

An aerial view of a city at night, with a network of white lines and dots overlaid on the image, suggesting a digital or data network. The text is presented in four stacked white boxes with green lettering.

Your Government Digital Transformation Playbook: Managing the People, Processes and Technology



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Executive Summary

Digital transformation is the next big thing in government. Digital transformation can be defined as a way to enhance employee functions or citizen services so that users can easily access them from anywhere, at any time and with any device. Whether it's analytics or the Internet of Things or IT modernization, there are many ways your agency can do digital.

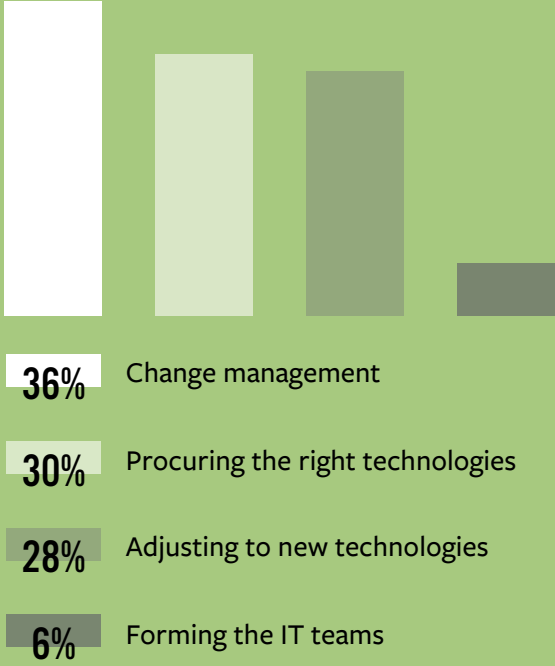
Digital transformation is expected to yield major savings for government, such as reducing procurement costs by up to 24 percent. But digital transformation is more than keeping up with the latest technology trends and gadgets. For government, it requires serious cultural change within organizations and strong leadership to help workforces adapt to new processes and technologies. In fact, in a recent GovLoop poll, 36 percent of our community cited change management as the most challenging aspect of digital transformation, followed closely by adjusting to new technologies (28 percent). Whether you're the senior executive leading the charge

on digital transformation, the technology expert putting the digital tools together or the end user the changes affect, GovLoop's latest guide is for you.

Use this playbook to help you manage and navigate the people, processes and technology involved in digital transformation. Specifically, this guide will provide insight from government leaders who've been there and case studies showcasing successful digital transformation to help you identify ways to help your organization's workers adapt to new technologies and processes.

When done right, digital transformation can yield tremendous results for government, such as improved customer service, cost savings and a more empowered workforce. But to achieve success, you must consider all the components of digital transformation: the people, processes and technologies.

What aspect of digital transformation is most challenging for your agency?



The Impetus

for Going Digital

The Latest in Legislation OMB's User Guide to the MGT Act

The Modernizing Government Technology (MGT) Act was signed into law Dec. 13, 2017, as part of the 2018 National Defense Authorization Act. The MGT Act creates a centralized modernization fund of \$250 million over two years dedicated to assisting government agencies with the monetary aspect of IT modernization, allowing agencies to move forward with digital transformation. The legislation aims to help agencies overcome the high upfront costs of purchasing new systems and software. Although the president's fiscal 2019 budget includes only \$210 million for each year the IT modernization fund provides, MGT will have a significant impact on government digital transformation efforts.

The Office of Management and Budget (OMB) has released a user guide for the act that assists agencies with project proposals and managing individualized agency funds. OMB will conduct regular reviews of the projects to determine whether to continue or withhold funding. Additionally, because agencies are expected to reimburse the fund, OMB will offer guidance for those that are likely unable to repay the money, and it will serve as a mediator should an agency fail to reimburse the fund entirely.

The modern systems would allow agencies to implement cybersecurity measures that are compatible with legacy software and would lead to increased collaboration and streamlining of government services. How agencies choose to move forward with digital transformation will be individualized, but the legislation, coupled with OMB guidance, will make IT modernization possible for agencies that could not afford the updates previously.

Final White House IT Modernization Report

With increasing citizen expectations and pressure to upgrade technology, federal agencies have more impetus to modernize their systems as part of digital transformation. Agencies not only experience monetary barriers to digital transformation, however, but also legal obstructions because of outdated federal technology legislation.

The White House's American Technology Council released the final "Report to the President on Federal IT Modernization" on Dec. 13, 2017. The report highlights shared services and network modernization and consolidation as keys to achieving federal IT modernization, and described the legislative changes that will facilitate digital transformation at agencies.

The report suggests changes that should be made to existing federal IT policies to assist agencies in adopting shared services and network consolidation. It also states that current legislation should be "rapidly and iteratively updated to eliminate barriers to cloud adoption," so agencies can migrate information and services to commercial clouds. It also suggests that the federal government address "resource allocation and disparate agency interpretations of statutes and guidance" as other hurdles to adoption of shared services.

With the elimination of these legislative obstacles, agencies could adopt shared services that would reduce costs and increase efficiency by streamlining internal government services such as IT management and HR into a centralized service provider. Network modernization could be aligned with cloud migration, which would update high-risk, high-value IT assets to improve security and the consolidation and acquisition of network services.

6 Digital Trends in Government

- 1 IoT.** IoT integrates sensors and actuators into a physical object that is connected to a network, thereby improving communication between the digital and physical worlds. IoT can be used for anything in the public sector, from transforming transportation to workplace automation. One of the most commonly cited uses of IoT is to monitor road traffic, but it can also improve the security of federal buildings or assist with public safety by detecting an impending natural disaster.
- 2 Data Analytics.** The government is known for high-volume and varying data sets, which are tough to extract important information from without sophisticated, automated processes and algorithms. Data analytics can help with data input and observing trends that can improve operations and performance.
- 3 Blockchain.** Blockchain technology is most simply defined as a list of records, or blocks, that are linked together through cryptography. Because each block contains a record of the previous transaction, including timestamps, government can use blockchain technology to improve collaboration within agencies and teams. The information recorded on each block can be distributed, but not modified, therefore increasing cybersecurity.
- 4 Mobility.** The public sector is increasing mobility by streamlining government services into mobile applications. Increased mobility of government services will allow citizens to access information and services faster by limiting paperwork and wait times. Mobility will also improve communication between the public sector and citizens who rely on smartphones as their only technology.
- 5 IT modernization.** IT modernization encapsulates many of the trends cited here but is a process defined as the continuous evolution of an agency's current infrastructure, software and applications. Modernization allows agencies to save costs by reducing the amount they spend on maintaining legacy systems.
- 6 Automation.** Automation is the process of performing tasks such as data input, analysis and scanning with little to no human assistance. Some agencies are turning to artificial intelligence to automate routine tasks. Using automation, agencies could cut costs by spending less on hiring individuals to perform tedious data input processes that could be performed with algorithms. Automation also allows IT employees to home in on important cybersecurity procedures by freeing up time they would usually dedicate to manual procedures.

How to Use This Guide

In the following pages are four sections highlighting the key agents of digital transformation within an organization. These four sections — managing people, managing processes, managing technologies and managing end users — are catered, respectively, to:

- **Senior executives** (Managing the *people* and change management aspect of digital transformation)
- **Program managers** (Managing the *processes* and organizational aspect of digital transformation)
- **IT leaders** (Managing the *technologies* and tools aspect of digital transformation)
- **End users** (Managing the changes that can impact you if you're any other employee within an organization undergoing digital transformation)

Each section will include tips to navigate your unique challenges within digital transformation, an interview from leaders in your arena who have faced similar challenges and six plays or best practices to help bring those action items to life.

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**Content
Management**



**Case
Management**



**Digital Asset
Management**

Seizing the Next Generation of Government Content Management

An Interview with Bobby Hanglitter, Director of Federal Sales, and Lisa Marcus, Vice President of Public Sector, Nuxeo

The creation of digital content is fundamentally changing the business of government. Whether you work for a local law enforcement agency or a large federal agency, chances are you're no longer simply sorting documents in physical filing cabinets. Government content now comes in a wide variety of digital formats ranging from photos to satellite imagery to surveillance video and social media.

So, how does government begin to effectively manage all of this new, unstructured digital content? And how can agencies ensure they can find and use it when they need it?

The answer is by implementing a modern Content Services Platform. According to a recent [Gartner report](#), content services platforms (CSP) are the next stage of enterprise content management (ECM), representing a shift from self-contained systems to open repositories and services.

In an interview with GovLoop, Bobby Hanglitter, Director of Federal Sales, and Lisa Marcus, Vice President of Public Sector, at Nuxeo, shared why a next-generation content services platform is critical to digital transformation and what it should look like.

A modern content services platform combines the reality of what is happening in the digital enterprise with future-forward technology to enable agencies to strategically solve content-related problems.

"In dealing with the volume and variety of data and with agencies moving to the cloud, government needs more flexible and scalable platforms," Hanglitter said. "They need future-forward technologies that go beyond simple storage and can help them modernize their business and mission functions."

When agencies were managing mostly PDF files and other standard text inputs, ECM systems were good enough. But with the growing diversity and volume of data in the digital age, coupled with the expectations from employees and citizens, these systems are not able to keep up. They store content in a way that makes it difficult to efficiently manage and quickly access information. "Agencies suffer from having too many disparate content management systems," Marcus said. "Many of which are outdated and lack the modern capability to properly tag the content for searchability. And because they are siloed systems, there is a lot of duplication."

For example, agencies may have separate systems for document management, records management, photos and videos. The problem with these disparate systems is not only do they create stovepipes that prevent employees from finding the right information in a timely manner, they also impede the process of delivering citizen services.

"The reality is that enterprise content will reside in multiple repositories and will need flexible, centralized management and access – no matter where it resides," said Hanglitter. A modern content services platform can integrate and aggregate content across systems and replace outdated, duplicative applications with a single platform that can manage all content types and support multiple content-driven applications like case management and records management.

So, what are the core platform features agencies should look for in a modern Content Services Platform?

Modern Architecture – Open Source architecture helps deliver content-driven applications and services with massive scalability at a fraction of the cost of legacy ECM systems – and offers the flexibility to continually innovate by easily making changes to applications to meet the changing needs of the business.

Manage all Content Types – Traditional documents (MS Office, PDF) and digital assets like email and complex rich media (Audio, video, geospatial, social) – all in a single system.

Massive Scalability – The ability to leverage leading-edge file storage and database technologies - including NoSQL means the system can scale to manage massive amounts of content.

Integration Capability – The ability to integrate with existing systems through connectors and API's enables agencies to manage content in place and allows business users the option to work within the systems they are familiar with – which eliminates data silos and improves efficiency.

Advanced Metadata Model – Using machine-learning algorithms, artificial intelligence (AI) and machine learning (ML) tools to tag content is a critical component for searchability.

Faster Time to Value – A platform that is operational from day one by delivering out-of-the-box connectors and a variety of content services, plug-ins, productivity applications, and automation and workflow capabilities - for immediate adoption and fast deployment.

"At Nuxeo we work with organizations to evaluate where a content services platform can be of real value to reduce costs and improve efficiencies," said Marcus. "We then work with the business and IT teams to develop a migration strategy for content systems and applications. We determine the right onramps, where they can gain value quickly, and then build out from there," Marcus said.

As digital transformation initiatives gain momentum and new technology areas like big data expand, agencies can use a modern content services platform to help accelerate digital transformation, improve operational efficiencies and unlock the unlimited value of their information.

#1 Managing the People of Digital Transformation

Read this play if you are: an executive leader, including chief information officer (CIO), chief information security officer (CISO) or any position that requires you to oversee an entire agency or department.

Like it or not, digital transformation will fundamentally change your agency's mission-critical processes and operations. If done right, digital transformation changes how your agency works, thinks and addresses challenges for the better. But to implement those fundamental changes, you must consider the most-affected component: your agency's people. In fact, managing the people aspect of digital transformation is just as important as the technologies, processes and infrastructure involved.

That's why it's your job as a leader to set the tone from top to bottom and foster a workplace culture ripe for change. It is also imperative that you seek the right talent to drive the successes digital transformation can yield.

The most difficult part of a successful digital transformation can be the cultural piece. You may feel obligated to overhaul your entire agency, but sometimes only softer changes are needed, such as language or employee motivation, rather than drastic ones such as talent, organizational structure and operating models.

The People Power of Digital Transformation

Here are a few key reasons why top-level government leaders like you need to focus on the people part of your digital transformation efforts.

84%

of CEOs are involved and committed to transformational change, while only 45 percent of frontline employees are engaged

(Source: [McKinsey Survey 2017](#))

79%

of transformation initiatives are completed when senior leaders communicate with employees across all levels of the organization

(Source: [McKinsey Survey 2015](#))

40%

of CIOs will use vision- and mission-driven leadership to inspire and empower their organizations to create digital transformation capabilities by 2020

(Source: [2017 IDC Predictions for Digital Transformation and CIOs](#))

Hawaii CIO Shares the People Side of Digital Transformation Strategy

Hawaii CIO Todd Nacapuy's mission for his organization was simple: modernize the state of Hawaii. In an [interview with GovLoop](#), Nacapuy shared his strategy to achieve digital transformation through IT modernization in the Aloha State.

Digital goal: Improving digital literacy among the state's 800 IT employees. Nacapuy's approach also emphasized having a positive impact on Hawaii's non-IT workforce of about 80,000.

"The biggest thing we have in our state government is what I call digital literacy," Nacapuy said. "We have what we call four generations of workers in our workforce. And we don't classify a generation of workers by age; we classify them by what technology was in place when they first started here in the state."

"When you think about the different generations of workers that we have and what technology was in place when they started, you're able to communicate to those workers," he said. "The four generations are mainframe, PC, laptop and mobile. ... How we communicate to the four generations is very important. In the modern age and in the digital age, a lot of people just want communications as simple as possible."

Advice to senior executives: Nacapuy recommends that CIOs study up on their developers and technologies. "I'm a firm believer that CIOs need to be technical and that a majority of failed projects and failed implementations is because a lot of our modern-day CIOs are not technical."

To build technical skills, Nacapuy recommends following specific technologists. "I'm not talking to salespeople, I'm not talking to sales engineers, I'm actually following developers," he said. "I'm following their technologists that are within the company and the blogs that they're publishing."

In addition to brushing up on technology knowledge and skills, Nacapuy said having the right mindset is key. He draws on jiu-jitsu to help in his IT approach. "Jiu-jitsu teaches a different mindset that carries well into the IT world. One of the first things that we do is bow before stepping on the mat. And you bow to leave your ego at the door. And a lot

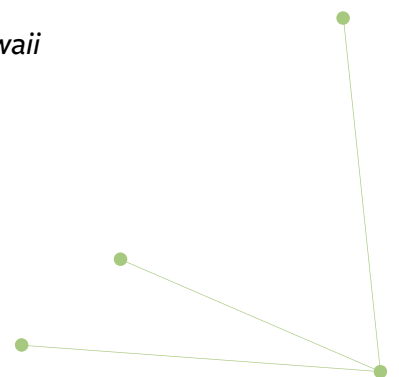
of times in the IT world, we have guys that have egos that think they know the most about a specific technology. But having that background and that mindset teaches you to check your ego at the door.

"Another thing that jiu-jitsu teaches you is when to ask for help. And we do that by tapping. So, if someone has you in a specific hold, your only way out is to tap, to say, 'Hey, you got me. I give up. I tap. I need your help. Teach me how you got there.' Same thing in our IT world... A lot of times we'll spend hours and hours and hours trying to solve a problem instead of picking up the phone and calling someone.

"And the third thing that jiu-jitsu teaches us — one of the cardinal rules of jiu-jitsu — is to never hurt your sparring partner. Once you hurt your sparring partner, no one's going to want to spar with you. In the IT world, it's the same thing. We've got to learn to work as teams, we've got to learn not to hurt each other, and we have to be collaborative. I look for people that have those types of mindsets, and jiu-jitsu has taught me to look for those things."

"In the modern age and in the digital age, a lot of people just want communications as simple as possible"

Todd Nacapuy, CIO, Hawaii



6 Plays to Manage the People of Digital Transformation

- 1 Tune into your organization.** To help create change, you need to establish credibility. Start by listening. Forge relationships with all stakeholders involved. Then, go into listening mode by having one-on-ones with all employees (tech and non-tech). Seek feedback on what technologies are working and which are not. Go one step beyond attaining employees' requirements and gain a sense of the outcomes they want.
- 2 Communicate, communicate, communicate.** Communicate changes clearly and continually. Make sure you're sharing announcements with all levels of the organization and establish clear transformation objectives. Provide regular access to information (i.e., Google docs, emails or even "transformation folders"). Don't just explain why the digital transformation is needed. Clarify how it was decided, whom it will impact and what's expected going forward.
- 3 Empower your employees.** Commission a change team composed of highly respected individuals who represent the areas of the agency directly affected by the change effort. Empower employees by helping them see how their involvement can progress the transformation. Involve HR because they should understand employee skill sets across the workforce and where gaps exist.
- 4 Create a roadmap.** Identify the digital transformation objectives and set priorities before rolling out new technologies or programs. As a leader, it is your job to define the mission and ensure support from a broad range of employees agencywide. Then, set priorities. An impact matrix can help determine which affect mission most.
- 5 Instill a culture of constant change.** As changes are happening, don't sit back and wait for the next few years to continue business as usual. Use this digital transformation as an opportunity to build new momentum and rhythm that reflect the new reality of your agency. You can build continuous improvements through internal activities such as promotions and communications or external actions such as acquisitions, investments or partnerships.
- 6 Garner feedback.** In instilling a culture of continual change and innovation, get the thoughts and feedback of employees organizationwide after the digital transformation has been made. Conduct surveys or hold focus groups to get a sense of how the new technologies are working. Are there new pain points? How have people adjusted? Was this successful, and what should be tweaked going forward?

#2 Managing the Processes of Digital Transformation

Read this play if you are: a program manager, IT project manager, acquisition program manager or any position that requires you to oversee organizational processes or people.

Digital transformation is a process that requires constant change. As a program manager, you are expected to manage these changes in various capacities. Not only do you have to engage agency leaders in the transformation process, your IT teams will rely on you to break down departmental and communication silos to enable collaboration. Additionally, as you construct your agency's digital transformation roadmap, you will have to decide which methodology to use for your digital transformation. For example, you may decide to apply an Agile approach or the traditional waterfall method.

As a program manager you will have to garner support for digital projects by using data to demonstrate how digital transformation can improve citizen engagement and cut costs.

The good news is you don't have to work alone. A collaborative and diversely skilled team can help you establish a firm beginning and end to your digital innovations project. Coordinating with your team on a small-scale test project can give you the confidence to scale up your digital transformation and initiate innovation within your agency.

The Painstaking Process of Digital Transformation

Here are a few reasons why managers like you need to focus on the processes part of digital transformation.

71%

of organizations now report that they use Agile approaches to their projects

(Source: 2017 PMI Global Project Management Survey)

16%

of public-sector agencies rank the program manager as highest in terms of responsibilities for overseeing and managing an organization's digital strategy

(Source: Deloitte, "The Journey to Government's Digital Transformation," 2015)

11%

of government organizations have a senior-level program management-related role, compared with 22 percent elsewhere on average

(Source: MeriTalk, "Future Ready Applications: The Modern Legacy," November 2015)

NASA Program Manager Shares the Process Side of Digital Transformation

“We have to be digital; we have to rely on programs and applications that can take information, put it into a database and spew out reports if needed,” said Joanne Woytek, Program Manager for the NASA [Solutions for Enterprise-Wide Procurement](#) (SEWP) program. SEWP is an acquisition vehicle that provides commercial IT products and product-related services to government and taxpayers through procurement. In an interview with GovLoop, Woytek discussed how digital transformation can improve agency buyer experience and daily operations within the agency.

Digital goal: SEWP is working to receive customer contracts digitally instead of using physical copies. “We’re looking for a solution for scanning in data so that our contracting staff can easily scan mailed contracts and save them in a new environment,” Woytek said. “We’re actually pulling a new system just for the contracting staff outside of our normal program activities.”

With the new system, the contracts would be automatically entered into computer applications so that the data can be available for SEWP employees to immediately access and use. Although there are a few legal barriers to working with digital contracts, Woytek said the digital system is preferable because it is “trackable and traceable, and you can secure it with encryption if needed.”

Woytek hopes to incorporate a cloud-based customer service platform. For her, migration to the cloud summons security concerns about “transferring digital to digital,” but the adoption will further improve customer service and data management.

Advice to program managers: A recent survey showed that SEWP has an [89 percent approval rating from customers](#) — an impressive feat considering the program has about 20,000 government customers. To improve user experience, Woytek advised that program managers adopt the user perspective: “It’s very important to recognize that when you are doing something that’s going to be outward-facing, the people you are outward-facing to are coming from a different place than yourself.”

Receiving user feedback from surveys and direct emails allowed Woytek and the rest of the SEWP team to assess

what aspects of the website users struggle with. “I believe in feedback that is direct and indirect,” she said. “Look at why people are asking questions.”

With different forms of buyer feedback, the SEWP team can then create acquisition sites that do not assume the user’s knowledge of the process. “We’ve added videos that we call ‘clips’ that capture the essence of what we want users to know about that point in the website,” Woytek said. The videos explain how to use some aspects of the site, particularly tools and applications that people tend to have trouble navigating.

Woytek also stressed the importance of keeping team members informed during digital transformation. “It’s always hard to get people to stop doing their job and learn something,” she said. “Almost weekly, something changes on our site. On Monday, we have a standing meeting with our customer service team.” In the meetings, the teams discuss changes to digital platforms.

“We’ve done better with incorporating the managers of the teams in those discussions and giving them that empowerment to chime in. It’s been one of our cultural changes to make sure feedback is coming internally,” Woytek concluded.

“We have to be digital; we have to rely on programs and applications that can take information, put it into a database and spew out reports if needed”

Joanne Woytek, Program Manager, SEWP program

6 Plays to Manage the Process of Digital Transformation

- 1 Create a vision.** Successful digital transformation requires strict but achievable objectives. Talk to your teams to find a project that people have mutual interest in developing, and map out the new technologies with clear start and end dates. Once you find a common interest, make sure the team begins the process of innovation with an attainable result in mind.
- 2 Build a diverse and collaborative team.** Implementing digital transformation requires collaboration across all departments, which may necessitate alterations to your existing employee structure. You need to prioritize building a team with diverse skill sets. IT experts and software developers are critical to the process, but you will also want team members with organizational knowledge and government experience.
- 3 Start small.** Create a small-scale project with agency employees to decrease the risk of developing and releasing a larger, flawed project for testing. The test project will allow employees to adjust to a more collaborative structure and the process of open development with less risk. Having confidence in the smaller project will also result in an easier scale-up.
- 4 Keep the digital structure agile.** Your roadmap to a digital platform will have to coexist with legacy systems and old hardware. You don't necessarily have to start from scratch to execute digital transformation. In fact, working on an Agile, hybrid digital project can allow you to optimize your current infrastructure and will make scaling up resources easier on the back end for IT.
- 5 Foster a digital culture.** Digital transformation should also transform your agency culture. Because the digital infrastructure is shifting, there is no reason for your agency to operate the same way. Communicate with your team about taking an Agile approach to projects and get their opinion on the possibility of changes to employment structure. Create a shareable form for individual submissions that all employees can access, and build an online repository of project reviews.
- 6 Welcome outside perspectives.** You may not know where to start changing your agency's infrastructure, but an outside specialist, such as a digital transformation consultant, can help agencies overcome internal challenges and encourage a change in pace and structure. Similarly, it can be difficult to spot discrepancies in a project that you repeatedly launched, tested and redesigned. Experts outside the agency may detect aspects of the project that can be more user-friendly during test trials.

INTEGRATION AND THE DIGITAL ENTERPRISE

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Aligning IT to Mission for Strategic Transformation

An Interview with Chris Borneman, Chief Technology Officer, and David Taylor, Vice President of State and Local Solutions, Software AG

IT modernization is necessary to deliver enhanced functionality, security and efficiency to government employees and the citizens they serve. Now is an especially important time for agencies to modernize, considering the recent passage of the Modernizing Government Technology Act, which puts a fund and process in place to support federal modernization initiatives.

But in order for agencies at all levels to take full advantage of all modernization has to offer, they have to be strategic. In an interview with GovLoop, Chris Borneman, Chief Technology Officer, and David Taylor, Vice President of State and Local Solutions at Software AG, discussed how agencies can plan their digital transformation journey to ensure IT aligns to mission need. The experts recommend creating a modernization strategy, inventorying your current IT assets, procuring the right tools and partnering with trusted industry advisers.

The first step in your digital transformation journey should be creating a modernization strategy to ensure your IT aligns with your agency mission. “By defining what success looks like, what the key indicators of success are, and if they’ll give you the results you’re seeking, IT leaders can use these to manage their modernization initiatives and communicate with stakeholders,” Borneman said. Involving key stakeholders during this initial phase can give you a better idea of what they want out of the project and set expectations early.

It’s also critical that your agency has a shared vision of what transformation should look like. “Picture what your transformation end state should look like if it was ‘right,’” Taylor said. “Then develop a strategy that moves you incrementally closer to that target.”

The next step is inventorying your current IT assets. According to Borneman it’s important to “understand what your current systems and capabilities are and where spend goes.” This allows you to identify opportunities for improvement. An IT portfolio management solution is particularly helpful during this stage, as it allows you to run IT like a business by evaluating your assets, returns on investment and risk to make the best decisions possible.

In state and local agencies, portfolio management is too often considered a “nice to have” functionality. Cost, complexity and insufficient staff resources are the reasons

offered for this. But taking stock of your agency’s IT assets is a critical next step after you’ve designed your modernization strategy.

Once you have a better understanding of your current assets, you can decide on the right tools to help you achieve your agency’s modernization goals. “Tools, particularly around IT portfolio management, need to be able to support good data that is consistent so everyone is on the same page,” Borneman said. “Your data also needs to be dynamic, to keep pace with your ever-changing IT environment, and shareable, so there’s one source of truth.” As you’re generating more and more data, make sure that you’re sharing it in a way that your various audiences can understand. For example, the data that the head of your department is interested in might be different than the data that’s relevant for system users.

To aid in the process of procuring the right tools for modernization, consider partnering with an experienced industry adviser. For a successful partnership, have them create a thorough proof of concept to demonstrate what they’re offering will solve your needs. Borneman and Taylor caution against “trying to boil the ocean” but instead encourage agencies to slowly ramp up deployment. This results in an improved product that is more likely to be accepted by your internal team and citizens alike. “The best solutions are ones where the agency can maintain and scale it themselves using existing staff resources,” Taylor said.

As your agency embarks on its digital transformation journey and procures new technologies, it’s important to ensure your existing systems can sync with your new cloud-based systems, and there’s a strategy for future system growth and updating. With an adaptable and agnostic technology layer, like Software AG’s digital business platform, you can leverage and reuse many of your agency’s current assets, while enjoying the freedom to install new technologies into your environment quickly. This way, you can easily make your existing IT systems more effective and integrated and unite people, processes and technology with a proven methodology for digital transformation.

With the right strategy and by aligning IT to the mission needs of your agency, you can leverage the most of modernization and, ultimately, government digital transformation.



Digital Transformation: How to Take IT Infrastructure to the Next Level

Considering how often it's discussed, digital transformation is still a difficult term to pin down. What does it mean for a government agency to transform to fit the changing digital landscape? Is that change largely technology-based? How do people factor into it?

These questions took center stage during a February 2018 webinar titled "Digital Transformation: How to Take IT Infrastructure to the Next Level."

Recently, the Small Business Administration (SBA) underwent significant digital transformation in its move to the cloud. After moving through eight CIOs in 10 years, the agency found itself in need of a significant recapitalization to address its aging technology infrastructure.

SBA CIO Guy Cavallo, who's spent his career going back and forth between the public and private sectors, set out to change the IT business model from an asset-based culture to a services-based, customer-centric delivery model.

To help facilitate these changes through cloud computing, SBA set up five tiger teams for service management, service engineering, service automation, migration and cloud operations. And they completed everything in 82 business days.

"You need to look [for changes] from Day One," Cavallo said. "Do not wait until you're done to start looking at your processes. Our change control board, for example, meets once a week here to do on-prem[ises] decisions.

"You also want to look at the current processes. Don't go to the cloud and then tie down the agility of the cloud by still using your on-premise processes."

In terms of concrete goals, SBA is hoping to close five data centers this year by migrating servers to Microsoft Azure. As a result, the agency would be able to implement cloud security capabilities for the entire enterprise.

The transformation has altered SBA's hiring process, too. For example, the agency has a new CISO and IT operations director. In addition, all position descriptions are being rewritten so that new hires will be required to have cloud expertise. It's not just about the technologies — it's about the people and teams, too.

"When we meet with other agencies to go into detail on all of this, it usually takes us three to four hours, which obviously we don't have time for today," Cavallo said. "But I really wanted to simplify this by keeping security and management models constant across our environment. Then it's much easier to support."

Likewise, agencies looking to stay current need more than the latest technology, said Charles Townsend, Senior Solutions Architect at Black Box Network Solutions. Officials must rethink processes holistically if they want to take full advantage of digital transformation, he said.

"Digital transformation is more than a matter of IT modernization," Townsend said. "Rather than simply upgrading outdated technology, agencies need to develop an infrastructure that actually improves the capabilities of the workforce and performance of the workforce."

"Rather than simply upgrading outdated technology, agencies need to develop an infrastructure that actually improves the capabilities of the workforce and performance of the workforce."

Guy Cavallo, CIO, Small Business Administration



#3 Managing the Technologies of Digital Transformation

Read this play if you are: an IT leader, including IT specialist, web administrator, network administrator, developer or any position that requires you to oversee the software or technologies in an agency or department.

You can set up all the right teams, procedures and processes to achieve digital transformation, but ultimately, it all falls on your shoulders, information technologists.

Whether it's updating a federal website or helping your state or local agency harness the latest citizen engagement app, everyone's expecting optimal performance and speedy action. And these expectations can make your job all the more challenging, especially if you must navigate tight budgets and tech skill gaps in your workforce.

Not only do you need to make sure your IT employees are ready to deploy the new technologies for digital transformation, but you also need to make sure non-IT employees understand the changes happening. Your team will be the go-to for employees that the technologies may affect, and they may have a host of questions about how to use the new website, apps or software.

The Technology Traits of Digital Transformation

Here are a few key reasons why IT leaders like you need to focus on the technology part of digital transformation efforts.

14%

of average IT projects are deemed failures

(Source: 2016 PMI Project Management Survey)

44%

of public-sector IT leaders cite insufficient IT resources (budget and personnel) as the biggest risk to their organization or agency

(Source: 2016 Clarus Research Survey)

47%

of public-sector respondents either don't have or are unsure if the IT operations tools they have now are helping improve the visibility of what's going on in their organizations

(Source: 2016 Clarus Research Survey)

Minnesota IT Leader Shares the Technology Side of Digital Transformation Strategy

“Digital technology fundamentally changes the interface between government and stakeholders,” Paul Leegard, Business Analyst and IT Leader at the Minnesota Pollution Control Agency, said in an interview with GovLoop. As an IT leader who’s worked on several digital transformation projects, Leegard knows the value of digital technologies that meet citizens where they are.

Digital goal: Update the [Minnesota Stormwater Manual](#) with read-only wiki technology to display content directly on webpages. The manual, created to help users navigate and better manage stormwater and any resulting pollution, was originally an 885-page document with layers of links and a couple thousand downloads. After the [digital content upgrade](#), the manual received more than 9.3 million page views and counting.

“The Minnesota Stormwater Manual now receives about a million page views every month,” Leegard said. “This is huge for a state agency. A lot of it was electronic content and search engine optimization techniques that helped make it popular.”

“At the time when we started the project, we had pushback on whether [the document] would be accessible,” Leegard said. “Content in an electronic format (like the wiki format) is much more accessible than in a PDF file. Wikipedia has a manual style in there is a section for accessibility. When you make it more accessible to those who need the accessibility, it becomes more user-friendly for everyone.”

Some techniques to improve accessibility include using more complete descriptions of what is shown in a picture or what an icon on the website represents.

Advice to IT leaders: One of the most important jobs IT leaders have is facilitating advanced users and helping users who are struggling with new technologies, Leegard said. “When you have a lot of technologies, you have people who push back and don’t want to learn it or don’t have the ability. But the IT staff is learning at the same time,” he said. “My advice is to use the process of learning to teach other

people,” Leegard added. “They have the same journey to go on as you. Bring everybody along with you while you take that journey.”

The first steps for IT personnel in learning about newly acquired technologies under digital transformation is deciding specialties. “In times like this, you can either be an IT generalist or specialist,” Leegard said. “It’s tough to be both. The specialist has to get into every nuance of every application they work with. So, they can’t get too far into the weeds with so many applications. Generalists can learn how things generally work. There are advantages to both, but my advice is to make a good, conscious decision about that.”

When helping facilitate digital transformation in an agency, IT communications should focus less on the “why” and more on the outcomes. “People in IT tend to over-explain the why. Instead, explain the way it’s going to be: ‘Now you need this form,’ or ‘This is the app you’re going to use,’” Leegard said. “Otherwise, it gets really confusing if we overemphasize why we’re doing things differently.”

Lastly, Leegard drew on the recent [false missile alert](#) in Hawaii to reiterate how IT staff should navigate digital transformation. “The lesson of Hawaii is always applicable here: Put a system in place to send out the correct message, and also put a mechanism in place where you can correct that message quickly if you get it wrong. You want to deploy a message or warn people quickly, but you also need to correct the mistakes quickly.”

“Digital technology is pervasive in personal, social and professional life,” Leegard concluded. “Not only do government agencies use it, but also the general public. To me, digital transformation is the fact that everybody has a device, having the structure in place to support all those devices.”

6 Plays to Manage the Technologies of Digital Transformation

- 1 Target your users' needs.** Whether current employees are complaining about the new email system or citizens can't find anything on your website, incorporate feedback to define your user base and intended digital project. Consider different knowledge levels and IT experience, ensuring your team's efforts cater to all levels of usability.
- 2 Assess what services can be digitized.** Evaluate your current online services. Is your website accessible via mobile apps? Are there areas where you can consolidate web services for employees? Decide if you want to work on enterprise-focused apps for internal use or citizen-oriented apps for external use. Then, be proactive in making updates available in open data and machine-readable formats.
- 3 Apply hybrid approaches.** Rather than using the old "rip and replace" technique for legacy IT, see where current systems can be enhanced or augmented. Architecture that combines on-premises and cloud capabilities can help your agency use cloud to handle common applications while maintaining existing systems for mission-critical functions.
- 4 Streamline the environment.** Begin streamlining the current and destination environments early in the migration and consolidation process. Have a separate team work with program organizations in addition to operations and maintenance teams. Find the areas where your IT team can remove outdated or obsolete applications and ensure changes are communicated to all teams involved in the digital transformation process.
- 5 Virtualize where possible.** To save costs, migrate physical servers to virtual machines and consolidate them onto fewer physical servers. This can help you reduce your energy footprint and lower monthly data center power and cooling costs.
- 6 Empower next-generation talent.** If you find your IT staff lacks the skills they need to cope with digital transformation, incentivize young professionals to pursue IT at your agency or department through internships or fellowships. Offering clear routes for students to fully funded technology internships leads to more potential full-time employees.

#4 Managing the End Users of Digital Transformation

Read this play if you are: anyone outside the executive suite or IT teams impacted by new technologies and processes as a result of digital transformation.

As much as innovation, cost-savings and Agile development are driving digital transformation, nothing is more central to it than users' needs and wants. If you're that user affected by digital transformation, you might find yourself rushing to keep up with new software, programs and technological processes at your workplace.

Like most people, you like routine. It minimizes stress and provides a level of stability. But when new technology changes the status quo, it can be hard to adjust. You

might not understand why your department or agency is realigning processes or using new technologies for digital transformation. If you feel you don't have the knack for technology, you're not alone. And there is hope.

By its nature, technology evolves quickly. Even those who consider themselves tech-savvy can fall behind the technological learning curve. Keeping up with digital transformation requires continuous learning and readiness for change.

The Everyday End Users of Digital Transformation

Here are a few key reasons why you need to focus on the end users part of digital transformation.

96%

of government officials worldwide characterize the impact of digital transformation in the public sector as significant on their domain

(Source: Deloitte 2015 Digital Transformation Survey)

75%

of enterprises will fail to meet all their digital objectives through 2019, one reason being conflicting digital transformation imperatives

(Source: IDC 2018 CIO Predictions)

39%

of employees cite a lack of properly skilled teams as an emerging barrier to digital transformation

(Source: PwC 2017 Digital IQ Survey)

Veterans Health Administration Delivers Telehealth Through the Power of End Users

“Digital transformation is changing how we connect with each other and deliver services,” Dr. Neil Evans, Chief Officer of Connected Care at the Veterans Affairs Department’s Veterans Health Administration (VHA), said in an interview with GovLoop. “It makes services more customizable to individuals and is more efficient.”

“Digital transformation is using technology to create new ways of working to realize gains and expand services,” said Kim Nazi, Senior Program and Management Analyst at VHA’s Veterans and Consumer Health Informatics Office. “It’s not just having government follow along with digital transformation, but beginning to lead it and recognize more broadly that we live in an ecosystem in which all other segments of industry are innovating and transforming.”

Digital goal: VA’s [Office of Connected Care](#) focuses on improving healthcare through patient-facing digital technologies that engage veterans and care teams outside traditional healthcare visits. The office uses a variety of self-services to provide veterans with more choice and opportunities to participate in their care. The primary front door to these services is [My HealtheVet](#), VA’s online personal health portal, designed to help veterans manage their healthcare.

“My HealtheVet is our patient portal,” Nazi said. “Over the years, we’ve really expanded the types of information and services available. You can not only refill prescriptions, you can also use secure messaging to communicate electronically with your healthcare team, schedule VA appointments and view, download and share copies of your VA medical record.”

The key to the portal’s success, Evans and Nazi said, was developing and enhancing the services using principles of user-centric design. “As we introduce changes to the site, we also bring our patients along with us – making sure data’s available in the right place at the right time, and using continuous direct feedback from veterans to improve the patient experience,” Nazi added.

“Connected Care’s mission is to enhance access to care and the veteran’s experience of that care through implementation of health information technologies that are

integrated into the daily lives of both veterans and VA staff,” Evans said. “My HealtheVet is the front door to that. We have more than 4.1 million registered users, and customer satisfaction scores have reached a new all-time high in January 2018.”

VA’s commitment to digital transformation of care delivery goes much further, perhaps most notably demonstrated by its expansive telehealth program. The VA telehealth program provided care to more than 720,000 veterans at more than 900 sites in 50-plus clinical specialties, delivering more than 2.18 million telehealth episodes of care during fiscal 2017, Evans said.

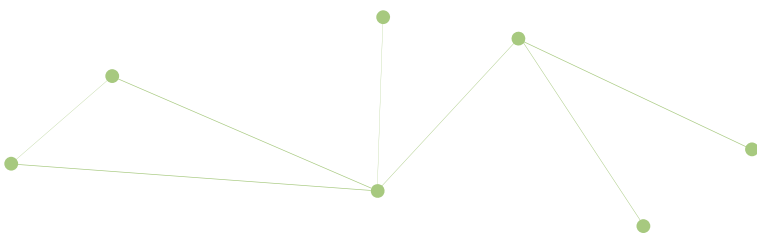
Advice to enable end users: Achieving success through digital transformation and customer satisfaction would not have been possible without also setting up internal users — employees — for success. In addition to gathering feedback to identify and develop enhancements, Evans and Nazi recommended keeping the internal focus on customers.

First, build a culture of digital change through consistent and continuous communication in your organization. “As we began planning to provide VA patients with access to provider notes, we had a multidisciplinary team that came together with our clinical community so that we could really surface people’s concerns regarding online patient access to clinical and mental health notes,” Nazi said. “Then we put together a change management program. We did more than 85 briefings across the organization so that we could develop and share strategies to mitigate these concerns, and to make sure that everyone was aware of the coming change well in advance. This helped us to foster a work culture supporting change.”

Ensure that employees really understand the digital changes being made so they can better champion the transformation. “It’s not just about technology, it’s about building a community internally,” Evans concluded. “You need to build enthusiasm and provide training, because your best communication and marketing team for any digital transformation efforts are your employees.”

6 Plays to Manage the End Users of Digital Transformation

- 1 Expect constant change.** Digital transformation requires staying ahead of the times. Even if you're not in IT, read up on publications dealing with technology in your field, whether it's HR, public affairs or any other field in government. Stay current with tech trends by reading publications written by technologists or other workers in your field.
- 2 Determine your needs.** Based on your work, existing knowledge base and learning style, decide how you plan to use the new software or technologies from digital transformation. Learn more about the specific devices you already use and see how they work. This will help you determine how you can use the new equipment or software your agency implemented.
- 3 Stay informed when fixing problems.** Ask tech support in your office to explain what they're doing when they help you with a technology problem. It may be tempting to leave it to the experts, but you'll do yourself a favor if you seek to understand what they are doing and how it will improve your use of the new software or technology.
- 4 Be proactive in educating yourself.** Tell your employer that you are interested in staying current with technological changes in the field. Be sure to attend any trainings or workshops your agency offers. You should also find trainings outside your agency and discuss attending them with your supervisor so long as they're pertinent to your agency's digital transformation.
- 5 Streamline your digital experience.** Make a list of all the programs you use and how you use them. For example, are you using two calendar systems? It would be best to eliminate the one your agency doesn't require. Identify the redundancies and eliminate the programs you don't need so you can stay informed about the ones you do need. Ask your office if there's any way to minimize your devices for your workplace so you don't have to have several laptops or phones.
- 6 Seek advice from IT.** Ask the IT specialists in your office their opinions on the latest in digital gadgets and software. When meeting with IT support, prepare a list of the programs and applications you use and run it by them to see if they have suggestions on what could be upgraded or substituted.



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Transforming Networks to Meet Government's Mission Needs

An Interview with Shannon Leininger, U.S. Public Sector Area Vice President, SLED East, Cisco

For federal government, digital transformation is driving creation of new business models and designs, resulting in better outcomes. It's doing this by merging digital and physical environments while enabling leaders to empower their teams through automation, analytics and machine learning. And digital transformation is being driven by securing high volumes of data, and using that data for improved decision-making.

But legacy IT infrastructure and a growing skills gap within government is making it difficult for agencies to digitally transform. There is a way, however, to enable your network to constantly learn, adapt and protect. It's called intent-based networking and it's ushering in a new era of government. With these networks, agencies can build in security and analytics to digitally transform the way they work, meet business needs and enable their workforce — all while delivering better citizen services.

In an interview with GovLoop, Shannon Leininger, U.S. Public Sector Area Vice President, SLED East at Cisco, discussed how intent-based networks are accelerating digital transformation for government and going beyond improving people, processes and technologies.

According to Leininger, agencies have several challenges to overcome, including legacy infrastructures, securing networks/ technologies, and eliminating the skills gap. "You can't start to transform business with legacy infrastructures," she said. "You're not going to have the capability to get there. Because security is a foundation, it has to be architected upfront. One of the biggest challenges is finding skilled people to actually implement new technologies and capabilities."

But there is hope. In addition to leveraging intent-based networks, Leininger suggested focusing on three areas to build on for your digital transformation:

1. Transform business models to create leaner operations.

"The administration's budget cutbacks are around people, not technology or infrastructure and doing more with less. This is the perfect scenario to deploy automation, orchestration and infrastructure in support of government missions."

2. Empower employees to do more with less. "Help employees find ways to innovate. Sometimes we need to help them step back from their day jobs and look at how to innovate. Plus, if you can create a culture of empowerment, it can help you to retain talent."

3. Incorporate the customer experience to transform lives.

"The primary focus should be on the outcome and the endgame for the citizen experience. Ask what's most needed for citizens moving forward."

Technologies like Cisco's Intuitive Network can help agencies leverage security, analytics and intelligent networks for digital transformation. "You can gather all of the different data, at all the different endpoints, across the infrastructure to provide intelligence to make better decisions," Leininger said. "We have the unique capability of leveraging a technology platform and then building a security and cyber posture on top of that."

Intent-based networks can also help agencies transform their business models and leverage automation. They enable agencies to meet citizen needs faster and more efficiently. According to Leininger, "the network becomes the platform for digital acceleration," and is powered by three key forces to meet those needs. These include intent, context and intuition.

"Intent-based networking allows IT to move from tedious, traditional processes to automation," Leininger said. "This makes it possible to manage millions of devices in minutes, which addresses the skills gap piece."

Second is context. "Providing context by interpreting data enables the network to provide new insights," Leininger said. "The context of that data surrounds the who, what, when, where and how."

Lastly is intuition. "With machine learning built into your platform, it allows you to use data to provide actionable and predictive insights based on intuition," Leininger said. "This helps you lean forward with regards to innovating"

In addition to intent-based networks, government can overcome skills gaps in their workforce by outsourcing some services, including:

- Advisory to improve design and validation of your networks.
- Implementation tools to help migrate and deploy network resources.
- Optimization approaches to simplify, reduce OpEx, and speed transitions.
- Letting services partners do the heavy lifting of managing IT.
- Offload technical support for business continuity, efficiency and security.
- Team training to drive more successful outcomes.

Government will continue to rely on people, processes and technologies to drive the new era of government. But taking digital transformation to the next level will require innovative networks that can help improve decision-making and enable government's IT workforce to better address not only the needs of federal employees but also those of the citizens they serve.

Case Study: Accelerating Digital Transformation in the Ocean State

The state of Rhode Island has the potential to become the innovation hub for New England and a model for the rest of the country. Through partnerships with research institutions, government agencies, nonprofits and private industry, the [Rhode Island Office of Innovation](#) is working to accelerate innovation in government and technology in the Ocean State.

The office functions as the catalyst for speeding innovations in the state and redesigning government to be more efficient and responsive to citizen needs. In an interview with GovLoop, Kevin Parker, Director of Government Innovation, discussed how Rhode Island is digitally transforming government by improving digital accessibility and cross-agency collaboration.

Improving Digital Accessibility in Rhode Island

One of the office's main goals is to hasten innovation from inside government and promote digital equity. "We want to make sure we have everyone connected and that everyone's on the network," Parker said. "Twenty-six percent of Rhode Islanders don't have high-speed internet at home."

The office is responsible for ensuring digital equity to reduce barriers to reliable internet access. "An important component of the digital economy is a digital front door to government," Parker said. "People may not have access to public services online, and the Division of Public Utilities and Carriers, along with Rhode Island Housing and the Office of Library and Information Services, want to address that."

To promote digital fairness, the office sought industry partners to help reduce barriers to accessing networks. "We put out a request for information for industry to respond in reducing barriers to connectivity, such as a 5G network," Parker said. "We also provide digital literacy training to citizens via municipal public housing authorities with our ConnectRI Initiative. So, we can not only be sensitive about the utility providers to all parts of Rhode Island, but also give people direct access to the hardware and the knowledge to connect."

In addition to leveling the digital playing field, the office's Division of Information Technology is working to help citizens interact with government through various digital channels, including mobile apps, websites and other digital platforms.

"We have to make sure that we not only have websites for people who are on a desktop, but also mobile-friendly applications," Parker said. For example, citizens should be able to get the information they need to get a fishing license through the Department of Environmental Management's website, or pay their taxes through the Department of Revenue's website.

"We want to design government for the user and design it in a way that people are accessing their government in a digital time," Parker added.

Promoting Cross-Agency Collaboration Through the Innovation League

In an effort to put government employees at the forefront of navigating digital transformation, the Rhode Island Office of Innovation developed a yearlong training program for government employees in using nontraditional approaches to solve tough problems. The program, known as the [Government Innovation League](#), is comprised of one or two rising leaders from each state agency who work with the office for eight to 10 hours per week on their agencies' biggest challenges.

"We carve out the time and space for Leaguers to think about how they can deliver and design a government with the end user in mind," Parker said. "And what is not surprising is that many of their projects, even though they are not technologists themselves, have digital components to them."

When government employees work together to solve problems, they often gain more awareness of citizens' needs and how to meet them through digital accessibility. Specifically, league participants conduct research on end users and how they access government information or research a government agency or service.

“When you dig into these problems, you gain some empathy for either a citizen, an employee or a visitor through a number of techniques we use at the Innovation League,” Parker said. “Whether it’s user observations, user research [or] user shadowing, the employees gain really valuable insight.”

By leveraging a version of Google’s 20 percent time with a cross-agency cohort program, the league helps state employees gain a better sense of the digital needs of the citizens they serve.

Advice to Other States

Based on Parker’s previous experience working with Boston and Las Vegas on improving digital communications and documents, his primary advice is to focus on creating a consistent and friendly digital voice and brand, promote peer mentoring to share talents and information, and enhance collaboration efforts through a network of co-innovators.

Digital voice and brand: “Having shareable tools, including a style guide or governance document, is really helpful,” Parker said. “There has to be a crosswalk between the executive communications team and the authors of the content for there to be a consistent voice. One thing we’re conscious of [in Rhode Island’s Office of Innovation] is for the content to feel familiar, friendly, clear and intuitive to enhance the end user experience.”

Peer mentoring: To cultivate the technology skill sets needed for digital transformation, the league serves as an ideal example as it encourages peer mentoring and open communications needed for innovation.

“A community of practice is so important,” Parker said. “The most powerful thing about the Innovation League is that they know they’re not alone and have a co-network of innovators across the state. They can be vulnerable with one another and share ideas and best practices, even when there are pitfalls.”

Enhanced collaboration: Lastly, Parker emphasized that digital transformation does not come out of just one office. “Innovation doesn’t exist in one office or special group. It’s a team effort. Collaboration with diverse stakeholders from different perspectives and expertise is mission-critical. Whereas leadership support is important, creativity doesn’t only come from the top. You need employees embedded in the culture to help change and facilitate the moving puzzle pieces for organizational transformation.”

Ultimately, the Ocean State is taking digital transformation in state government to new levels. Harnessing cross-agency collaboration and improving digital accessibility are key to improving digital transformation for public servants and citizens alike.



Conclusion

No single digital transformation project will look alike at any government organization, be it at the federal, state or local levels, but one commonality remains: Digital transformation is more than just the latest tech trends. Digital transformation requires serious change management, a rethinking of organizational structures, communication and collaboration, and supportive networks to help users navigate the changes.

Essentially, digital transformation cannot be achieved without incorporating all the important components: people, processes and technology. By understanding your role in the grand scheme of your organization's digital efforts, you can be a more effective participant and even help others digitally transform government for the better.

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GovLoop's mission is to inspire public sector professionals by serving as the knowledge network for government. GovLoop connects more than 270,000 members, fostering cross-government collaboration, solving common problems and advancing government careers. GovLoop is headquartered in Washington, D.C., with a team of dedicated professionals who share a commitment to the public sector.

For more information about this report, please reach out to info@govloop.com

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