50 Shades of Agile

Presented by Joshua Seckel
Agenda

**Objective:** How can agile programs meet government oversight and reporting requirements? Increase transparency to the public!

**Agenda:**

- Agile Execution within Government
- Current Contracting and Program development
- Oversight Legal Requirements
- Meeting current reporting requirements
- What changes can we drive toward
- Questions
Intro me

- Joshua Seckel
  Chief of Applied Technology Division at USCIS
  Lead DHS Agile IPT, Federal Birds of a Feather
  ICAgile Certified Expert Agile Coach
  2nd Dan Black Belt in Taekwondo
Agile execution within Federal

Contractor and Federal Team Continuum
Retrospectives bring change

[Diagram showing categorization of actions:]
- Continue doing
- Stop doing
- Start doing

[Card labels:
- Drop: Long Meetings
- Add: Pairing between QA and Devs
- Improve: Greater attention to broken builds]

[Icons and descriptions:
- Propellers: what moves us forward
- Life Preserver: what can save or help us
- Anchors: what holds us back
- Rocks: Where can we crash]
Where do we end up?
CONTRACTING FOR AGILE VS AGILE CONTRACTING
Contracting resources

- TechFAR
  - https://github.com/WhiteHouse/playbook/blob/gh-pages/_includes/techfar-online.md

- Digital Services Playbook
  - https://playbook.cio.gov/

- Case studies
  - https://www.whitehouse.gov/sites/default/files/microsites/ostp/innovative_contracting_case_studies_2014_-_august.pdf

- FITARA
USCIS Examples

- **FADS – Flexible Agile Development Services**
  - Contract for new work
  - 6 month options
  - 4 awards
  - Up to 20 teams

- **TICS – Transformation Integration and Configuration Services**
  - Delivery Pipeline Support
  - Collaborative with FADS

- **JETS – Joint Engineering Team - Sustainment**
  - O&M
  - Portfolio Based
Agile Contracting Examples

GSA 18F prototype

DHS Procurement Innovation Lab
OMB 300 and 53
IT Dashboard – Public transparency

https://itdashboard.gov/
GAO Guidance

GAO identified 14 challenges with adapting and applying Agile in the federal environment (see table).

<table>
<thead>
<tr>
<th>Table: Federal Challenges</th>
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<td>Teams had difficulty collaborating closely.</td>
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<td>Teams had difficulty transitioning to self-directed work.</td>
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<td>Staff had difficulty committing to more timely and frequent input.</td>
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<td>Agencies had trouble committing staff.</td>
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<td>Timely adoption of new tools was difficult.</td>
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<td>Technical environments were difficult to establish and maintain.</td>
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<td>Agile guidance was not clear.</td>
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Source: GAO.
Tech Stats

The Federal Government has spent over $600 billion on information technology (IT) over the past decade. Far too often, IT projects, especially large projects, cost hundreds of millions of dollars more than they should, take years longer than necessary to deploy, and deliver technologies that are obsolete by the time they are completed.

As a result of the state of IT projects across the Federal Government, the Office of Management and Budget (OMB) launched TechStat Accountability Sessions (TechStat) in January 2010. A TechStat is a face-to-face, evidence-based accountability review of an IT investment, it enables the Federal Government to intervene to turn around, halt or terminate IT projects that are failing or are not producing results for the American people.

Since January 2010, OMB has led over 60 TechStat sessions, including 38 high priority reviews between August and December 2010. These reviews resulted in $3 billion in total cost implications and an average acceleration of deliverables from over 24 months to 9 months.
### Common Baseline for IT Management

**Section**
- **Budget Formulation**
  - **A1**: Visibility of IT resource plan decisions to CIO
  - **A2**: Visibility of IT resource plan decisions in budget materials
- **Budget Execution**
  - **F1, F2**: Visibility of IT expenditures reporting to CIO
- **Acquisition**
  - **I1**: Shared acquisition and procurement responsibilities
- **Organization & Workforce**
  - **P1, P2**: IT Workforce planning

**Responsibility**

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<th>Section</th>
<th>Description</th>
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<tr>
<td>Visibility</td>
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<td><strong>B1, B2</strong>: CIO role in pre-budget submission for programs <strong>C1, C2</strong>: CIO role in planning program management</td>
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<td>Planning</td>
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<td><strong>H1, H2</strong>: CIO role on program governance boards <strong>F2</strong>: Participate with CIO on governance boards <strong>J1</strong>: CIO role in modification, termination, or pause of IT <strong>G1</strong>: CIO defines IT processes and policies</td>
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<td>Governance</td>
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<td><strong>K2</strong>: CAO is responsible for ensuring contract actions which require IT are consistent with CIO-approved plans and strategies <strong>I1, I2</strong>: Shared acquisition and procurement responsibilities</td>
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<td>Program Collaboration</td>
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<td><strong>E1, E2</strong>: Ongoing CIO engagement with program managers</td>
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<td>Certifications &amp; Approvals</td>
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<td><strong>D1, D2</strong>: CIO reviews and approves major IT investment portion of budget request <strong>L1, L2</strong>: CIO approval of reprogramming requests <strong>K1</strong>: CIO review and approval of acquisition strategy and acquisition plan <strong>M1</strong>: CIO approval of new bureau CIOs</td>
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[https://management.cio.gov/](https://management.cio.gov/)
Meeting reporting requirements
Changes

- Budget based delivery
- Only report value based on deployed code (in production and used)
- Engaged governance
- Governance at Executive Steering Committee level (or lower)
- Six month (maximum) contract options
- Contracts based on contract, not system requirements
- Lean procurement processes
Discussion

- This is NOT Agile for government
- What additional changes should be made?
- What action can we take to implement this change?
### Questions

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Contact info

- Joshua Seckel
- Joshua.A.Seckel@uscis.dhs.gov
- Twitter: jaseckel
- Blog: www.federalagilesolutions.com
- IMDB: http://www.imdb.com/name/nm6007819/?ref_=fn_al_nm_10