



discovery

Transforming U.S. government services in a digital world.

Bringing gov't-wide learning, talent, tools, and culture to build and sustain digital capacity inside your agency.

18F

Iterating on our client experience. Based on two years of learning across and inside government, [Transformation Services represents an evolution in 18F's strategy](#) to improve how agencies manage and deliver public digital services. We've delivered great products. Now it's time to deliver digitally-powered organizations.

Building your digital capacity, together. By embedding a fully dedicated 18F team within your agency, we will work hand-in-hand with you to increase your internal digital capacity, help you form new digital habits, and ultimately ship aspects of our culture to you. By the time we peel back, you'll be on an [independent and sustainable path](#) to becoming a digital-first agency.

A holistic approach to transformation. We believe that transformation requires [maturing agencies along multiple enterprise dimensions](#) in an iterative and incremental fashion, and that the best way to learn new habits is by focusing on "safe" projects (mid- to high-impact, low- to mid-complexity) initially. This approach both differs from and complements existing digital service initiatives that may be happening at your agency.

To succeed with transformation, it requires nothing less than strong vision and leadership from the top of your agency.

Internal and external factors driving the need for Digital Transformation.

Congressional oversight

Digital ubiquity

Citizen needs

OMB policies and oversight

Emerging technologies

Public expectations

The Digital Transformation Imperative

Digital-first mindset, digitized practices, empowered talent, data access, and enabling tools

IT debt

Stifling IT governance and compliance processes

Org silos

Institution of waterfall

Service design debt

Long acquisition cycles

Project portfolio bloat

Low digital talent density

[you are here]

Data islands

Where we're going together...

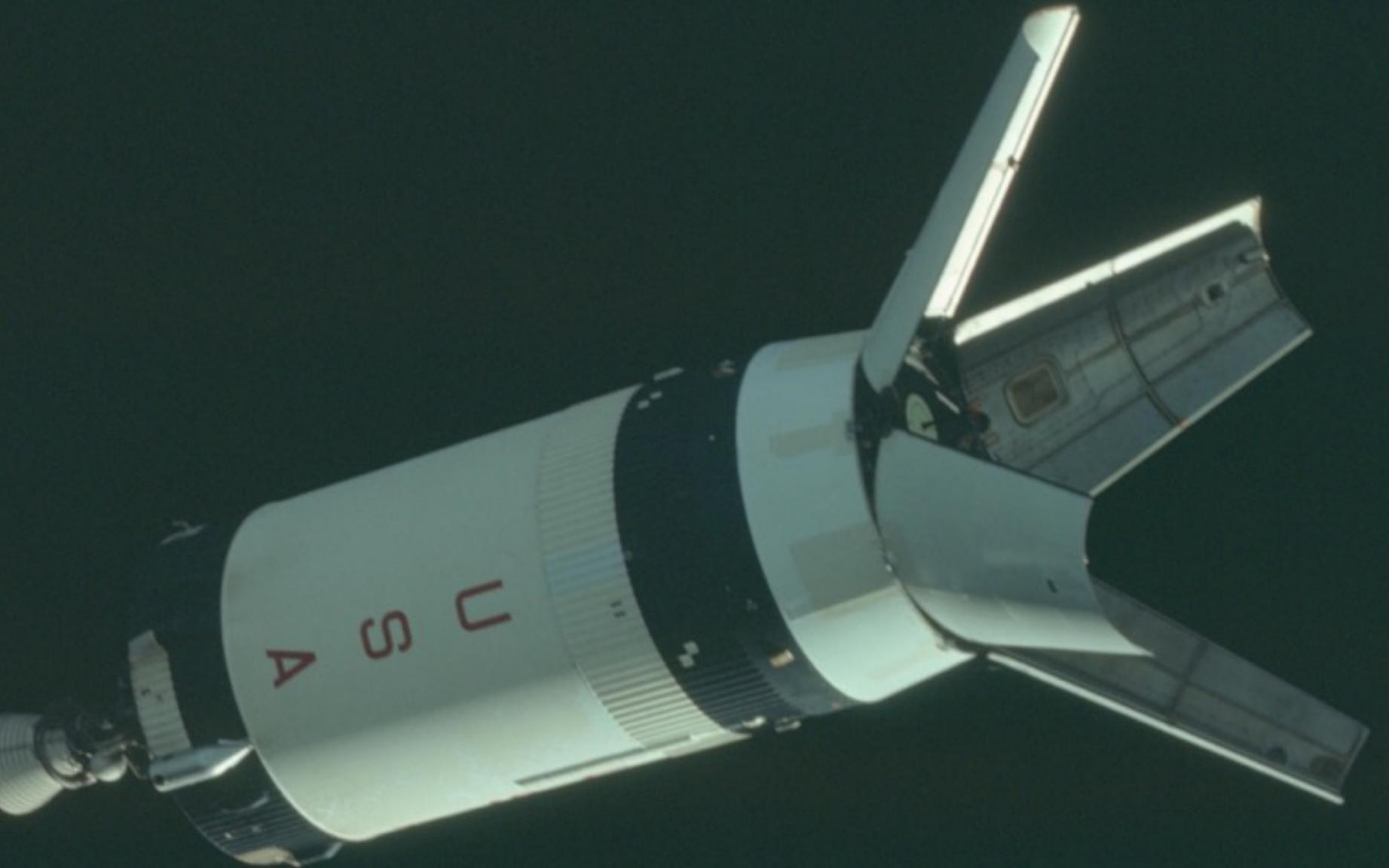
A vision for digital transformation.

Your agency...

...is digital first

...builds user-centered digital services using lean and agile principles

...delivers services that are easy, secure, and joyful to use



Digital transformation requires a holistic approach.

To think and be more digital, agencies must mature along multiple, self-reinforcing dimensions



Terraforming your world.

An embedded, holistic transformation strategy.

DISCOVER

1 month →

- Assess current and desired future state, including priority dimensions (3-4)
- Created a tailored plan
- Align stakeholders
- Ensure compatibility and agency readiness
- Execute an agreement

SHOW

4 - 6 months →

- Embed an 18F team
- Get ready for your own digital team, including distributed members
- With real projects, demonstrate new ways of working while hacking through bureaucracy and delivering value
- Develop acquisition strategies for enabling products and services
- Conduct retrospective

SCALE

4 - 6 months →

- Hire and onboard your digital team
- Acquire enabling products and services
- Implement operating models for scaling
- Expand new ways of working to even more projects
- Transition support from 18F to internal talent
- Conduct retrospective

SUPPORT

4 months + →

- Continuously refine at-scale operating models
- Engage 18F for additional services, as needed

External support

Embedded 18F team, institutional knowledge, and reusable assets to accelerate your agency build up.

Internal capacity
Agency team, environment, capabilities, culture, and enabling tools.



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Notional Engagement with Three Dimensions

DISCOVER

SHOW

SCALE

SUPPORT

1 month →

4 - 6 months →



4 - 6 months →



4 months + →

Talent & Empowerment

- Assess current and desired future state, including priority dimensions (3-4)
 - Created a tailored plan for each dimension
 - Align stakeholders
 - Ensure compatibility and agency readiness
 - Execute an agreement
- Determine composition of initial founding team and empowered reporting structure
- Create digital specialist program, including branding strategy, hiring process, position description(s), and onboarding experience
- Launch internal branding / comms campaign
- Launch recruiting campaign
- Set up shared, collaborative, and virtual workspaces
- Develop an acquisition strategy for collaboration tools

- Set up shared, collaborative, and virtual workspaces
- Acquire collaboration tools
- Hire and onboard initial founding team (5-7), including distributed members
- Connect the team with digital communities across government
- Optimize processes for hiring at scale
- Recruit next batch of digital experts
- Transition support from 18F to internal team

- Hire and onboard next batch of digital experts
- Continue recruiting efforts, as needed
- Engage 18F for additional services, as needed

DevOps and Cloud

- Deliver training on cloud and DevOps
- Migrate 3 simple apps / services to the cloud while introducing some DevOps practices
- Develop an acquisition strategy for cloud and DevOps enablement (products, services)

- Deliver advanced training on cloud and DevOps
- Establish a contract vehicle(s) for cloud and DevOps enablement
- Implement an operating model for migrating at scale and instituting DevOps practices (e.g., ruthless automation)
- Migrate 6-12 priority apps / services (e.g., large cost-to-footprint ratios)

- Continuously refine operating model for migrating at scale and instituting DevOps practices
- Engage 18F for additional services, as needed

Enterprise Agile

- Deliver training on agile principles and practices
- Develop a minimum viable product (MVP) for 1 digital service (low complexity, mid-to-high priority)
- Develop an acquisition strategy for agile delivery enablement (products, services)
- Draft and approve open source software policy

- Deliver training on scaled agile principles and practices
- Establish contract vehicle(s) for agile delivery enablement
- Implement open source policy
- Implement an operating model for scaled agile
- Develop MVP versions of 2-3 digital services in the open (using new digital team and/or contractors)

- Continuously refine operating model for scaled agile to increase the flow of product development value
- Engage 18F for additional services, as needed

What you get.

Adding value to your agency.

Approach

**Iterative,
incremental,
holistic
approach to
transformation**

Capabilities

Digital expertise

**Change
management
expertise**

**Bureaucracy
hacking skills**

**Coaching and
training**

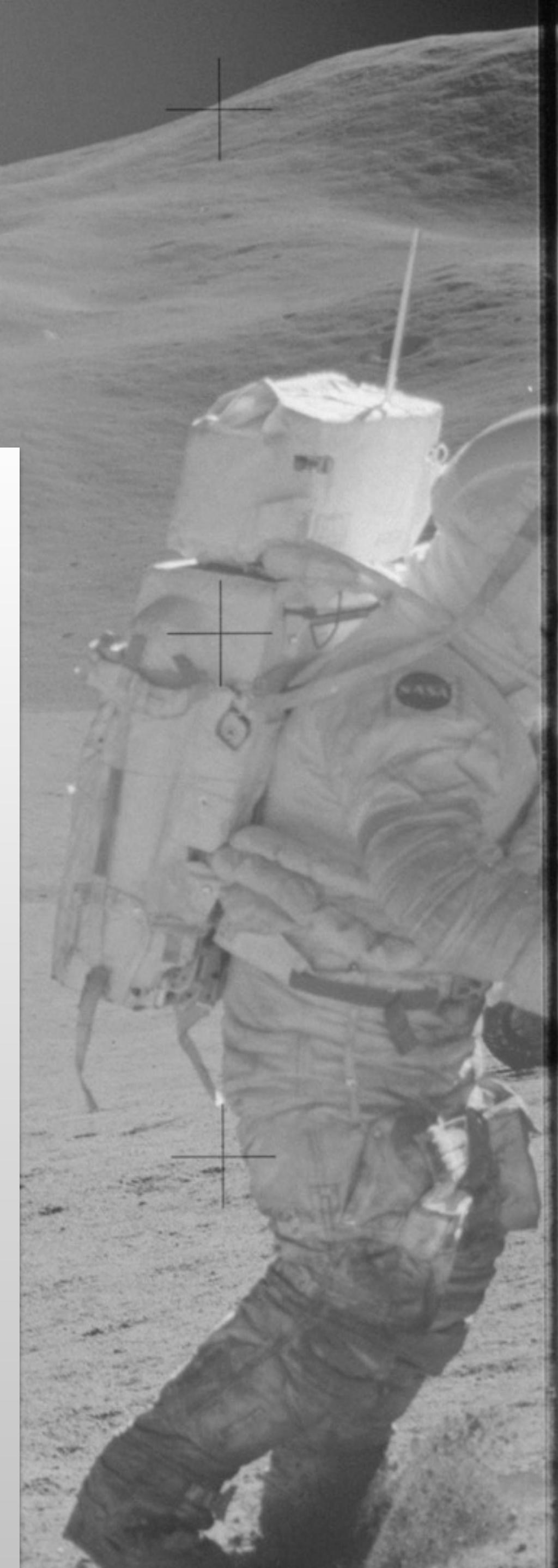
**Pre-existing
assets**

Value

**Build internal
capacity**

**Acquire new
knowledge and
skills**

**Form new
habits and ignite
culture change**





Questions?

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18F

[deep dive into each dimension]

Talent & Empowerment

Attract, empower, and grow your own digital team.



SHOW

4 - 6 months →

- Determine composition of initial founding team and empowered reporting structure
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- Launch recruiting campaign
- Set up shared, collaborative, and virtual workspaces
- Develop an acquisition strategy for collaboration tools

1 person x 3

SCALE

4 - 6 months →

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- Hire and onboard initial founding team (5-7), including distributed members
- Connect the team with digital communities across government
- Optimize processes for hiring at scale
- Recruit next batch of digital experts
- Transition support from 18F to internal team

1 person x 3

SUPPORT

4 months + →

- Hire and onboard next batch of digital experts
- Continue recruiting efforts, as needed
- Engage 18F for additional services, as needed

benefits

- Insource critical digital talent, thereby reducing external dependencies
- Gain the flexibility to deploy resources on-demand to work on critical priorities, as they emerge
- Affect culture change through live and continual demonstration of effective practices
- Enhance brand as a technology innovator

metrics

- Time to hire
- Quality of hire
- Employee happiness
- Ratio of digital specialists to total IT staff
- Diversity percentage

assets

- HR templates and samples
- HR myth-busting guide
- Application tracking system

client experience

- EPA
- DOL

Customer Experience

Develop a customer-centric culture.



SHOW

4 - 6 months →

- Deliver CX training
- Research customers' experience with 2 services (low-to-mid complexity, mid-to-high impact)
- Develop an experience vision
- Establish a CX design cadre

1 x 3

SCALE

4 - 6 months →

- Coach CX cadre by supporting them on 2-3 research projects
- Implement an operating model for scaling CX practices
- Implement an operating model for scaling CX practices (e.g., continual customer observation)
- Develop agency-specific CX playbook
- Implement agency-wide style guide (tailored to the types of products offered)

1 x 3

SUPPORT

4 months + →

- Continuously refine operating model for improving customer experience
- Engage 18F for additional services, as needed

benefits

- Gain greater empathy for customers
- Increase customer satisfaction
- Reduce support calls
- Reduce customer errors
- Increase customer engagement
- Improve designer and developer productivity

metrics

- Task completion rates
- Task times
- Task-level satisfaction
- Support call volume
- Net promoter score

assets

- U.S. Web Design Standard
- Design Method Cards

client experience

- USCIS
- GSA
- Federal Government

Digital Acquisition

Develop modern acquisition capabilities.



SHOW

4 - 6 months →

- Deliver digital acquisition support to 2 digital service projects (low-to-mid complexity, mid-to-high impact)
- Establish a digital acquisition cadre based on existing internal talent to function as the agency's "center of excellence"

1 x 4

SCALE



4 - 6 months →

- Coach digital acquisition cadre by supporting them on 2-3 digital acquisition
- Implement an operating model for scaling digital acquisition support
- Develop agency-specific digital acquisition playbook

1 x 4

SUPPORT



4 months + →

- Continuously refine operating model for delivering digital acquisition support
- Engage 18F for additional services, as needed

benefits

- Spread the adoption of modern practices (e.g., agile) that increase the probability of acquisition success and reduce vendor lock-in
- Execute procurements at the speed of need
- Increase opportunities for small business participation through modular contracting techniques
- Comply with OMB's Acquisition Innovation Lab Memo

metrics

- Time-to-MVP
- Code quality
- User satisfaction
- Vendor satisfaction

assets

- TechFAR
- Contracting Cookbook
- Acquisition Gateway
- Solicitation templates and samples
- Agile Delivery Services Marketplace
- Micropurchase Platform
- Challenge.gov

client experience

- DoD
- USAID
- State of California
- Treasury

DevOps & Cloud

Establish sustainable cloud migration velocity and adopt a DevOps culture.



SHOW

4 - 6 months →

- Deliver training on cloud and DevOps
- Migrate 3 simple apps / services to the cloud while introducing some DevOps practices
- Develop an acquisition strategy for cloud and DevOps enablement (products, services)

1 x 6

SCALE

4 - 6 months →

- Deliver advanced training on cloud and DevOps
- Establish a contract vehicle(s) for cloud and DevOps enablement
- Implement an operating model for migrating at scale and instituting DevOps practices (e.g., ruthless automation)
- Migrate 6-12 priority apps / services (e.g., large cost-to-footprint ratios)

1 x 6

SUPPORT

4 months + →

- Continuously refine operating model for migrating at scale and instituting DevOps practices
- Engage 18F for additional services, as needed

benefits

- Increase IT innovation capacity
- Deliver features faster
- Increase the “-ilities” and security of operating environments
- Make common services available across more platforms
- Increase collaboration between departments

metrics

- Deployment frequency
- Cycle times
- Mean time to repair
- IT innovation capacity
- Systems immutability

assets

- Scaled Cloud Migration Methodology
- Standardized DevOps workshops
- Risk Management Framework training
- Cloud.gov
- FedRAMP

client experience

- TSA
- USCIS
- Census

Data Management

Develop capabilities to leverage valuable datasets.



SHOW

4 - 6 months →

- Deliver data management training
- Build APIs for 2 datasets
- Leverage a dataset to drive better decision making
- Draft / approve agency open data policy
- Explore data management solutions (e.g., CKAN)
- Explore advanced analysis methods
- Develop an acquisition strategy for data management enablement

1 person x 6

SCALE



4 - 6 months →

- Deliver advanced data management training
- Establish contract vehicle(s) for data management enablement
- Implement open data policy
- Implement operating model scaling good data management practices
- Execute 2-3 data projects (with sophisticated analysis, using new digital team and/or contractors)

1 person x 6

SUPPORT

4 months + →

- Continuously refine operating model for scaling good data management practices
- Engage 18F for additional services, as needed

benefits

- Increase transparency and unlock open innovation
- Spur economic value creation
- Foster a culture of data-influenced decision making
- Automate decision making
- Comply with OMB Federal Open Data Policy

metrics

- Number of open datasets to the public

assets

- 18F API Standards
- Data.gov

client experience

- FEC
- DOI
- NTIS

Enterprise Agile

Institute lean-agile practices.



SHOW

4 - 6 months →

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- Draft and approve open source software policy

1 x 6

SCALE

4 - 6 months →

- Deliver training on scaled agile principles and practices
- Establish contract vehicle(s) for agile delivery enablement
- Implement open source policy
- Implement an operating model for scaled agile
- Develop MVP versions of 2-3 digital services in the open (using new digital team and/or contractors)

1 x 6

SUPPORT

4 months + →

- Continuously refine operating model for scaled agile to increase the flow of product development value
- Engage 18F for additional services, as needed

benefits

- Faster delivery of value
- More predictable release schedules
- Foster a culture of learning and continuous improvement
- Transition from "waterfall" to lean/agile governance processes
- Increased agility and flexibility in adapting to changes

metrics

- Employee engagement
- Net Promoter Score
- Feature cycle time
- Team health
- Time to market
- Technical debt
- Release predictability

assets

- Agile Delivery Services Marketplace
- Standardized agile workshops

client experience

- USCIS
- EPA

Legacy Modernization

Establish a model for systematically paying off bad IT debt.



SHOW

4 - 6 months →

- Deliver training on legacy modernization techniques
- Using the strangler pattern approach, modernize a slice of valuable functionality for 1 legacy system
- Create a prioritized list of legacy systems to modernize
- Baseline cumulative risk severity
- Develop an acquisition strategy for legacy modernization enablement (products, services)
- Conduct retrospective

1 x 6

SCALE

4 - 6 months →

- Establish contract vehicles for legacy modernization enablement (products, services)
- Implement an operating model for modernizing at scale
- Continue to modernize legacy system from the previous phase (using new digital team and/or contractors)
- Conduct retrospective
- Transition support from 18F to internal team

1 x 6

SUPPORT

4 months + →

- Continuously refine operating model for scaling modernization of legacy systems
- Engage 18F for additional services, as needed

benefits

- Increase IT innovation capacity
- Extract domain knowledge from existing assets
- Re-architect for common services
- Increase systems interoperability
- Reduce security risks

metrics

- IT innovation capacity
- Technical debt
- Security risk severity burn down
- Comply with OMB Legacy Modernization Guidance (pending)

assets

- Agile Delivery Services Marketplace
- Standardized agile workshops

client experience

- DOL