4 Participants:



System Usability Scale (SUS)

Logging sheets

Film recording of the test

Tried 8 tasks



Understand critical Incidents

Verbal Accounts

Understand usability problems and possible bugs to fix

02.

WELCOME KIT

The welcome kit includes an Italian SIM card and helpful information for integrating to Italy.



03.

ELECTRONIC FINGERPRINTS

When the international student creates his/her digital identity, as part of the request, her fingerprints have to be added in front of an authority.



spod Sistema Pubblico
di Identità Digitale

04.

THE E-RESIDENCE PERMIT CARD

The E-Residence Permit Card doesn't have an expiry date. Since all the data is inside the chip, the owner has to update it with the services from the government, deleting the renewal process.

As the nowadays the Residence Permit is a valid document to travel to another EU country.

CARD INFORMATION

Given Name and Last Name
Issuing date
Unique identification number of the card
Fiscal Code

INSIDE THE CHIP

Issuing municipality
Municipality of residence
Address
Place and date of birth
Nationality
Signature
Picture
Sex
Height



PERMESSO DI SOGGIORNO
REPUBLIC OF ITALY



NAME
**ALEJANDRA LETICIA
ABAL**

DATE OF ISSUE
12.01.2018

NUMBER
It1234567

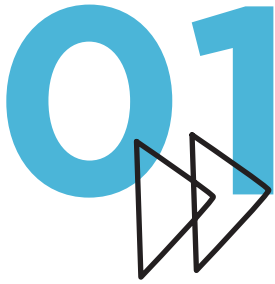
TAX CODE
AAALND11A11Z600A

RESULTS

INTERNATIONAL STUDENTS IN NUMBERS

In 2016 there were more than 17000 International non-EU students with a residence permit in Italy. (Istat, 2016). According to Eurostat (2014) the number of foreigner students per year keeps on growing.

By deleting the fingerprints appointment and the renewal process means that the Police Department will have (at least) 17000 appointments less per year.



FASTER PROCESS

Students will be empowered to choose when they will do their e-Residence Permit. Since the card can be updated, they won't struggle with a long and complicated renewal process.

Police Stations won't have to attend international students, saving more time to destine for more important tasks.



EASY INTERACTIONS

Since all the process will be digital, it can be translated into many languages easily.



CENTRALIZED INFORMATION, ONE PROCESS

There will be fewer actors involved in the process. Since all the information will be on the platform, international students will know where they are, what is the next step and when will they get the card.

the
: END :

05.

CONCLUSIONS

**Final thoughts*

FINAL TOUGHS & CONSIDERATIONS

During my PSSD studies, I reflected on how work, cities, and societies are changing and how this change could be designed. As Service Designer, I have imagined future jobs, new transportation services, other perspectives for policy design, how to make health care more user-centered, and more. However, before my thesis project, I never imagined Law as a field where Design could be applied.

Law is a traditional professional career. The collective imaginary of a lawyer is a well-dressed person that uses difficult words. Moreover, this person is reached just when there is a problematic situation.

Luckily, there is already a community re-thinking this imaginary. They have been working on how to change the perspective from non-lawyers about this issue, and looking for a new way to make Justice and Law more accessible.

During my project, I realized that the legal issues are an inevitable part of our daily lives. We make contracts almost every day, we accept them implicitly while shopping or even when we make plans with friends.

But we are not aware of it.

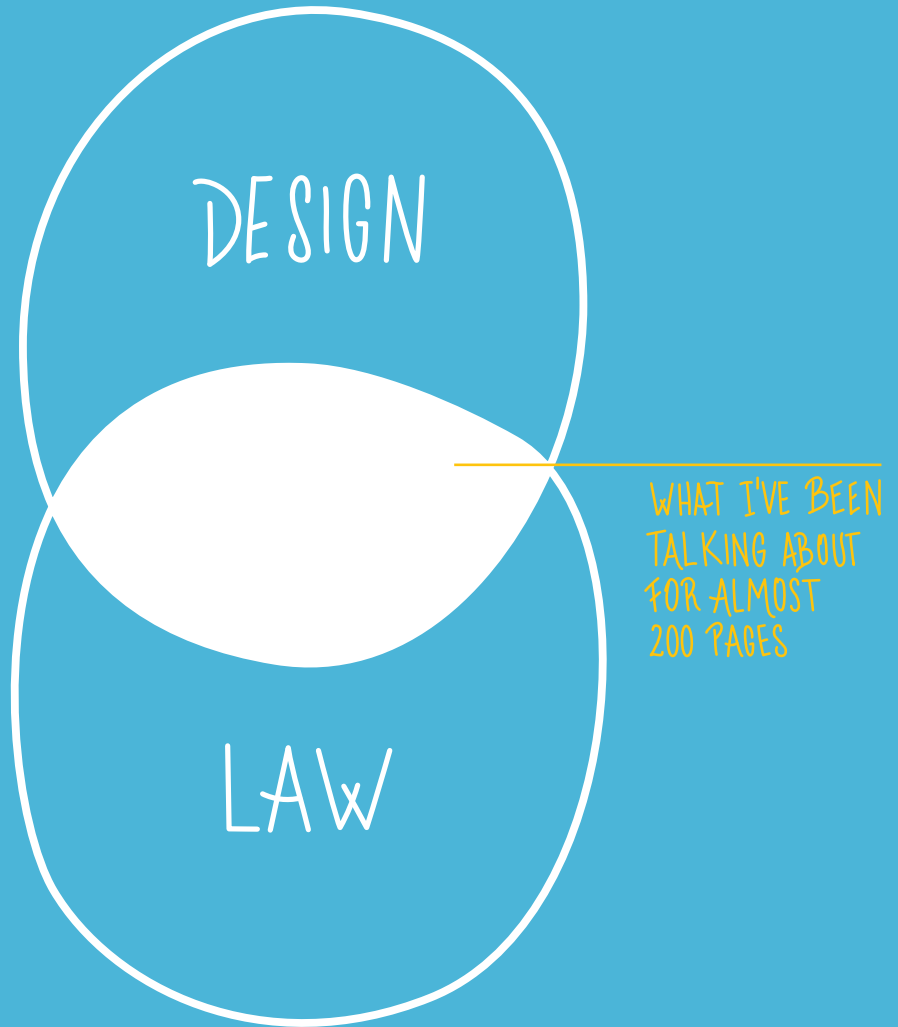


FIG. 14. Interjection between Design and Law

REGARDING LEGAL DESIGN

After one year of research about Legal Design, I understood the possibilities and advantages of Design and Law working together. For instance, they could make laws and legal documents clearer for final users (even for lawyers themselves), and add transparency to their communication. As society is regularly making explicit (and implicit) contracts, giving clarity to laws means simplifying processes and empowering citizens with the capability to interpret the rules. In short, this means understanding what we accept: procedurals, duties, and benefits.

Along my project, I noticed that Legal Design has been growing since I started the research. Companies, lawyers and designers are talking more about it. This means, there is an interest from a variety of actors in transforming the legal world.

In this respect, lawyers have been using the term Legal Design in order to make reference to this process of transformation. On one side, there is people applying Design methodologies on the legal field, and on the other, there is the people calling themselves Legal Designers, having no experience on Design, or just to make reference to the implementation of Communication Design into contracts.

From the Designers perspective, the label of Legal Designer does not make sense because they have a more holistic approach, which could be implemented in a variety of fields.

For me, the particularly interesting application of Legal Design occurs when there is cross-collaboration and interdisciplinary work. As a Graphic Designer, I understand the immediate impact of applying visual tools into incomprehensible texts. But, if I reduce Legal Design to this exercise, then it would be the regular work of a Graphic Designer, and there wouldn't be an added value to on bringing Design and Law together.

Indeed, the most outstanding cases were the ones that developed tools or re-designed processes. For me, the deeper they go into the processes, the greatest the impact they could generate. Nevertheless, there is still a barrier to approach to this issue as laws seem to be for the non-lawyers as something that only politician and judges can understand.

The encounter between Design and Law could mean changing the vision that non-lawyers have about laws and eliminating the fear to the lawyers.

The intersection between this two professions could also transform the interaction between lawyers and non-lawyers.

The collaborative work in the legal field could bring innovation to this profession. For instance, there are already interdisciplinary teams bringing together the knowledge of Design, Law and Technology in order to develop projects for the digitalization of legal procedures. In fact, examples as Legal Tech Design Lab in Stanford, served me as an inspiration for the application of Design on re-thinking a personal bureaucratic problem.

RETHINKING A BUREAUCRATIC PROBLEM

I decided to apply the knowledge gained on my research in re-designing the process for requesting the Residence Permit in Italy. During my research I realized that the actors involved in the process dislike it. It does not work. International students see it as a torture. Post Office employees don't consider it as part of their work tasks. The policemen are overwhelmed due to the quantity of daily work they have, and the extraordinary demand.

In this landscape, external actors (such as Politecnico di Milano and the CGIL) are the only ones looking forward to help the international students, even though it is not part of their duty.

I learnt that the government has many online services that could be applied in order to simplify the Residence Permit process. But there is no will (or awareness) to improve and facilitate the process. On one hand, I have talked to people inside the process, for whom the procedure seems obvious, and on the other, to people who realize there are problems, but they don't have the determination or power to fix it.

My project is a proposal to improve the journey of the student residence permit for the stakeholders involved. I decided to implement the existing tools and follow the directions from Agency for Digital Italy. Due to this reason, a real implementation of this project could be done quite fast (there is no need to develop any new service). Moreover, my project based on reorganizing the existing Government tools. For example, I made the platform following the guides and kits of Designers Italia.

Although I was unable to have an encounter with the authorities in charge of the process in order to discuss about the design, I tested the prototype with international students, receiving positive feedback.

I wished my journey with the Residence Permit had been as smooth as the one of my proposal. I had many issues when I requested the Student VISA, and dealing with bureaucracy in Italy was even worse. Once, in Italy, I had to request the residence permit -every year- and learn about the cultural differences. It was an unpleasant experience.

I hope at some point improving this process become a concern for the Public Administration.

ABOUT THE FUTURE

I believe that there will be more cases where designers and lawyers work together. I think that digital processes and the availability of information and tools, will allow final users to question the process and demand for a new approach.

I also think that the lawyers' work has to evolve. However, I still don't know if this means new law firms, new work tasks, or law students having design courses. Anyway, I believe that lawyers don't have to study design, and neither designers study law to make this happen.

I think the right path is to introduce Design methodologies into law studies, and legal documents and processes. I strongly believe that the legal world has to change. Furthermore, this could have a positive impact into policy-making and Policy Design.

Finally, I think that Legal Design is in the first stages of development. I feel excited to watch it grow and curious to see how far it will get.

06.

BIBLIOGRAPHY

DESIGN

- Agency. (2007). The creative studio for social change. Retrieved March 1, 2018, from <http://agency.sc/>
- B. Unsworth (2017, June 05). A Digital Maturity Assessment that your organisation can act upon. Future Gov. Retrieved March 15, 2018, from <https://blog.wearefuturegov.com/a-digital-maturity-assessment-that-your-organisation-can-act-upon-2eedfc456c26>
- Babich, N. (2017) Moving From Graphic Design to UX Design: The Complete Guide to Career Change Adobe Creative Cloud. Retrieved October 8, 2017, from https://blogs.adobe.com/creativecloud/ux-design-for-graphic-designers/?segment=design%3Futm_source&utm_medium=web&utm_campaign=read_more
- Brown, T., & Katz, B. (2009). Change by design: how design thinking transforms organizations and inspires innovation. New York, NY: HarperCollins .
- Bruno Munari « Da cosa nasce cosa » Editori Laterza 1981. L. 14.000
- Center for Civic Design (2017) Ensuring voter intent through design. Retrieved Oct 8, 2017 from <https://civicdesign.org/> .
- City of Helsinki. (2017, April 05). City services developed with Participation Game. Retrieved April 05, 2018, from <https://www.hel.fi/uutiset/en/kaupunginkanslia/city-services-developed-with-game>
- Civic Service Design. (2017). Making public services more effective and accessible for all New Yorkers. Retrieved April 05, 2018, from <http://www1.nyc.gov/assets/servicedesign/index.html>
- Design for Europe. (2015). Retrieved April 05, 2018, from <http://designforeurope.eu/>
- Designers Italia. (2017, June 1). Retrieved March 15, 2018, from <https://designers.italia.it/>
- Designers Italia. (2017, June 1). Retrieved March 15, 2018, from <https://designers.italia.it/>
- Doteveryone. (2018). People, Power and Technology : The 2018 Digital Attitudes Report (Rep.). England and Wales. Retrieved March 1, 2018, from <http://attitudes.doteveryone.org.uk/files/People Power and Technology Doteveryone Digital Attitudes Report 2018.pdf>
- Ellis, C., Adams, T. E., & Bochner, A. P. (2011). Autoethnography: An Overview, 345-357. doi:10.1007/978-3-531-92052-8_24
- Fabbri, L. (2017, June 05). Tailor-made services for citizens, a designer community is born. Retrieved March 17, 2018, from <https://www.linkedin.com/pulse/tailor-made-services-citizens-designer-community-born-lorenzo-fabbri>
- Facebook Brussels. (2017). Design Jam Berlin. Retrieved April 05, 2018, from <https://www.facebook.com/facebookbrussels/videos/1419793831400471/>
- Gaver, W. W., Boucher, A., Pennington, S., & Walker, B. (2004). Cultural probes and the value of uncertainty. *Interaction Design, Royal College of Art*, 11(5), 53-56. doi:10.1145/1015530.1015555
- Gov.UK. (2016). Open Policy Making toolkit. Retrieved April 05, 2018, from <https://www.gov.uk/guidance/open-policy-making-toolkit>
- Hack Belgium. (2017). Retrieved October 08, 2017, from <http://www.hackbelgium.be/>
- IDEO U (2016), Design Thinking. Retrieved October 7, 2017 form <https://www.ideo.com/pages/design-thinking>

- IDEO. (2015). Design Kit. Retrieved February 1, 2018, from <http://www.designkit.org>
- IDEO. (2016). Boston's New Citizen-Centered Site. Retrieved April 05, 2018, from <https://www.ideo.com/case-study/bostons-new-citizen-centered-site>
- Marger, B. (2009) Service Design as an Emerging Field. In: Miettinen & Koivisto (Eds.): Designing Services with Innovative Methods, Helsinki: Talk Publications, P.28-42
- MindLab (2010) Retrieved October 08, 2017, from <http://mind-lab.dk/>
- Newman, M. W. (2018, March 30). Evaluating Designs with Users. Lecture presented at UX - Learn how to design, run, and analyze usability tests to help improve user experience. Retrieved March 30, 2018, from <https://www.edx.org/es/course/evaluating-designs-with-users>
- Public Policy Lab (2010). WE HELP PEOPLE AND GOVERNMENT BUILD BETTER LIVES. Retrieved March 1, 2018, from <http://publicpolicylab.org/>
- Quesenbery, W. (2017, May 17). Democracy Has a Design Problem. Retrieved April 03, 2018, from <https://www.theatlantic.com/technology/archive/2017/05/democracy-has-a-design-problem/524898/>
- Sauro, J. (2011, February 2). Measuring Usability with the System Usability Scale (SUS). Retrieved March 30, 2018, from <https://measuringu.com/sus/>
- Simonds, F. (2016, June 08). Human Centred Design vs Design Thinking vs Service Design vs UX What do they all mean? Retrieved October 08, 2017, from <https://www.linkedin.com/pulse/human-centred-design-vs-thinking-service-ux-what-do-all-simonds/>
- Simplification Centre (2011) Retrieved October 8, 2017, from <http://www.simplificationcentre.org.uk/>
- Simplification Centre. (2017). Penalty charge notice a draft redesign (Simple action 1, Rep.). Retrieved 2017, from <http://www.simplificationcentre.org.uk/downloads/reports/SimpleAction1-PenaltyChargeNotice.pdf>.
- St. John, A. (2012). Gov Jam. Retrieved March 1, 2018, from <http://www.govjam.org/>
- Stickdorn, M., & Bisset, F. (2011). This is service design thinking: Basics - tools - cases. Amsterdam: BIS.
- Stickdorn, M., Hormess, M. E., Lawrence, A., & Schneider, J. (2018). This is service design doing: Applying service design thinking in the real world: A practitioners handbook. Sebastopol, CA: O'Reilly Media.
- Tarling, K. (2018). Where do service designers fit within an organisation? Retrieved March 1, 2018, from <https://hodigital.blog.gov.uk/2018/03/16/where-do-service-designers-fit-within-an-organisation/>
- Tassi, R., DensityDesign research group at INDACO Department - Politecnico di Milano, & DARC - the Research & Consulting Center of Domus Academy. (2009). Usability Testing - Service Design Tools. Retrieved March 30, 2018, from <http://www.servicedesigntools.org/tools/10> <https://measuringu.com/sus/>
- Team per la Trasformazione Digitale. (2018, March 30). Lecture presented at Designers Italia - The Design System of the Italian Public Administration in Italy. Retrieved March 30, 2018, from <https://speakerdeck.com/teamdigitale/designers-italia-the-design-system-of-the-italian-public-administration>
- Yee, J., Jefferies, E., Michlewski, K., & Ayre, K. (2017). Transformations: 7 roles to drive change by design. Amsterdam, The Netherlands: BIS.
- Your Council. (2017). Welcome to Cork County Council. Retrieved April 05, 2018, from <https://www.yourcouncil.ie/>

- Apperio (2012) Spend less time talking about fees write-offs invoices discounts Spend more time delivering value, Legal Software for General Counsel and Law Firms | Apperio. Retrieved October 08, 2017 from <https://www.apperio.com/>
- Artificial Lawyer. (2018, March 01). And the Worldwide GLH 2018 Winners Are... Retrieved April 05, 2018, from <https://www.artificiallawyer.com/2018/02/27/and-the-worldwide-glh-2018-winners-are/>
- Bues, M. (2018, January 16). What particular problem should be solved by Legal Tech in 2018? - Experts answer. Retrieved March 1, 2018, from <https://www.linkedin.com/pulse/what-particular-problem-should-solved-legal-tech-2018-bues/?trackingId=i9MDM6t86WGEznifPbHVHQ=>
- Councilbox (2017) Reuniones societarias online y presenciales con validez legal. Retrieved October 08, from <http://www.councilbox.com/>
- Docular (2016). Legal documents. Retrieved October 08, 2017, from <https://docular.net/>
- DoNotPay. (2015). Retrieved October 08, 2017, from <https://donotpay.com/>
- Good law. (2013). Retrieved October 08, 2017, from <https://www.gov.uk/guidance/good-law>
- Hire An Esquire (2011), Find the Right Attorney Today with Hire An Esquire. Retrieved October 08, 2017, from <https://hireanesquire.com/>
- Kleinman, Z. (2016). 'Robot lawyer' fights parking tickets. Retrieved October 08, 2017, from <http://www.bbc.com/news/technology-36650317>
- Knomos. (2016). Legal Research & Knowledge Management Software. Retrieved April 05, 2018, from <http://knomos.law/>
- LawWhioutWalls. (2015). Retrieved March 01, 2018, from <http://lawwithoutwalls.org/>
- LexisNexis. (2017). Lawyers and Robots? Conversations around the future of the legal industry (Rep.). UK. Retrieved October 8, 2017, from http://www.lexisnexis.co.uk/pdf/lawyers-and-robots.pdf?utm_source=robotsreport&utm_medium=landingpage&utm_content=_&utm_campaign=100229_robotsreport
- Matterhorn Legal (2014) Better Access to Justice with a Convenient Court. Retrieved October 08 from getmatterhorn.com
- Newman, D. (2017, August 29). Top 5 Digital Transformation Trends In Legal. Retrieved April 03, 2018, from <https://www.forbes.com/sites/danielnewman/2017/08/29/top-5-digital-transformation-trends-in-legal/#4f51352776f8> Forbes Website
- Portable. (2013). Department of Justice - Family Violence Intervention Order. Retrieved April 05, 2018, from <https://portable.com.au/case-studies/transforming-courts/>
- Re:Scam. (2017). Retrieved March 1, 2018, from <https://www.rescam.org/>
- Reinvent Law Channel. (2014). Retrieved April 05, 2018, from <http://www.reinventlawchannel.com/>
- Rocket Lawyer (2017) Legal made simple. Retrieved October 08, 2017, from <https://www.rocketlawyer.com/>
- Ross Intelligence. (2016). Retrieved March 1, 2018, from <https://rossintelligence.com/>
- Siegel, A. (2010). Retrieved April 05, 2018, from https://www.ted.com/talks/alan_siegel_let_s_simplify_

legal_jargon/transcript

- Susskind, R. (2017). *Tomorrow's Lawyers - An Introduction to Your Future* (2nd ed., Ser. 1). Oxford, United Kingdom: Oxford University Press.
- Willing (2017) Protect the people you love., Willing – The best way to make a free will online. Retrieved October 8, 2017, from <https://willing.com/>

LEGAL DESIGN

- Alderton, M. (2016, January 06). Creative Counseling. Retrieved April 05, 2018, from <https://modern-counsel.com/2015/ideo-design/>
- Andersen, C. (2017) Graphic Contracts. Retrieved October 8, 2017, from <https://vimeo.com/223994801/0bcae9a146>
- Barton, T. D.; Haapio, H.; Passera, S. (2013) Innovating Contract Practices: Merging Contract, Design with Information Design, University of Vaasa
- Camara, A. (2017, October 21). The lawyers won't like this one. Introducing the Contract Re:Design Slack Group. Retrieved April 05, 2018, from <https://medium.com/paper-modern-contract-lifecycle-management/the-lawyers-wont-like-this-one-introducing-the-contract-re-design-slack-group-e07b6468980>
- Diaz, J. (2018, January 10). How VR Is Helping Convict Nazis In Court. Retrieved March 1, 2018, from <https://www.fastcodesign.com/90156138/how-vr-is-helping-convict-nazis-in-court>
- Dot. (2018). Legal Design Consultancy. Retrieved April 05, 2018, from <https://dot.legal/>
- Evans, M. (2011, April). Criteria for clear documents: A survey [Technical paper 8]. United Kingdom: Simplification Centre.
- Gallagher, D., Tehrani, N., Gottesfeld, S., Kubey, K., Opatow, S., & Mooney, J. (2017). Justice in Design (Rep.). New York.
- Gensler's Legal Office of the Future (2014) Redesign Law. Retrieved October 08, 2017, from <http://www.redesign-law.com/>
- HACKING FOR ACCESS TO JUSTICE. (2017). Retrieved April 05, 2018, from <https://www.hacking4a2j.org/>
- Hagan, M. (2015) User-Centered Legal Design. Making the Law More Accessible, Usable, and Engaging.
- Hagan, M. (2017) A Visual Approach to Law. Miscellaneous Law School Publications. <http://repository.law.umich.edu/miscellaneous/36>
- Hagan, M. (2017) Law By Design. Retrieved March 2018 from www.lawbydesign.co/en/home/.
- Harvard Law School. (2015). Innovation in Legal Education and Practice. Retrieved April 05, 2018, from <https://hls.harvard.edu/academics/curriculum/catalog/index.html?o=69245>
- Hellon. (2009). Retrieved April 05, 2018, from <https://www.hellon.com/>
- Hiil. (2005). Why do we exist? Retrieved April 05, 2018, from <http://www.hiil.org/about-us>
- HUDSON YORK FARRELL LIMITED. (2017.). Legal Graphic Designer. Retrieved March 1, 2018, from https://www.linkedin.com/jobs/view/623460157?trk=d_flagship3_search_srp_top&dclid=urn:li:page:d_flagship3_search_srp_top/qRGQx9SSlaFFmeQe5ypwg=&dclid=urn:li:control:d_flagship3_search_srp_top-search_blended_srp_job_card&dclid=ckchJEjBQy2ZXgKwJIsFzw==

- JUMAS. (2009). JUMAS Annual Report (Rep.). Retrieved 2017, from www.jumasproject.eu.
- Kohlmeier, A. (2017). The Importance of Legal Design. Retrieved April 05, 2018, from <https://www.ixds.com/press/the-importance-of-legal-design>
- Laboratorio de Gobierno. (2014). Retrieved April 05, 2018, from <https://www.lab.gob.cl/>
- Law School Innovation Index. (2018). Retrieved March 1, 2018, from <https://www.legaltechinnovation.com/law-school-index/>
- Legal Design Lab. (2013). Retrieved April 05, 2018, from <http://www.legaltechdesign.com/>
- Legal Design Summit (2017) Retrieved October 08, 2017, from <http://www.legaldesignsummit.fi/>
- Legal Hackers (2012) Retrieved October 08, 2017, from <https://legalhackers.org/>
- Legalitas Lab. (2015). EL DERECHO A INNOVAR. Retrieved April 05, 2018, from <http://www.legalitaslab.org/>
- Lexpert (2015) Retrieved October 8, 2017, from <http://www.lexpert.com/>.
- NuLawLab. (2016). Redesigning Housing Court. Retrieved April 05, 2018, from <http://www.nulawlab.org/view/redesigning-housing-court>
- Open Law Lab(2012). Retrieved October 8, 2017, from <http://www.openlawlab.com/>
- Passera, S. (2013) Legal Design Jam. Retrieved October 08, 2017, from <http://legaldesignjam.com/>
- Passera, S. (2014) Visualization in commercial contracts, Clearer Legal Information, 9.4.2014 Aalto University and Mind Space.
- Passera, S. (2016, August 06). I am a designer, consultant, and researcher. I specialize ... Retrieved April 5, 2018, from <https://stefaniapassera.com/>
- Passera, S. (2017). Beyond the wall of contract text (Master's thesis, Aalto University, 2017). Helsinki: Unigrafia Oy. doi:134/2017 Visualizing contracts to foster understanding and collaboration within and across organizations
- Ravel Law (2017) Next Step in Our Journey. Retrieved October 08 from <http://ravellaw.com/>
- Stanford Law School. (2015). Introduction to Legal Design. Retrieved April 05, 2018, from <https://law.stanford.edu/courses/introduction-to-legal-design/>
- Swinburne University (2016). Bachelor of Laws / Bachelor of Innovation and Design. Retrieved October 08, 2017, from <https://www.swinburne.edu.au/study/course/bachelor-of-laws-bachelor-of-innovation-and-design>
- VanHemert, K. (2017, June 03). A New Way to Look at Law, With Data Viz and Machine Learning. Retrieved March 01, 2018, from <https://www.wired.com/2014/06/ravel-law/>
- Veenendaal, T. (2017). Digital litigation: Dutch Supreme Court leads the way. Retrieved April 05, 2018, from <https://www.nautadutilh.com/en/information-centre/news/2017/3/digitaal-procederen-de-hogeraad-trapt-af/>
- Zarcate, O. (2017) Understand the Law with Metaphors, Spread the Law with Images. Retrieved October 8, 2017, from <https://vimeo.com/74312456>

RESIDENCE PERMIT

- Accordo d'Integrazione. (2016, March 21). Retrieved March 15, 2018, from <http://www.libertaciviliimmigrazione.dlci.interno.gov.it/accordo-dintegrazione>
- Agenda On Line. (2006, October 26). Retrieved March 15, 2018, from <https://www.passaportonline.poliziadistato.it/>
- Agenzia per l'Italia digitale (AgID). (2013, August 27). Pagamenti elettronici: Cos'è e come funziona pago PA. Retrieved March 15, 2018, from <http://www.agid.gov.it/agenda-digitale/pubblica-amministrazione/pagamenti-elettronici>
- Agenzia per l'Italia digitale (AgID). (2015, September 18). Retrieved March 15, 2018, from <http://www.agid.gov.it/>
- Braginski, R. (2018, March 12). Quieren bajar el costo de las visas argentinas para que vengan más estudiantes extranjeros. Retrieved March 15, 2018, from https://www.clarin.com/sociedad/quieren-bajar-costo-visas-argentinas-vengan-estudiantes-extranjeros_0_BJpMoqNKM.html
- E-Estonia. (2017, July 5). We have built a digital society and so can you. Retrieved March 15, 2018, from <https://e-estonia.com/>
- E-Residence. (2017, May 23). Retrieved April 02, 2018, from <https://e-resident.gov.ee/>
- Eurostat. (2014). Foreign students by level of education and country of origin (Rep.). Retrieved from http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=educ_mofa_orig&lang=enhttp://dati.istat.it/Index.aspx?DataSetCode=DCIS_PERMSOGG1
- Facebook Group - Milan International Group - Expats & Students. (2015). Retrieved February 1, 2018, from <https://www.facebook.com/groups/225786517611364/>
- GCIL Milano - Permesso di soggiorno. (2013). Retrieved February 01, 2018, from <http://www.cgil.milano.it/dipartimento/politiche-immigrazione/permesso-di-soggiorno/>
- Get the full Buenos Aires experience! - Study Buenos Aires. (2017, March 10). Retrieved March 15, 2018, from <https://turismojuven.buenosaires.gob.ar/es>
- Integration Agreement for Foreign Nationals applying for residency. (2016, July 13). Retrieved March 15, 2018, from <http://www.pratomigranti.it/en/documenti/permesso-soggiorno/accordo-integrazione/pagina54.html>
- Istat. (2016, October 30). Non-EU citizens: Presence, new inflows and acquisition of citizenship Ascolta. Retrieved April 05, 2018, from <https://www.istat.it/en/archive/204320>
- Italian electronic identity card. (2011, December). Retrieved March 15, 2018, from https://en.wikipedia.org/wiki/Italian_electronic_identity_card
- Polinternational. (2017, February 22). Retrieved February 1, 2018, from <http://www.polinternational.polimi.it/life/living-in-italy/residence-permit/>
- Politecnico di Mialno. (2018, February 13). RESIDENCE PERMIT APPLICATION GUIDE. Lecture presented at Welcome Week.

- Polizia di Stato - Controlla online il permesso di soggiorno. (2011, January 20). Retrieved February 1, 2018, from <http://www.poliziadistato.it/articolo/15002/>
- Portale Immigrazione. (2017, April 11). Retrieved February 01, 2018, from <https://www.portaleimmigrazione.it/>
- Poste Italiane - ermessi di soggiorno I servizi per i cittadini stranieri che vivono nel nostro Paese. (2017, January 17). Retrieved February 1, 2018, from <https://www.poste.it/prodotti/guida-rilascio-e-rinnovo-permesso-di-soggiorno.html>
- Poste Italiane, Unione Europea, & Ministero dell'intero (2011). Retrieved from www.interno.iUmininterno/site/it/sezioni/sala_stampa/speciali/accordo_integrazione/index.html
- PosteID Un'unica login per tutti. (2016, March 15). Retrieved March 15, 2018, from <https://posteid.poste.it/>
- SPID Sistema Pubblico di Identità Digitale. (2017, December 17). Retrieved March 15, 2018, from <https://www.spid.gov.it/>



GRACIAS

I want to thank each one that helped me during
this journey.

I couldn't have done it without them.