

FACE OF FACE DIGITAL SERVICES

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Digital Transformation Takes **Planning** and **Collaboration**

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Truly undertaking a digital transformation is a complex combination of technology and process.

EVENT OVERVIEW

Digital transformation, spurred on by technological advancements, has helped government agencies deliver new and better services to their citizens and ultimately improve internal operations. However, true digital transformation is a journey that requires long-term vision, collaboration, and a strong connection with the customer, according to

speakers at a recent event.

Transformation is a priority for the White House because it's a smart way to do business and helps advance the mission of the government, says Matt Lira, Special Assistant to the President for innovation Policy and Initiatives, White House Office of American Innovation.

"It's not a sprint, it's not a marathon, it's actually a relay race," says Lira. Technology is always evolving, so the government has to build

a structure and culture that can adapt to change and embrace the concept of continuous modernization over time. Lira was speaking at a Sept. 13th event, Face-to-Face Digital Services: Emerging Strategies for Digital Transformation.

Citizens expect the same type of service from their government they receive from their commercial service providers. This means agencies must collaborate with the private sector, and more impor-

EVENT OVERVIEW

tantly, develop a strong relationship with their customers, the speakers agree.

“If you’re doing a digital service strategy and it’s not informed by what your customers need or what your customers want, you might not be investing in the right area,” says Denise Kitts, Executive Director of Multichannel Technology, Department of Veterans Affairs.

That’s why data is essential, she says. Agencies need a data management strategy so they know they are using the right technology to solve the right problem. The VA aims to do this through its Veteran Experience Office, which is focused on listening and responding to veterans and their families, she says, and presenting a single face to its customers.

Listening to stakeholders was a critical component of the Department of Justice’s plan to revamp its FOIA.gov site, says Melanie Pustay, Director of Office of Information Policy, Department of Justice. Originally launched in 2011, DOJ expects to unveil the new FOIA.gov

2.0 site by the end of the year. The new site will be a consolidated online request portal to help citizens submit a request for records to any agency from a single web site.

The keys to success, says Pustay, include listening to stakeholder feedback and collaborating with other agencies, which allow the program to make improvements. “Building those strong relationships between the program offices and the IT offices—that has been fundamental to the success stories that we have seen in Freedom of Information Act [advances].”

Federal agencies are finding other organizations and citizens themselves can be a great source of expertise when it comes to digital transformation, says Adam Miles, Senior Analyst, Strategic Issues, U.S. Government Accountability Office (GAO). GAO is using what Miles calls open innovation to broadly engage people outside their organization to harness ideas, expertise, and contributions to achieve specific goals in new and innovative ways.

Improved online communication tools like social media and web sites have enhanced open innovation. “It really has been the Internet and online technology that has made open innovation feasible,” says Miles.

This has certainly been the case at the Department of the Interior. In the past, the department used its web site only for public facing communication. It relied on an intranet for internal communication with its employees. However, the DOI intranet wasn’t accessible from outside the building.

So the department created one site based on Drupal and Active Directory authentication that can serve both purposes and encourages social sharing, said Larry Gillick, Deputy Director of Digital Strategy, Department of the Interior.

“What I have often tried to do in projects like this is not force people into a place. It’s always build a better mousetrap,” says Gillick. Every time the department succeeds, he added, it “builds credibility with our people.”

“If you’re doing a digital service strategy and it’s not informed by what your customers need or what your customers want, **you might not be investing in the right area.**”

—DENISE KITTS, EXECUTIVE DIRECTOR OF MULTICHANNEL TECHNOLOGY,
DEPARTMENT OF VETERANS AFFAIRS.



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Session Takeaways

Here are some take-aways from the individual sessions

OPENING KEYNOTE

A New Vision for Digital Services

Speaker

Matt Lira, Special Assistant to the President for innovation Policy and Initiatives, White House Office of American Innovation



Matt Lira

“[Transformation] is not a sprint, it’s not a marathon, it’s actually a relay race.”

- The CDM program removes the easy targets, such as unpatched systems, that makes it easy for adversaries to access and compromise data.
- Transformation is a priority for the administration because it makes good business sense and helps advance the mission of the government.
- The goal is to build structures and cultures that embrace transformation and continual modernization over time.
- The disconnect between public expect-

tations versus everyday reality threatens people’s faith in government.

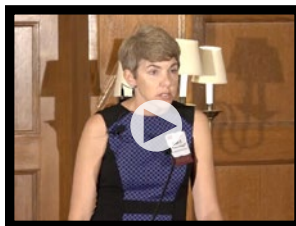
- In order to deliver improved citizen-facing services and save money, the public and private sectors, vendors, and others need to work together.
- The Office of American Innovation deals with long-term priority projects of the administration such as modernization.

SESSION 1

Technology Insights I: Designing the Digital Reinvention of Government

Speaker

Susan E. Wedge, Vice President and Partner, IBM Global Business Services



Susan E. Wedge

“Much like the TV show Chopped, as you look at digital reinvention, there’s no real recipe. There’s no single cookbook for how you reinvent government.”

- Core missions vary, but serving the citizen is at the foundation of the government.
- Technology has created new experiences and is disrupting organizations; data is growing, traditional boundaries are gone, and user expectations have changed.
- The ingredients or characteristics of organizations leading in the digital and cognitive era fall into three groups: new focus, new ways to deliver, and new expertise.
- At the foundation of digital reinvention is a user-centric approach that spans all activities.
- To succeed, organizations need to be agile; rely on analytics; provide access anytime and anywhere; leverage technology for insight; recalibrate performance in real time; foster a culture of knowledge sharing, learning, and talent; and develop partnerships.

SESSION 2

Government Session II: Transforming the Customer Experience

Speaker

Denise Kitts, Executive Director of Multichannel Technology, Department of Veterans Affairs



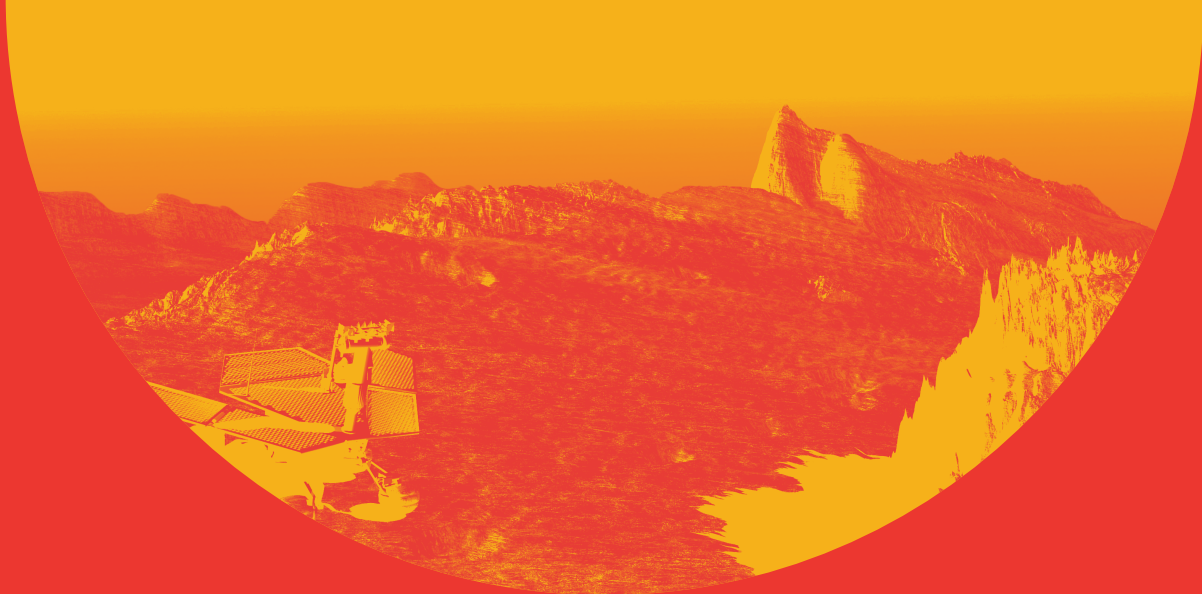
Denise Kitts

“If you’re doing a digital service strategy and it’s not informed by what your customers need or what your customers want, you might not be investing in the right area.”

- The job of the Veteran Experience Office is to understand the needs of

“If a tool can’t see a particular packet, it certainly can’t secure it.”

—MELANIE PUSTAY, DIRECTOR OF OFFICE OF INFORMATION POLICY, DEPARTMENT OF JUSTICE



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Session Takeaways Continued

veterans and infuse those insights into agency strategies, such as modernizing IT and improving access to care.

- The Veteran Experience Office is in charge of unified communication channels to provide a unified online and telephone experience for veterans.
- Quantitative and qualitative data is essential to the office to help it gather insights about what veterans need and want.
- The VA focuses on human-centered design and has developed veteran and employee journeys to improve how service delivery. The result is a mix of digital tools and process improvements.
- The VA has invested in a customer experience management platform to do real-time surveys and provide real-time feedback. It is developing a dashboard for this feedback for employees.

SESSION 3

Technology Insights II: Accelerating Cloud Adoption – A Technical Perspective

Speaker

Mark Smith, Federal Solutions Architect Manager, Amazon Web Services



Mark Smith

“Security is really hard to do well. When you push it into automation, you take the person out of that and you have a much better chance of getting ... a secure workload.”

- Amazon Web Services is like a large powerful API, which lets users create infrastructures, build storage, launch servers, and connect to their networking.

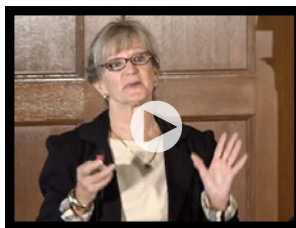
- It also supports platform-as-a-service, by using the same API to create and connect to the database, create desktops, and VDI.
- Amazon is responsible for security of the cloud, and the consumer is responsible for the workload that runs on top of that infrastructure. The higher cloud services offer more automated security.
- AWS lets users create multiple data centers with different workloads in them. It puts encryption on every data object, which makes the data opaque.
- AWS CloudTrail is a service that offers a way to log, monitor, and retain account activity related to actions across the AWS infrastructure.
- The AWS and VMWare partnership lets users easily shift their VMWare tools to the AWS cloud.

SESSION 4

Government Session III: Assembling the Digital Services Team

Speaker

Melanie Pustay, Director of Office of Information Policy, Department of Justice



Melanie Pustay

“Visibility is simply getting network traffic to tools so they can do their job. If a tool can’t see a particular packet, it certainly can’t secure it.”

- DOJ’s Office of Information Policy encourages agency compliance with the Freedom of Information Act (FOIA), oversees agency administration of the FOIA, and manages the department’s obligations under the FOIA.

▪ Demand for government information is on the rise, so the office needs to find ways to use technology to help manage that.

- The DOJ launched FOIA.gov in 2011 to present FOIA statistics then enhanced it to help people understand FOIA via text and videos, and more easily find already available information.
- A new FOIA.gov, which should be operational by the end of the year, will be a consolidated online request portal that let citizens submit a request for records to any agency from a single web site.
- DOJ is working with internal program and technical experts as well as with the GSA F18 digital services team and contractors on FOIA.gov 2.0.
- Keys to success include listening to stakeholder feedback and collaborating with other agencies that help program make improvements.

SESSION 5

Technology Insights III: Navigating the Road to Continuous Digital Transformation

Speaker

Chris Borneman, Director, Federal Network Resilience, U.S. Department of Homeland Security



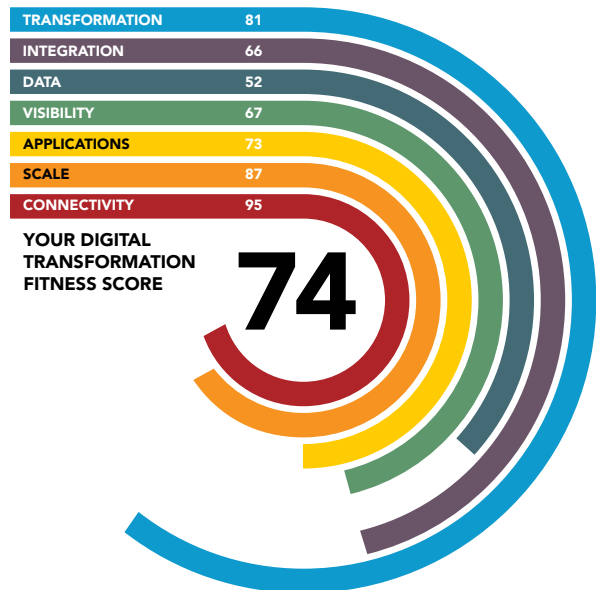
Chris Borneman

“When you start looking at how you want to approach your digital transformation, a key aspect to us is how do you manage it ...The other aspect is how can you help implement those business solutions and do it very quickly.”

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Session Highlights Continued

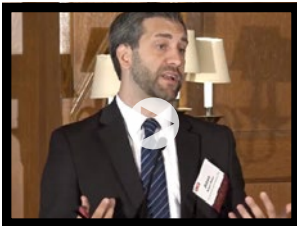
- The pre-digital world was product based, whereas the digital world is platform based.
- If an organization can start with a platform, it can focus more on the business problem or process it wants to solve.
- Software AG's digital business platform solution is comprised of five building blocks: business and IT transformation, integration, process, analytics and decisions, and in-memory data.
- When considering a platform, choose one that is independent, avoids vendor lock-in, and supports open standards.
- Digital transformation should begin with the customer experience. Figure out touch points and strategic alignments to learn what is affected when connections are made.

SESSION 6

Government Session IV: Open Innovation and Citizen Engagement

Speaker

Adam Miles, Senior Analyst, Strategic Issues, U.S. Government Accountability Office



Adam Miles

“It really has been the Internet and online technology that has made open innovation feasible.”

- Federal agencies are using open innovation to engage with external stakeholders and the public.
- Open innovation means an organization is broadly engaging people outside the organization to harness ideas, expertise, and contributions to achieve specific goals in new and innovative ways.
- Improved online communication tools like social media and web sites have made open innovation possible.

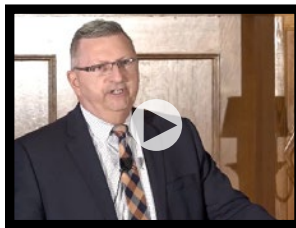
- There are five key open innovation strategies agencies are using: crowd-sourcing and citizen science, idea generation from participants, open data collaboration, open dialogue, and prize competition or challenge.
- Challenge.gov, citizenscience.gov, and data.gov provide the platforms agencies can use to reach out to the public and communicate with participants and make it easy to find guidance.

SESSION 7

Technology Insights IV: Keeping Up With the Jones’ (Or – How Can Federal Agencies Keep Up with New Technology?)

Speaker

Bob Osborn, Federal Chief Technology Officer, ServiceNow



Bob Osborn

“With [a platform approach to service delivery] you get new functionality in existing applications and new capabilities delivered with regularity.”

- People already use a platform delivery approach to accessing services and information in their daily lives, such as subscribing to multiple TV channels from a single box.
- ServiceNow takes a similar platform approach by aggregating information from various records systems to present them in easy-to-use applications.
- When agencies certify and accredit the platform into their environment, all applications—including custom applications developed on the platform—are fully interoperable with everything else on the platform.

- Users get new functionality in existing applications and new capabilities delivered with regularity.
- A new ServiceNow release called London will deliver artificial intelligence and machine learning that is fully interoperable and integrated into the platform.

SESSION 8

Government Session V: A New Take on Employee Engagement

Speaker

Larry Gillick, Deputy Director of Digital Strategy, Department of the Interior



Larry Gillick

“What I have often tried to do in projects like this is not force people into a place; it’s always to build a better mousetrap.”

- In the past, the Department of Interior used its web site only for public facing communication, and relied on an intranet for internal communication with its employees.
- The DOI intranet wasn't accessible from outside the building and therefore wasn't useful.
- The department decided to create one site based on Drupal and Active Directory authentication that can serve both purposes and encourages social sharing.
- Social sharing includes employee stories, blog posts, and command information.
- The DOI.gov/employee site has been one of the top ten pages people go to over the past year.
- Success on projects helps build credibility with DOI employees.

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MONITORING TECHNOLOGY

How Digital Service teams fit in the New Administration

The digital service teams that have sprung up across government in recent years hope to leverage support from the new administration to break through decades-old cultural barriers and bring sorely needed improvement to IT operations.

At the Amazon Web Services Summit on June 13, members of the U.S. Digital Service and the Defense Digital Service explained how their work fits into the Trump administration.

USDS is an Obama-era creation, but with its emphasis on recruiting industry technologists, it embodies some of the President Donald Trump's rhetoric of bringing private sector practices to government.

Chris McKeever, digital service lead for the Defense Digital Service, said there are definitely industry practices worth importing – even if some of them run counter to Trump well documented emphasis on winning.

“One of the things I wish the government would do is learn failure is good,” he said, adding that the function of the digital service teams is less about “moonshots” than it is “roofshots,” and making quick changes that tangibly improve government service.

However, to assuage employees' fears of failure, agency heads and high-ranking officials need to lend “air cover,” Air Force Digital Service Director Hunter Price said.

Chris Lynch, director of the Defense Digital Service, said he's noticed a rise in interest in agile approaches among high-ranking military officials, which has been particularly striking given the Pentagon's structured culture.

The key to getting those resistant to culture change to come around, added McKeever, is to prove the efficacy of the projects and maintain regular communication.

TECHNOLOGY AND POLITICS

Mnuchin: Commercial Sector Should Solve Digital ID

Even though the federal government is a big user of secure identity technology and a major target for online fraud, it shouldn't develop solutions to protect an increasingly complex worldwide financial ecosystem, said Treasury Secretary Steven Mnuchin. He wants government to continue partnering with industry to come up with answers.

“The federal government is tech neutral,” Mnuchin said in remarks at the Sept. 14 AFCEA ID Forum in

Washington, D.C. Mnuchin pointed to government efforts like the National Institute of Standards and Technologies' National Strategy for Trusted Identities in Cyberspace, which funds pilot projects by commercial companies and researchers to develop secure identity solutions.

“We've seen great innovations through public-private partnerships like the emergence of FIDO authentication -- where major firms in IT, software, device manufacturers, banking, health care and security have partnered with government – NIST in particular – to deliver on this vision,” Mnuchin said. He's referring here to the FIDO Alliance, a private-sector consortium of companies across tech and finance that collaborate on digital authentication standards.



CYBERSECURITY POLICY

DOD Objects to Digital-Only Plan from NARA

The Department of Defense is pushing back on the National Archives' plan to go 100 percent digital when it comes to records management.

Under the new strategic plan, released for comment in late August, the National Archives and Records Administration said it would stop accepting non-digital records transfers by the end of 2022.

“We have heard the administration's call for a more aggressive digital government agenda. Here at NARA, we have taken it to heart to be out in front and drive the change that needs to happen to bring about a more efficient and effective digital government,” said David S. Ferriero, archivist of the United States.

The digital agenda contained in NARA's plan may be too aggressive for the Pentagon. In comments filed Sept. 1, the DOD said it “critically non-concurs” with the NARA plan to phase out analog records transfers, especially where “special media records” such as photographs, maps, videos and audio recordings are concerned.

The DOD comments, filed by Defense Imagery Management Operations Center Archivist Julia Hickey, warn that the policy could cost the

department more than \$37 million in unplanned digitization and storage costs between 2023 and 2027. The policy would also undermine the workflow and planning of DIMOC, which collects special media from the armed services and the Pentagon and accessions them to NARA. The center is the midst of a 10-year plan to collect physical special media records from across DOD.

TECHNOLOGY ACQUISITION

Digital Rights Advocates Slam DOJ Data Request

The Department of Justice won a partial victory this week when a D.C. Superior Court judge approved a limited version of its warrant to obtain email and metadata for the DisruptJ20 website designed to coordinate Inauguration Day protests.

The request, which initially called for IP address information on all site visitors, touched off a fierce debate within the technology and legal communities about whether the web-hosting company, DreamHost, should be legally forced to comply.

A coalition of nearly 80 government, privacy, and civil liberty organizations sent a joint letter to Attorney General Jeff Sessions Aug. 24 objecting to what they believe is the overly broad nature of the government's warrant.

"A search of data pertaining to all 1.3 million visits to the website is the opposite of 'particularized': it is the very 'general warrant' that the Fourth Amendment's authors intended to prohibit," wrote the group.

After DreamHost challenged the warrant in court, the Department of Justice submitted a revised version of the warrant that no longer asked for visitor logs and narrowed the timeframe, asking for all relevant data between June 2016 and January 2017. Chief Judge Robert E. Morin of



the Superior Court of the District of Columbia approved the revised request Aug. 24. The coalition believes this new request still runs afoul of the First and Fourth Amendments to the Constitution.

CYBERSECURITY POLICY

Setting the Standards for Shared Services

As federal agencies look to modernize their IT portfolios, the General Services Administration's United Shared Services Management office is ready to help them consolidate their technology capabilities. But USSM Executive Director Beth Angerman realizes that it can be more complicated to succeed under tight budget constraints.

"President Trump's budget and two executive orders have forced agencies to look at duplication and shared services, but this is not some brand new concept," Angerman said at the Sept. 25 Professional Services Council Tech Trends event. "We've been looking at this for a long time."

USSM created the Modernization and Migration Management Framework in August 2016 to provide a playbook for agencies seeking to modernize or share their support

systems. The guide identifies six phases of IT modernization projects for four different work streams and offers guidance, tools and templates for shared service migrations.

Over the past few months, USSM has focused on creating a Federal Integrated Business Framework to enable government agencies to coordinate their common business needs. The framework focuses on standardizing definitions for 57 data elements, creating use cases to show how the federal government operates and determining metrics to measure the success of outcomes.

"If we are really going to share we need to sit down and agree on what we are sharing, so we can create a process that helps us manage those standards as things evolve, new legislation is passed and new policies are implemented," Angerman said. "This will allow us to better leverage our buying power in government in much smarter way."

PUT CDM INTO PRACTICE

Oregon DMV Overhaul Drives Real-ID Compliance

As Oregon works toward complying with the Real ID Act, the state is also modernizing

its computer systems at the Driver and Motor Vehicles division of the Department of Transportation.¹

The 2005 Real ID Act established new security standards for state-issued driver's licenses and ID cards related to data, documentation, verification and sharing. It also prohibits federal agencies from accepting licenses and ID cards from states that do not meet these standards. That means ID from non-compliant states will not be accepted for entrance to military bases and federal facilities as well as at airport security checkpoints.

Although Oregon's DMV could use its existing mainframe computer software, created in the mid-1960s and '70s, to implement a Real ID-compliant identification card, it would be costly and time consuming, Lauren Mulligan, a spokesperson for the department's Service Transformation Program, said in an email.

"Because our modernization program has already been launched, issuing Real ID-compliant cards has been scheduled to coincide with our modernization program," she added.

That revamp became necessary because the legacy software has become so outdated that it hinders the department's ability to deliver myriad services, not just upgraded ID cards, she said.



PUT CDM INTO PRACTICE

Digital Government Services by the Numbers

Users are accessing digital government services more often, and satisfaction is increasing. In fact, many users think digital government services are better than those of the private sector. But more than 60% of users still experience a problem when accessing services, so governments can continue to improve

BCG's 2016 survey of digital government services is the most

comprehensive yet to cover the use of, and satisfaction with, these services. The survey, conducted with the support of Survey Sampling International, includes more than 13,000 respondents in 20 countries and Hong Kong and covers 25 digital government services.

The major findings with respect to users include:

Users are accessing digital services more often, yet many of these services continue to be those that address simple needs.

Satisfaction is increasing: 78% of respondents believe that digital government services are somewhat better or much better than two years ago. Satisfaction levels have risen

every place covered in 2014 and 2016, with consistent double-digit jumps.

Many users think digital government services are better than those of the private sector.

Some problems persist. More than 60% of users still experience a problem when accessing digital government services. Common difficulties are related to navigation and design, but users also sometimes find that the service they seek is not offered or experience technical difficulties.

Privacy concerns must be respected. The majority of users are comfortable with sharing data online as long as privacy and security are transparent and controllable and governments build in safeguards.