



draft

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

18F

Internal and external factors driving the need for Digital Transformation.

Congressional oversight

Digital ubiquity

Citizen needs

Public expectations

OMB policies and oversight

Emerging technologies

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...

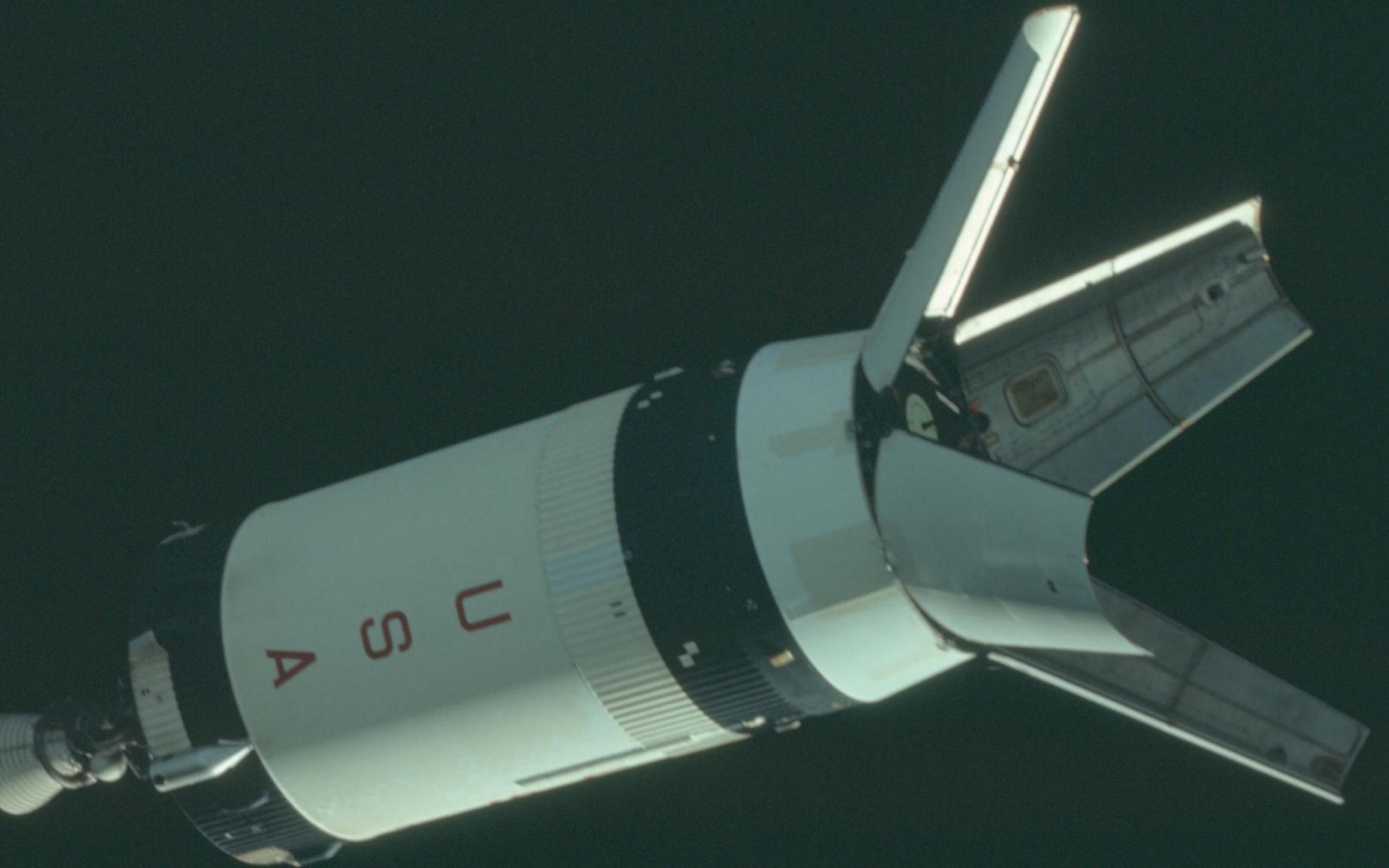
A vision for digital transformation.

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



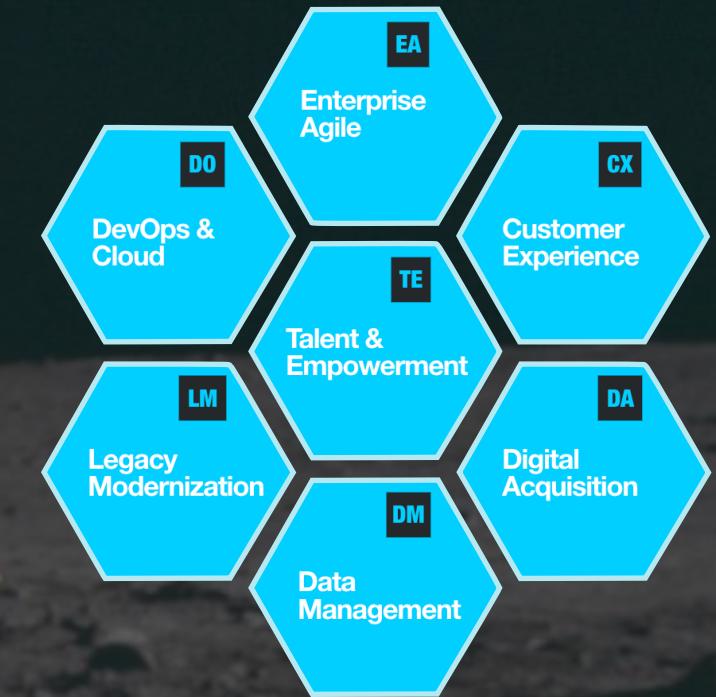
Digital transformation requires a holistic approach.

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
- Created a tailored plan
- Align stakeholders
- Ensure agency readiness
- Execute an agreement

SHOW

4 months →

- Embed an 18F team
- Get ready for your own digital team
- 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 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 + →

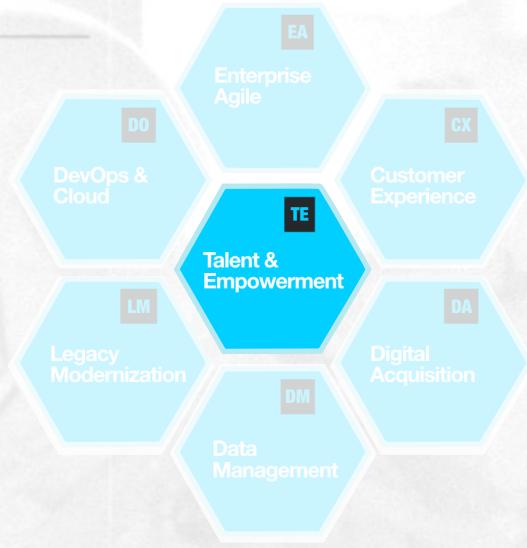
- Continuously refine at-scale operating models
- Engage 18F to fulfill tactical needs, as necessary

Internal capacity

External support

Talent & Empowerment

Increase digital talent density.



SHOW

4 months + →

- Determine composition of initial founding team and reporting structure
- Create digital specialist program (branding strategy, hiring process, position descriptions, onboarding, etc.)
- Launch internal marketing campaign
- Launch external recruiting campaign
- Design collaborative, shared workspace
- Develop acquisition strategy for collaboration tools

1 person x 3

SCALE



4 months →

- Set up collaborative, shared workspace
- Acquire collaboration tools
- Hire and onboard initial founding team (5-7)
- Optimize processes for hiring at scale
- Recruit next batch of digital experts

1 person x 3

SUPPORT



4 months + →

- Hire and onboard next batch of digital experts
- Continue recruiting efforts, 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 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

SCALE



4 months →

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

SUPPORT



4 months + →

- Continuously refine operating model for improving customer experience

benefits

- Gain greater empathy for customers
- Increase customer satisfaction
- Increase customer engagement
- Improve designer and developer productivity

metrics

- Net promoter score

assets

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

client experience

- USCIS
- GSA
- Federal Government

Digital Acquisition

Develop capabilities to succeed with digital acquisitions.



SHOW

4 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"

SCALE



4 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

SUPPORT



4 months + →

- Continuously refine operating model for delivering digital acquisition support

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 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 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

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 needed to leverage valuable datasets



SHOW

4 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 months →

- Deliver advanced data mgmt 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

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

Embrace a lean-agile mindset.



SHOW

4 months + →

- 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

1 x 6

SCALE

4 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

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 accumulated IT debt



SHOW

4 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 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 to fulfill tactical needs, 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

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**

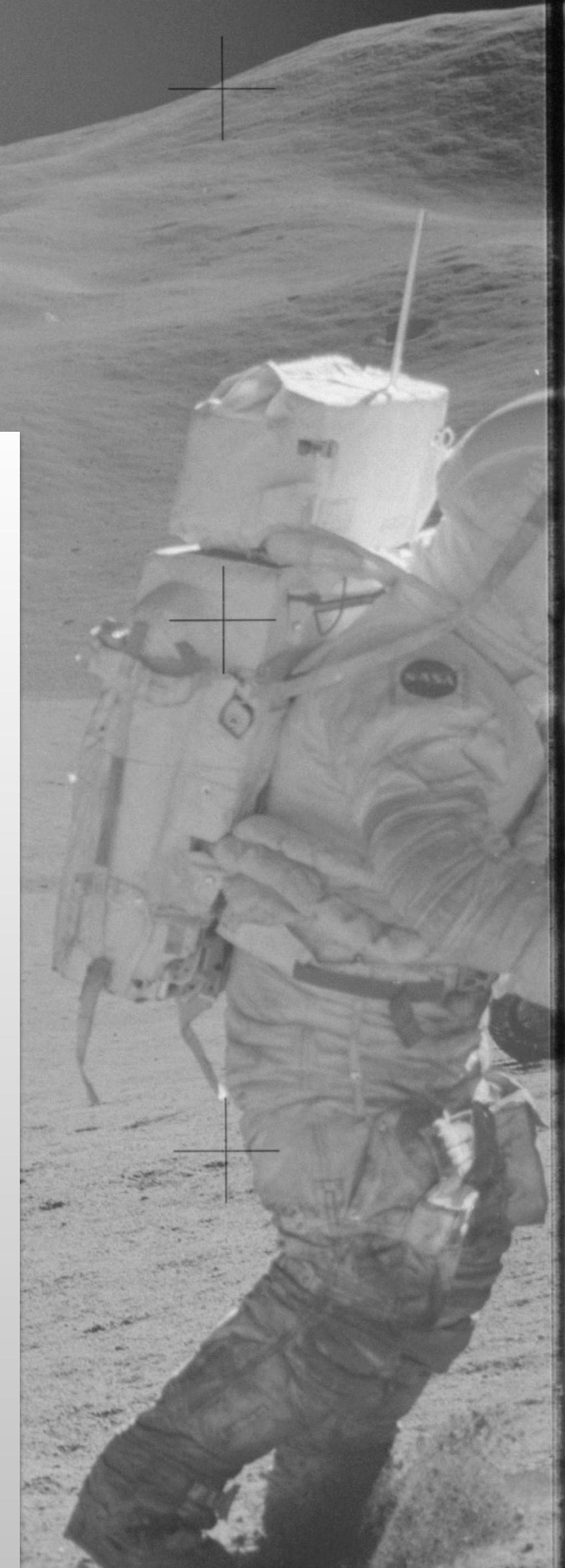
**Pre-existing
Assets**

Value

**Build internal
capacity**

**Acquire new
knowledge and
skills**

**Form new
habits and ignite
culture change**





Questions?

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18F