



U.S. Citizenship
and Immigration
Services

PUSH & PULL OF PARTNERSHIPS



*An Honest Conversation
Between IT And Business*

2019



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OUR STORY: REALIZING AGILITY



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USCIS administers the nation's lawful immigration system

- ~19,000 employees across 200+ offices
- Funded from **filing fees**
- Processes ~8M filings annually
- Largest immigration service in the world



WHY MODERNIZE



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Looking for Something?

WHERE WE STARTED



“ A robust digital environment is key to optimizing our adjudication processes ”

TRANSFORMATION PROGRAM

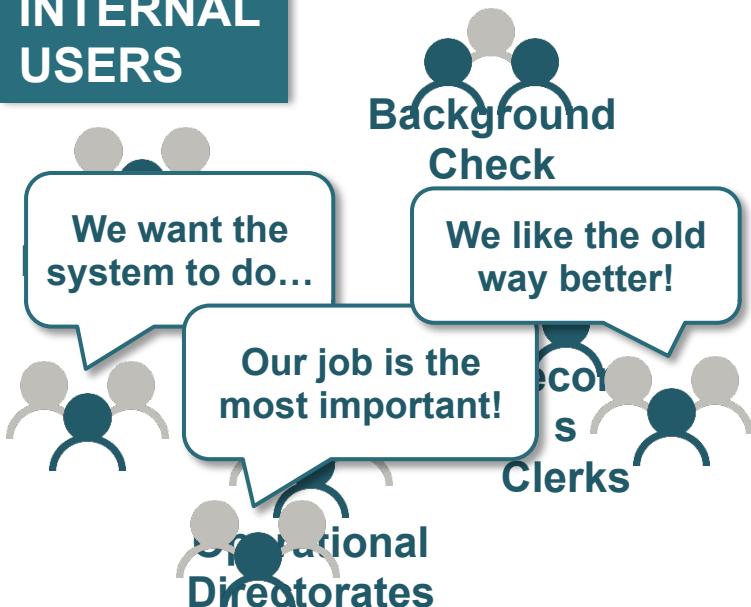
Agency-wide **digital modernization** program to transition USCIS away from decentralized **paper-based** processes to a integrated **electronic operating environment**



WHO ARE THE KEY STAKEHOLDERS?



INTERNAL USERS



EXTERNAL

INTEREST

Why is this taking so long?

OVERSIGHT BODIES

Document your risks!

Does this support Comprehensive Immigration Reform?

DHS
Acquisition & Investment

Committees

Gov. Acct.
Office/ Inspector General

Attorneys / Representatives

Applicants / Petitioners

What is happening with my client's case?

I need to hire this person today!

AN ARRANGED MARRIAGE



AN ARRANGED MARRIAGE



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Technology Delivery

- Lots of hand-offs
- Waiting for requirements
- Schedule-driven releases
- Lack common design standards
- Low development maturity

Business Operations

- Low trust; power struggles
- Lack of clear vision
- Little visibility of what was coming
- Important requirements de-scoped to meet schedule
- System not intuitive

READY FOR A HONEYMOON...



...THAT DID NOT HAPPEN!



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MANAGING FAILURE



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Technology Delivery

- Digital processing of Naturalization applications
- Low confidence of success
- Unmanaged technical debt
- Unreliable system and infrastructure
- Punitive organizational culture



Business Operations

- Knew product wasn't ready
- Widespread frustration
- Applicants left hanging
- 85+ field offices affected



TAKING A PAUSE



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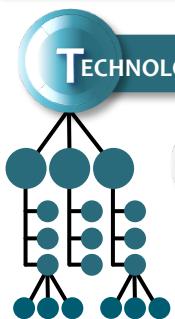
EMERGING FROM OUR CORNERS...



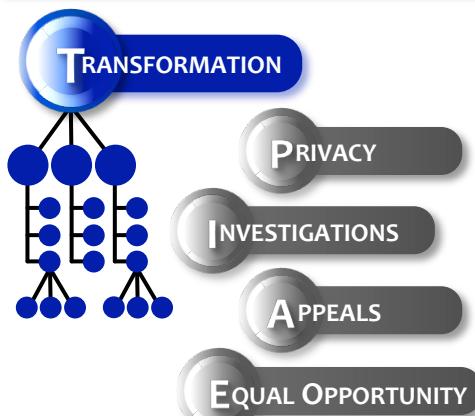
U.S. DEPARTMENT OF HOMELAND SECURITY (DHS)

U.S. CITIZENSHIP & IMMIGRATION SERVICES (USCIS)

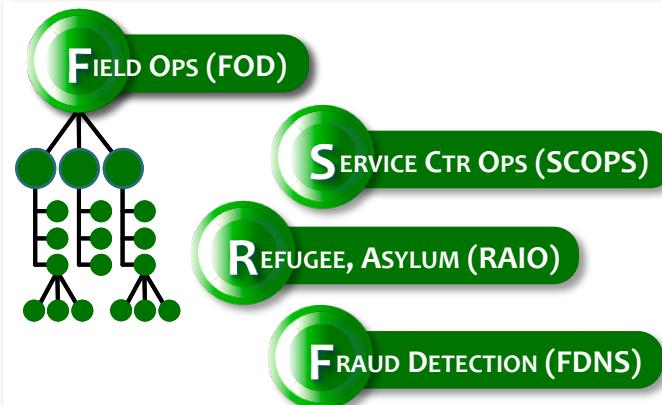
MANAGEMENT DIRECTORATE



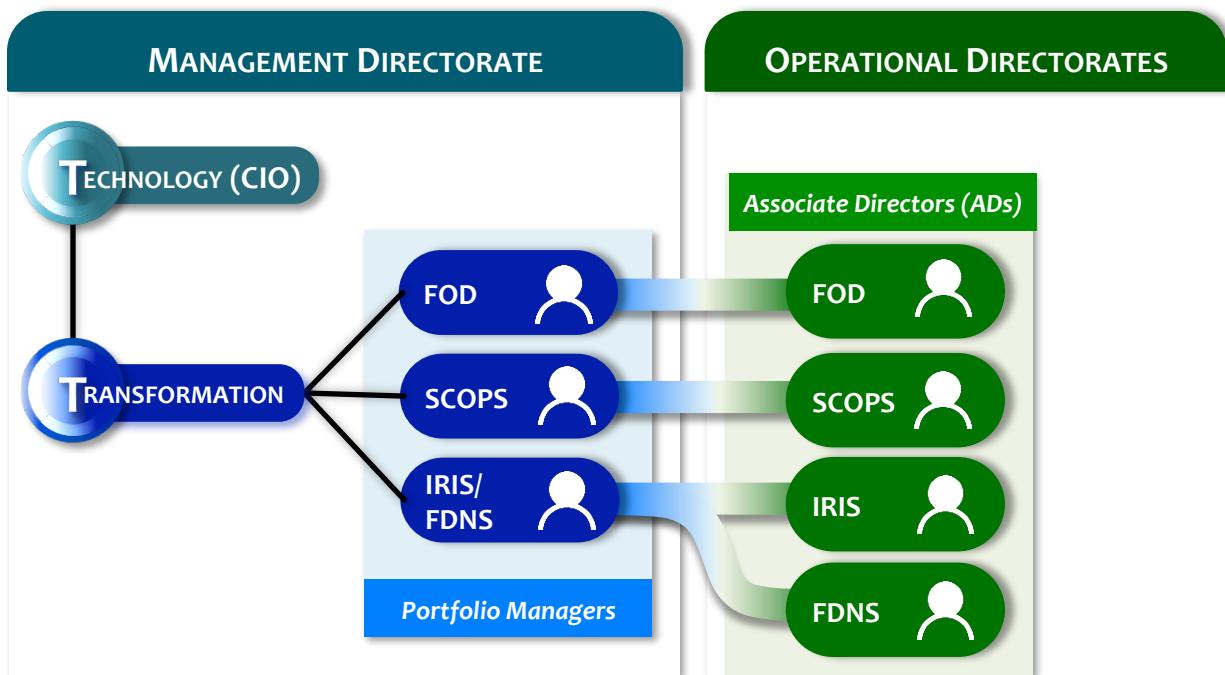
PROGRAM OFFICES



OPERATIONAL DIRECTORATES



EMERGING FROM OUR CORNERS...



...AND STARTING ANEW



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Technology Delivery

- Re-organized to support business operations
- See the real-world impacts; return re-energized
- Show, don't tell
- Build trust through delivery

Business Operations

- Field visits reset relationships
- Reshuffled organization to support technical delivery
- Proof that voices are heard

FIELD VISITS RESET PRIORITIES...



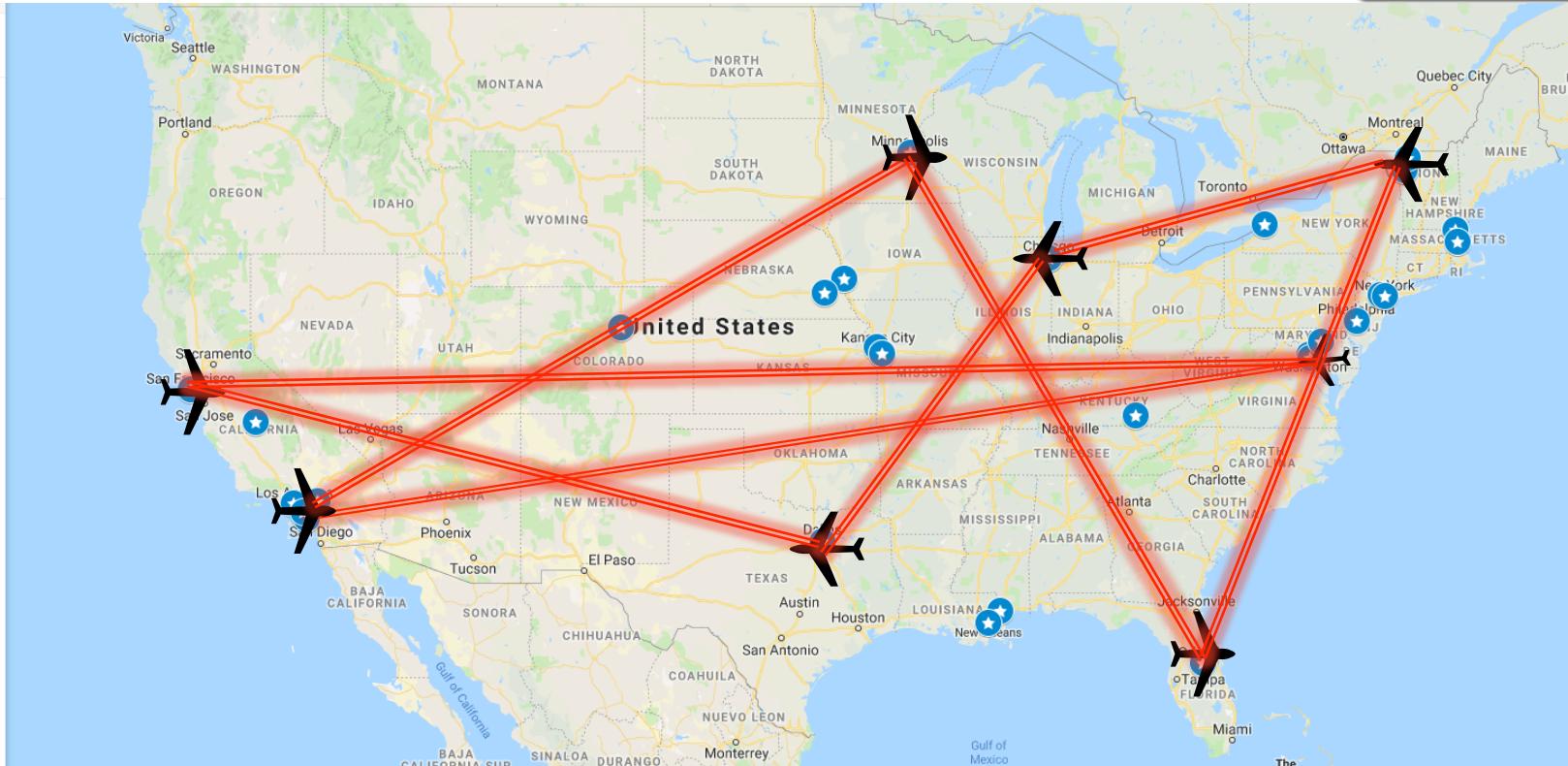
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GO AND SEE



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...AND RESTORED PARTNERSHIPS



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MODERNIZING THE APPROACH



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NEW TOOLS AND DISCIPLINES



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Technology Delivery

- Zero downtime deployment
- Feature toggles
- Test and deployment automation
- Design and usability testing

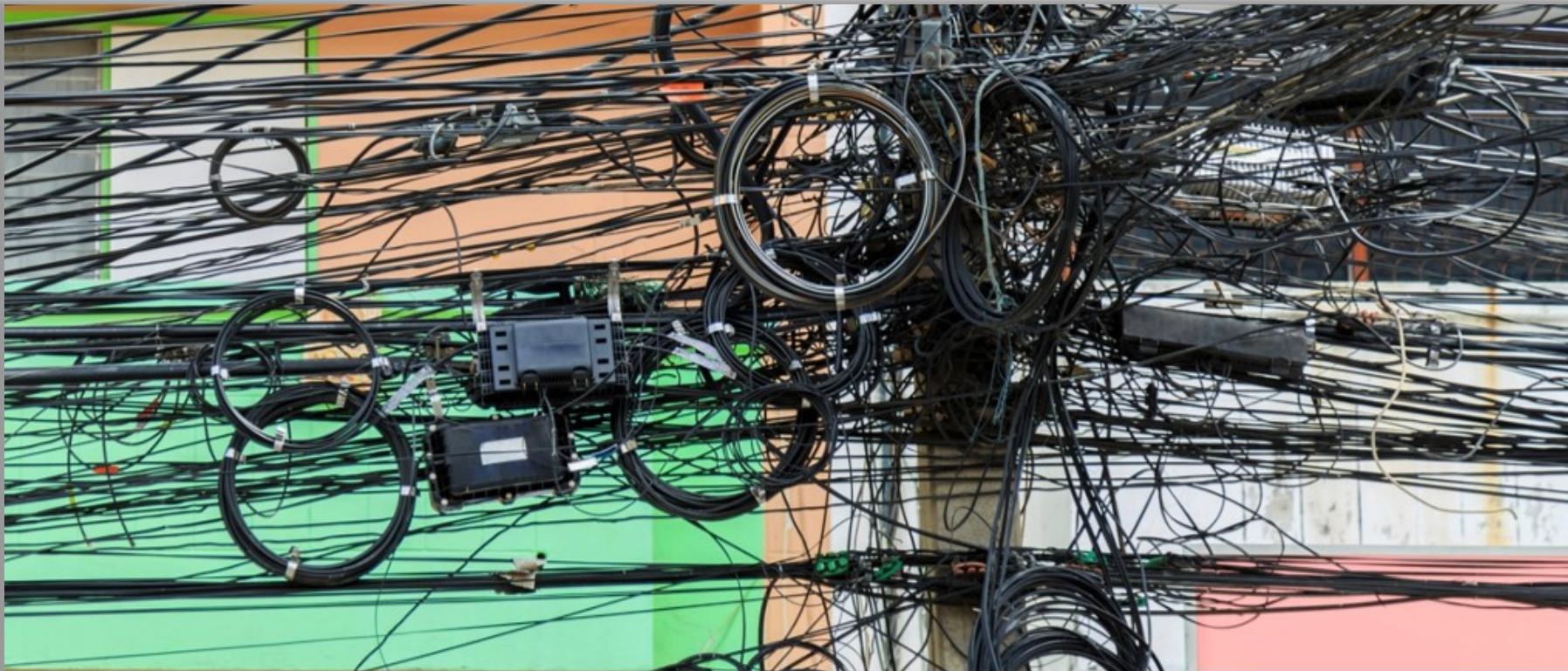
Business Operations

- Product discovery; user research
- Two-way communication
- Frontline staff influencing product vision
- Code changes on the spot

NEW WAYS TO WORK TOGETHER



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TEST THE WATER VIA FEATURE TOGGLES



CULTURE OF EXPERIMENTATION



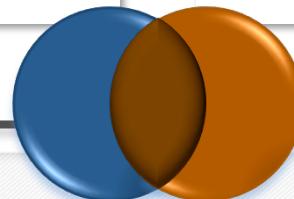
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Technology Delivery

- Beta testing protected by feature toggles
- Culture of running small experiments
- Failing forward

Business Operations

- Learning new ways of working
- Control over field experiments
- Risk-based product launches



REDEFINING AND EVOLVING ROLES



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KEY BUSINESS OUTCOMES/RESULTS



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2007 – 2016

- 10 years and ~\$800M development costs
- 150+ federal employees and 600+ contract staff
- 6 products delivered
- ~12% of total workload
- 2 Acquisition Breaches

2017 – Present

- 3 Years and ~\$120M
- ~40 feds and ~300 contract staff
- ~17 products and 40+ services delivered
- Approaching 50% workload
- Reducing agency backlogs and case processing times

ACHIEVING DIGITALLY-ENABLED OUTCOMES



“We are not trying to recreate paper-based processes, or simply digitize forms...

The goal is to **enhance enterprise agility** by achieving **transformational outcomes** that result in true **business value**.”

WHERE DO WE GO FROM HERE?



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1. Learning when to say “no”
2. Optimizing our DataOps workflow to gain actionable insights
3. “Tools-First” approach to DevOps implementation
4. Driving ownership and accountability in a federated environment