# Digital Service Organizational Maturity Determination

Target Audience: Contracting Officers/Specialists

Use Case: When conducting an acquisition for digital services, CO’s will use this matrix to assess the Organizational Maturity of the “Requiring Activity” in order to appropriately apply the acquisition strategy that best suits the “requiring activity.” “Requiring Activity” is the office, program, or agency that is providing the requirements and funding for the purpose of conducting an acquisition.

Instructions:

1. Use this matrix to determine the level of maturity for your requiring activity:
2. Read the descriptions under each of the 9 Attributes and apply them to your organization
3. Apply your best judgement to determining how much your organization has adopted the stated practice
4. Apply a score for each attribute based on your determination
5. The total calculated score will add up to a number that falls within one of the following three ranges:

Scores: 9 – 18 Novice; 19- 36 Intermediate; 37-45 Expert

* 1. **Novice:** Lack of structure or practice of the attributes; relies on tried and true methods such as waterfall; management and practitioners are interested in change but not yet executing on adopting the cultural and technical changes necessary
  2. **Intermediate:** Begins implementing changes to governance and culture to adopt of model attributes as repeatable processes; starting to qualitatively track metrics and apply lessons learned
  3. **Expert:** Embodies the model attributes, continually refining and optimizing team efforts; proactively building & investing in continuous delivery with end users

1. Reference the Digital Acquisition Strategy Guide for best practices when planning a solicitation based on the determined organizational maturity

## Attributes of a Model Digital Service Implementation team

### Transparency & Openness

* + Provides a protected “space” (physical location or attitude) for innovation to happen
  + Intensive and frequent communication with the customer and/or end users of the system
  + Team members take responsibility for their area of project but understand the entire project ecosystem
  + Demonstrated ability to foster efficient communication in multiple forms among the teams and the stakeholders
  + Demonstrates willingness and capacity to learn and communicate how lessons are applied
  + Tracks and measures feedback openly and honestly

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| 1: Has Not Adopted | 2: Awareness and Interest | 3. Learning, tracking, and implementing | 4: Clear adoption of most elements; optimizing | 5: All aspects ingrained into culture |

### Organizational Culture of Delivery

* + Empowered small teams with a focus on delivering quality solutions
  + Indicates a belief in agile and design thinking is evident in the entire culture with an understanding of "WHY" agile/design
  + Values a culture of trust to achieve win/win outcomes evident from management through to contractors
  + There is a healthy work/life balance for team members that capitalizes on high productivity and flexibility
  + There is a stated approach to individual or team incentives
  + Team members are encouraged to speak up and challenge direction in a safe space
  + The hiring practices conveys delivery culture around agile and team, role building, and trust
  + It is a practiced tactic to fail or succeed fast, and know what to do as a result

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### Craftsmanship

* + Seeks mastery in the skills exhibited on the team and in cross role understanding/competency
  + Demonstrates the importance of delivery of high quality software at great value
  + Does not allow for backsliding into waterfall approaches, agile-fall, or "cowboy" development practices with no structure
  + Has explicit disciplines, practices, and techniques that demonstrate pride in the work.

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### Agile Development Championship

* + Prioritizes the agile manifesto and guiding principles as a standard practice
  + Leadership creates the culture and supportive environment needed for projects to succeed and one which everyone learns from failures
  + Demonstrates a superior ability to analyze situational dynamics in a politically-charged environment and leverage this observational awareness to solve complex problems and remove roadblocks
  + Prioritizes the customer/citizen experience from start to finish
  + Can demonstrate short and long term strategic planning & road mapping
  + Can provide stakeholders with a shared understanding of the user experience and necessary outcomes
  + Correctly defines and utilizes, when appropriate, a Product Vision to drive to desired outcomes
  + A good understanding by all members of the team of the needed system functions and requirements & the relative business value and priority to desired outcomes
  + Can properly scope, estimate and deliver epics & user stories and acceptance criteria based on definition of done

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### User Centered Design

Plans a new or re-designed product to meet the needs of specific users.

Applies a range of qualitative and quantitative research methods to determine users’ goals, needs, and behaviors

Tests prototypes of solutions with real end-users, in the field if possible

Shares findings with the product team, stakeholders, and leadership to create a shared understanding of the user experience

Leverages data from user research, user testing, and live system feedback (like helpdesks) to prioritize product development

There is a focus on process simplicity

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### Product Delivery

* + Repeated experience of shipping products to hundreds or thousands of users.
  + Has experience is all parts of a product lifecycle from initial launch, to optimization, to sun-setting.
  + Effectively makes prioritization decisions and manages to deadlines
  + Executes on all steps of the product design process and connects product design to data-driven decisions, broader business goals, and technical requirements.
  + Has product management & design included in management/leadership of product development
  + Understanding of computer systems, such as: typical hardware components, OS internals, systems administration, X-as-a-Service, configuration, and the use of common tools, both COTS or Open Source, to explore and configure the workings of a production system
  + Provides alternative solutions and pathways to achieving outcomes over just one definitive solution
  + Can articulate correctly and accurately what value is being delivered against investments in time, funding, and scope

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### Continuous Integration

* + Have established process or plan for organization to move to automated build and test environment
  + Has immediate feedback loops to developers and designers about quality of work
  + Establishes definitions, estimation techniques, and release strategies for all elements of process
  + Uses approaches like Automated Acceptance Testing or Behavior Driven Development
  + Automated testing is included as a de-facto element
  + Implements usability testing, end user testing and feedback loops in the testing process

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### Clean Code

* + Demonstrated approach to writing clean code from beginning
  + Includes processes for continuous quality control, code reviews, and regular pair programming
  + Low production bug/error rates are highly valued
  + Codes in the open- transparency and accountability highly supported

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### Acquisition

* + Acquisition is executed & administered by a highly trained team of contracting and technical professionals (Digital Service Certified COs/ Product Owners/CORs)
  + Technical evaluators understand the technology and how to write criteria and evaluate companies appropriately
  + Technical evaluation team can execute any “challenge” given to potential offerors to validate it can be done
  + Performance based acquisition & commercial item methods are the standard, focusing on objectives and outcomes to meet mission requirements
  + Has an awareness of market intelligence and understands how to conduct appropriate outreach and market research to vendors with expertise in digital services
  + Implementation of the Digital Service Playbook & TechFAR principles are incorporated in the acquisition strategy

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