



Mission, Vision, & Strategy

For the VA.gov Platform & VSP Team

The Mission

Why we're here

The VSP team is here to create pathways for the VA to deliver digital products that rival the best of the private sector so that Veterans can easily access the benefits and services that they have earned.

The Vision

What our future looks like

The VA.gov platform makes it easy for teams at the VA to build and evolve consistent, high-quality digital products iteratively using experiments and informed by data without any negative impact to end users in the process.

The Strategy

In the first year: Establish a friendly, collaborative foundation

- Design and create foundational platform support services and products
- Define critical internal platform team structures and processes
- Build relationships within and outside of the VSP team

2020: Make the VA.gov platform scalable and get serious about VA.gov product quality

- Reduce the risk of regression: isolate apps, automatically test, track, + alert everything
- Define quality by establishing heuristics for every practice area and inclusive governance around those heuristics
- Use human support in the most strategic and impactful ways, and move the other stuff to automated systems
- Grow our documentation, better targeting frequently asked questions and pain points
- Pay down critical mass of tech debt (including orphaned apps) and refactor where needed
- Treat process as a product by understanding the customer needs for each process, identifying customer segments, and following up on product performance

By 2023: Build tech + processes to make iteration + experimentation fast, safe, and easy

Create experiences, not just tools and processes

Turn current processes we ask teams to follow today (like orientation, doing a phased release, tracking KPIs, meeting SLOs) into experiences that combine self-service/automation and manual interactions where appropriate.

Build new tools and infrastructure

Create pathways for rapid iteration and experimentation without introducing un-validated functionality to millions of Veterans and their supporters on VA.gov.

Toggle launch availability based on product quality

Systematize launch functionality so that it becomes available only when a minimum set of criteria are met, or is overridden by clearly defined exception protocols.

Measuring Success in 2020

We measure success in three ways: platform performance, customer success, and end user (Veterans and their supporters) success.

1. Platform Performance

These are the things we have the most ability to directly impact.

- 98% Percent of user requests completed successfully
- 80% Percent of Web Brand Consolidation-based pages loaded in <5s
- 70% Percent of incidents (i.e. problems requiring a post-mortem) remediated within seven days
- Security, consistency, and quality standards and processes for all practice areas are publicly accessible to customers
- All platform services that have an element of automation have proven time savings for VFS teams, measured
- Greater % of platform work are new builds vs % support, maintenance, and tech debt (target to be determined starting with baselines identified by VSP teams)
- Increase month over month in the number of support requests that can be addressed with a link

2. Customer Success

These are the outcomes our work should result in for our customers (VFS teams). If we're not seeing what we want here, it means we have opportunities to iterate and improve our offerings and rules.

- 90% of user requests are served within 100 milliseconds (for external dependencies, 250 milliseconds)
- VFS team sentiment, target: positive or very positive on a Likert scale
- Increase in positive feedback on the collaboration cycle month over month
- Time to first build, target: 1 sprint (two weeks)
- 90% of VA.gov products meeting or exceeding SLOs
- 100% of VFS teams meeting quality standards
- First contentful paint across all VA.gov products, target: (FE team to define a target)
- Error rate across all VA.gov products, target: (Engineering teams to define a target)

3. End User Success

These are the outcomes we should see for Veterans and their supporters if we're providing the right experience for VFS Teams. We have almost no ability to directly impact these outcomes, but if we see these numbers worsen, it may mean we have opportunities to change how we engage with VFS Teams and/or VA.

- Avg call center volume per VA.gov product, target: (Chante/Insights will define a target)
- VA.gov user sentiment, target: increase in user satisfaction month over month at <https://www.va.gov/performance-dashboard/>
- Use data science to develop global metric models that best identify Veteran pain points across the experience; integrate those metrics into VFS team approaches