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DHS DIGITAL TRANSFORMATION

I. Purpose

A. This Directive establishes the Department of Homeland Security (DHS) policy regarding Digital Transformation, and formalizes the roles of the DHS Digital Service and the DHS Office of the Chief Technology Officer regarding Digital Transformation. Digital Transformation is a combination of re-engineering and deployment of digital technology and uses design, technology, and data to improve performance. DHS Digital Transformation initiatives leverage advances in technology - such as cloud services, data analytics, mobility, artificial intelligence, and smart embedded devices - to improve mission performance, customer relationships, and internal processes. DHS constantly monitors technology and assesses those developments for transformational opportunities.

B. In order to achieve Digital Transformation, DHS combines digital technology activity with strong business and technology leadership in three key areas: customer experience, mission delivery, and business processes. DHS continuously deploys small, empowered, highly-skilled teams to address acute, high priority opportunities, and at the same time, focuses efforts to transform the department-wide organizational performance enhancements across a broad set of challenges within the DHS mission.

II. Scope

This Directive applies to the Digital Transformation of the entirety of DHS, and specifically to the roles and responsibilities of the Deputy Secretary, the Under Secretary for Management (USM), the Chief Information Officer (CIO), the Chief Technology Officer (CTO), and the DHS Digital Service (DHS DS) in terms of Digital Transformation.

Nothing in this Directive modifies or restricts the existing responsibilities of the DHS Joint Requirements Council, Chief Privacy Officer, or Chief Information Security Officer. This Directive does not adjust policy regarding information security or privacy in any way. Digital Transformation – and its set of priority actions – complements other ongoing IT efforts and processes across the Department.

III. Authorities

A. Public Law 104-106, "National Defense Authorization Act for Fiscal Year 1996, Division E, "Information Technology Management Reform"

B. Public Law 107-347, "E-Government Act of 2002"

C. Public Law 113-291, "Carl Levin and Howard P. 'Buck' McKeon National Defense Authorization Act for Fiscal Year 2015," Title VIII, "Acquisition Policy, Acquisition Management, and Related Matters," Subtitle D, "Federal Information Technology Acquisition Reform"

D. Office of Management and Budget (OMB) Memorandum M-10-06, "Open Government Directive (December 8, 2009)"

- E. OMB Memorandum M-10-22, "Guidance for Online Use of Web Measurement and Customization Technologies (June 25, 2010)"
- F. OMB Memorandum M-11-24, "Implementing Executive Order 13571 on Streamlining Service Delivery and Improving Customer Service (June 13, 2011)"
- G. OMB Memorandum M-13-13, "Open Data Policy-Managing Information as an Asset (May 9, 2013)"
- H. OMB Memorandum M-17-06, "Policies for Federal Agency Public Website and Digital Services (November 8, 2016)"
- I. OMB Circular A-130, "Managing Information as a Strategic Resource (July 28, 2016)"
- J. OMB, "Digital Government: Building a 21st Century Platform to Better Serve the American People"
- K. OMB, "Digital Services Playbook (August 11, 2014)"
- L. DHS Delegation 04000, "Delegation for Information Technology"

IV. Responsibilities

- A. The **Transformation Executive Council (TEC)**:
 - 1. Consists of the Deputy Secretary, USM, CIO, CTO, and the Executive Director of DHS DS.
 - 2. Establishes priorities and resource allocation for Digital Transformation initiatives across the Department.
 - 3. Reviews progress, directs necessary policy changes, and ensures collaboration and support from all relevant stakeholders.
- B. The **Deputy Secretary**:
 - 1. Serves as the Chair of the TEC.
 - 2. Is the senior executive responsible for Digital Transformation.
 - 3. Meets regularly with TEC members to review progress and provide direction for all relevant activities.
 - 4. Serves as the executive sponsor of DHS DS.
 - 5. Interviews and selects the Executive Director of DHS DS in conjunction with the USM, CIO, CTO, and U.S Digital Service Headquarters in OMB.
- C. The **USM**:
 - 1. Serves as the Deputy Chair of the TEC.
 - 2. Reviews progress and prioritizes Digital Transformation for mission support operations and processes.

3. Leverages Management Directorate authorities, such as acquisition programs and investment decisions, to support TEC initiatives.

4. Facilitates an experience for digital talent candidates (for critical roles in the Office of the Chief Technology Officer, DHS Digital Service, and other organizations) that matches or exceeds candidate experiences for private sector digital roles, to include frequent and clear communication, efficient timelines for hiring actions, and providing new digital staff with modern collaboration tools and equipment.

D. The CIO:

1. Oversees the management of Digital Transformation within the Department;

2. Reviews progress towards Digital Transformation for all programs and processes across the CIO community and prioritizes DHS HQ resources; and

3. Leverages the CIO's statutory authorities to support and enable TEC initiatives.

E. The CTO:

1. Supports Digital Transformation by developing prioritized initiatives for consideration, as approved by the TEC.

2. Develops and manages the following capabilities within the Office of the CTO a part of the Office of the CIO, in support of Digital Transformation:

A. Digital Innovation: Continuously monitors the state of modern and emerging digital technologies across the public and private sectors. Develops, maintains, and shares expertise and knowledge in relevant technology domains. Identifies and incubates key technology products and solutions aligned with mission needs, and facilitates operationalization within DHS.

B. Enterprise Architecture (EA): Obtains and maintains visibility into all mission and capability portfolios to assist in the identification of gaps and opportunities, and development of Digital Transformation roadmaps. Enables leadership to prioritize available resources to support mission functions and ensures that mission requirements drive technology investments.

C. Program Oversight & Support: Engages mission programs, leveraging oversight and collaboration mechanisms to guide decisions towards digital transformation goals. Provides expertise and resources to help programs improve outcomes, while encouraging innovation and modern best practices. Provides program-level support for 'interventions' in acutely troubled programs.

D. Process & Organizational Change: Leverages technology, data, and design to re-engineer and automate key processes, to improve collaboration and productivity, and to provide an in-depth understanding of mission needs gained through Program Oversight and EA. Drives

changes in policy and organizational structures to support other elements of the Digital Transformation.

E. Digital Talent: In cooperation with Human Capital personnel and processes, facilitates the recruitment, selection, placement, and empowerment of a skilled digital workforce through modern tools and work environments.

F. The **Executive Director, DHS Digital Service:**

1. Drives the transformation of DHS's most critical public-facing transactional services through technology, data, and design. DHS DS is organized around a small number of Service Areas, which are broadly defined by how different groups of people interact with DHS and the Federal Government at large, rather than focusing on specific Components, Programs, or IT systems. Each Service Area employs small, semi-autonomous teams of Digital Services Experts to engage with existing programs and teams and to share private sector best practices, coordinate across programs and systems that serve the same users, and start new initiatives as appropriate.

2. In conjunction with the CIO and CTO, incubates the development of common infrastructure to enable digital services across DHS to succeed. This may include pilot programs in digital service acquisition, shared services, and IT infrastructure and operations, with the intent to transfer successful pilot programs to other offices to continue operations.

3. In support of the Digital Talent function, helps recruit top software engineers, product managers, and designers from the private sector for term-limited tours of duty in DHS DS and other roles across DHS. The Executive Director serves in a term-limited executive position to ensure knowledge of current private sector best practices.

4. Reports daily to the CIO and manages DHS DS as the DHS branch of the United States Digital Service (USDS). DHS DS is an office within the OCIO and the DHS branch of USDS. Acts as DHS's primary liaison to USDS Headquarters and other departments' Digital Service teams.

5. Collaborates closely with the CIO, CTO, and Component CIOs in support of an integrated approach to Digital Transformation in accordance with relevant federal requirements.

G. The **Component Heads:**

1. Ensure alignment and support of DHS-wide Digital Transformation activities and those within their Components.

2. Ensure Component Chief Information Officers are empowered and enabled to support and participate in Digital Transformation activities.

3. Ensure programs are empowered and enabled to support and participate in Digital Transformation activities.

V. Policy and Requirements

It is DHS policy to:

- A. Aggressively pursue Digital Transformation of customer experience, mission delivery, and business processes by combining digital technology activity with strong business and technology leadership.
- B. Recruit and retain top digital talent to DHS by using all available authorities to rapidly hire and onboard candidates and provide new digital staff with modern collaboration tools and equipment.
- C. Utilize small, empowered, highly skilled teams to address critical priorities in Digital Transformation.
- D. Build and deploy digital services using modern best practices, including the 13 plays of the U.S. Digital Services Playbook:
 - 1. Understand what people need;
 - 2. Address the whole experience, from start to finish;
 - 3. Make it simple and intuitive;
 - 4. Build the service using agile and iterative practices;
 - 5. Structure budgets and contracts to support delivery;
 - 6. Assign one leader and hold that person accountable;
 - 7. Bring in experienced teams;
 - 8. Choose a modern technology stack;
 - 9. Deploy in a flexible hosting environment;
 - 10. Automate testing and deployments;
 - 11. Manage security and privacy through reusable processes;
 - 12. Use data to drive decisions; and
 - 13. Default to open.

VI. Questions

Address any questions or concerns regarding this Directive to the OCIO.



Chip Fulghum
Deputy Under Secretary for Management and Chief
Financial Officer

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Date