

Centers of Excellence - IT Modernization Lead

Role summary

As part of GSA's Technology Transformation Services, the Centers of Excellence (CoE) initiative accelerates IT modernization at federal agencies by leveraging private sector innovation and government services while centralizing best practices and expertise for holistic transformation.

The Centers of Excellence work primarily in six focus areas: Infrastructure Optimization, Cloud Adoption, Data & Analytics, Artificial Intelligence, Contact Centers, and Customer Experience. Our complementary work in strategic communications, change management, and performance management ensures these innovations can be successful and sustainable. We also work with partner agencies to enhance their ability to innovate so they can continuously modernize as opportunities and challenges emerge over time.

As a IT Modernization Lead at CoE, you will

- Apply modern methodologies and technologies to improve the public's experience with government by helping agencies make their services more accessible, efficient, secure, and effective
- help our agency partner make sense of the complex digital landscape and how technology and process modernization can benefit their programs and users.
- establish and maintain trusted relationships with our agency partners, and set up engagements to be successful.
- coordinate cross-functional teams to deliver user-centered solutions to complex problems.
- help our agency partners to develop their own capacity for continuous innovation.

Your expertise will help ensure the success of our government partners as they meet technology modernization challenges head on. As a Modernization Lead you will act as subject matter expert in one of the following focus areas:

- Cloud Adoption & Infrastructure Optimization
- Data & Analytics
- Artificial Intelligence
- Contact Centers
- Customer Experience
- Innovation Adoption
- Acquisition

Key objectives

Objective #1: Serve as a Senior IT Expert to promote the adoption of modern technology and business practices through advice, recommendations, teaching, coaching, and knowledge sharing

- Serves as a senior expert in Information Technology managing and directing multiple highly complex and innovative IT projects and initiatives in one or more of the following areas: Policy and Planning Network Services, Enterprise Architecture Data Management, Security, Internet, Systems Analysis, Systems Administration, Applications Software, Customer Support, and/or Operating Systems or the adoption and design there of.
- Serves as a senior IT expert and authoritative technical advisor within TTS. Engages with customer agencies to perform needs analyses to define opportunities for new or improved business processes, solutions, practices, products, services or strategies based on user needs.
- Practice and enthusiastically share project management and agile methodologies throughout all stages of the project lifecycle.
- Deliver educational workshops to accelerate learning and adoption of agile principles and practices.
- Inspire honesty and integrity through open communication and liberal knowledge sharing across multi-disciplinary teams.

- Create compelling case studies on how users are benefiting from the CoE projects, providing a special focus on lessons learned.
- Capture specific capabilities (e.g. strategies, roadmaps, playbooks) to document best practices across government.
- Use expertise to create growth opportunities for TTS and increase agency partnerships.

Key objective #2: Practice an exceptional customer experience with all partners, providing a unique, tailored partner experience and solutions by providing expert IT project leadership and delivery

- Explain products or services to people who have varying levels of technical knowledge — always meet the agency partner where they're at.
- Empathetically guide our agency partners through requirements, standards, guidelines, administration priorities, compliance and security processes.
- Skillfully map specific inquiries to product capabilities, identifying the product that best meets the agency partner's needs.
- Serve as a liaison between the stakeholders and the project teams, delivering feedback to the team, enabling them to make necessary changes to product performance or presentations.
- Support a safe, inclusive workplace and a positive team culture where all team members value diversity and individual differences.
- Reviews projects for technical feasibility and adherence with the organization's mission objectives and provides recommendations to management prior to commencement of IT projects. Determines project objectives and sets priorities; anticipates potential threats or opportunities
- Applies human-centered design techniques to drive IT project decisions to ensure the right IT product is being developed. Provides leadership and team guidance on how to use user research findings to influence product policy, planning, and development.
- Ensures that agency customers are fully engaged members of the team and helps them manage expectations with their stakeholders.
- Provides agency partners accurate, expert, and authoritative technical IT advice.

Objective #3: Leading teams and your focus area(s)

All CoE team members are expected to lead cross functional teams to develop innovative IT services. You will guide these teams to plan, develop, and execute highly complex and intricate IT projects that transform the manner in which the government leverages technology to serve the public.

In your role as team leader you will promote transparency, diversity, inclusivity and human centered design practices into your workflow and end products.

While the entire team will have and continually enhance core expertise in technology and organizational modernization, each team member will also further hone one or more Focus Area that contribute to the collective cross-functional capabilities of the CoE team.

Center of Excellence Focus Areas

Data & Analytics: Lead a customized Data and Analytics strategy service that enables optimal access to a partner agency data.

- Drive agency-wide and multi-agency IT modernization initiatives in the areas of data management, analytics, and data visualization.
- Advise senior executives on data management best practices, maturing organizational analytics portfolios, and on new developments and advanced techniques in data science.
- Lead and develop pilots, prototypes, and minimum viable products to demonstrate analytic products and solutions for customers.
- Serve as a data and analytics subject matter expert through consulting with customers to determine requirements, explore solutions, and deliver high business impact solutions in an iterative, agile process.

Artificial Intelligence: incorporate machine learning, neural networks, intelligent process design and Robotic Process Automation (RPA) to develop AI solutions that address unique business challenges agency-wide.

- Drive agency-wide and multi-agency IT modernization initiatives in the areas of Artificial Intelligence (AI), Machine Learning (ML), Neural Networks and Deep Learning.
- Advise agency executives on AI best practices, maturing organizational AI portfolios, and developments and advanced techniques in the area of AI.

- Lead and develop pilots, prototypes, and minimum viable products to demonstrate AI products and solutions for customers
- Serve as an AI subject matter expert through regular customer consultancy to determine requirements, explore solutions and deliver high business impact AI solutions in an iterative, agile process.

Cloud Adoption & Infrastructure Optimization: Facilitates successful adoption of cloud services and other modern technologies by analyzing partner agencies' existing infrastructure and designing the right modernization path.

- Analyze applications, systems, evaluate alternatives and design and document solutions, and potential problems with migration activities.
- Work with a Data Center Optimization team to migrate infrastructure and systems into a new data center, hosting, or co-location facility.
- Assist agency partners through the change management process of cloud adoption with the specific ability to work through human capital planning challenges.

Contact Center: Help federal agencies develop and execute contact center and customer experience modernization strategies incorporating leading technology and best practices to ensure solutions can meet their current and future needs in an efficient, sustainable, agile, and adaptable manner.

- Architect an enterprise-level customer experience technology solution using user story definition, holistic journey mapping, and data modeling, while also incorporating standard operating procedures and best-practice methodologies.
- Collect and analyze current contact center operations, data, and reports to develop future-state recommendations for optimization and transformation.
- Partner with agency program leads to drive alignment and integration of new contact center technology and integration with other third-party or internal applications.
- Incorporate knowledge management and customer relationship management system best practices to improve the agent experience and the agency's overall customer experience.

Customer Experience: lead the effort to help partner agencies develop a deep understanding of their customers and their customers' needs.

- Lead cross-functional teams that define problems and provide solutions for all phases of the customer experience lifecycle.
- Navigate complex organizational relationships to bring stakeholders together around common goals and priorities.
- Design, conduct and perform usability testing, and other forms of research with customers. Lead design workshops, contextual inquiry, diary studies, and stakeholder interviews.
- Lead design activities such as journey mapping, experience prototyping, and the development of service blueprints.
- Organize complex information and communicate structure with wireframes, sitemaps, and process flows.
- Share your customer experience knowledge with stakeholders, agency staff, and CoE teammates.
- Champion customers and protect their interests.
- Create compelling case studies that detail how customer needs have been addressed.
- Analyze customer experience approaches (e.g. strategies, roadmaps, playbooks) that represent best practices in the federal government.

Innovation Adoption: Lead a cross-functional practice combining change management, management of technology products and services, technology consumption behaviors and marketing, and other disciplines designed to facilitate adoption and build readiness for upcoming modernization.

- Generate learning and adoption of product ownership and product management practices.
- Generate learning and adoption of agile workflow.
- Leverage intrapreneurial practices to engage and mobilize change agents to lead shifts in processes, decision-making, value proposition, business models, etc.
- Serve on the cross-functional Innovation Adoption Team, engaging with peers on all seven innovation adoption functions. Each member of the team will specialize in at least one of the following functional areas:

- Learning & Development, from workforce development to skills development, help ensure that people update their skills and expand their capabilities
- Strategic Internal Communications, from communications strategy to channels to messaging, help us ensure that people receive the information and inspiration they need and have the opportunity to contribute their own insights and experiences
- Organizational Performance Management & Improvement, from the organization to teams to individuals, help set clear, shared goals and can demonstrate progress and results through data and evidence
- Technology Management, from product management to Agile workstyles, help us position our partners for more modern digital operations
- Innovation & Intrapreneurship, from design thinking to lean start up practices, help us position partners to deliver better products and services
- Organizational Development, from role definition organizational network analysis, help our partners understand how best to organize and grow their capacity for modern work

Acquisitions: Accelerate IT modernization across Government in order to improve the public experience and increase operational efficiency using modern best practices of procuring teams and tools effectively achieve the mission of the CoE and our Agency Partners.

- Develops acquisition strategies to enhance Centers of Excellence Program operations.
- Develops acquisition strategies to provide the best value for the customer and to sustain modernization projects.
- Develops and implements modernization plans for customer agencies that engage with the Centers of Excellence in order to improve their overall procurement process, the tools used, and other acquisition-related operations.
- Oversees the development and execution of Interagency Agreements with customer agencies for Centers of Excellence
- Serves as a senior expert procurement analyst responsible for developing, implementing, and recommending contracting strategies, procedures, and guidance.

Client Services: Provides comprehensive program and project management services to multiple, concurrent CoE engagements using diverse project management tools and industry best practices.

- Collaborates with the CoE agreements team and clients to administer the IAA for each assigned engagement, including initial development, modifications, and closeout
- Prepares high quality project artifacts to support kickoff, regular status updates, client executive and CoE leadership briefings, and agreed-upon deliverables
- Develops and maintains detailed project plans and schedules in a fast-paced, dynamic environment
- Develops and maintains risk register, including risk anticipation, identification, mitigation and reporting
- Manages engagement financials, including CoE spend plan development and EAC variance tracking and mitigation.
- Serves as COR for Industry Partner (IP) contracts and performs all attendant functions, including but not limited to administration of GSA and client onboarding, awareness of IP spend planning and status, tracking of IP deliverables, and coordination with the client, CoE Acquisition team and appropriate GSA Acquisition Region for kickoff, modifications and closeout.