

# Seven Tips to Transform Government Services

Innovation Nation: IT Services

Jonathan Alboum, Federal CTO and  
Principal Digital Strategist, ServiceNow

# Seven Tips to Transform Government Services

Innovation Nation: IT Services

Jonathan Alboum, Federal CTO and  
Principal Digital Strategist, ServiceNow



**Introduction**

Letter from Jonathan

Step 1: Infrastructure

Step 2: Framework

Step 3: Implementation

Step 4: Sponsorship

Step 5: Processes

Step 6: Repeatability

Step 7: Work Roles

Customer success stories

Learn more

## Introduction

Digital transformation has been a key focus of government IT teams and operational groups for several years. However, 2020 saw the digitization of government service massively accelerated by the need to keep the government working while moving most of the federal workforce to a remote work arrangement.

Although digital transformation uses technology as a tool, services delivered are not the domain of IT alone. The goal of digital transformation is to modernize service delivery across the organization. This means delivering intuitive, efficient, and secure services to employees so that employees can provide the same to citizens. Digital transformation impacts how human resources, finance, compliance, maintenance, and more complete their daily work and overall mission.

IT modernization not only presents the opportunity to update legacy platforms, but it is also the chance for government leaders to reimagine work within their agency, foster best practices, and develop a faster, better way to achieve their mission.

ServiceNow delivers cloud-based service management and operations solutions, built on the Now® Platform, allowing government agencies to optimize workflows. With the Now Platform, IT leaders can provide greater visibility into systems and data, leading to a proactive, digital framework for operations.

This report will explore the seven steps that government IT leaders can take to implement digital workflows that transform service delivery.

## A Letter from Jonathan Alboum, Principal Digital Strategist for Federal Government, ServiceNow

A Letter from Jonathan Alboum, Principal Digital Strategist for Federal Government, ServiceNow

While digital transformation stretches far beyond the IT department, CIOs and tech leaders are tasked with implementing the tools that enable a more automated, digitally driven approach to work. They are frequently held back by a maze of departmental silos and undocumented workflows. But this challenge can become an opportunity to fundamentally change how agencies view, access, and use data. This happens when IT teams lead the charge to map infrastructure, document business processes, rethink dated manual workflows, and show people throughout the organization how to reimagine the way government works.

Today's government has siloed experiences. For example, there are 38 different loan programs in the federal government, and none are connected. Each program is run based on the administrative and procedural needs of the owning agency. This means the public must understand how each agency works to navigate the right options for them successfully. As a citizen, it would be incredibly helpful if once you started an application for one loan program, you could choose to have your information sent to other loan programs that might be right for you. Doing this means treating citizens like customers of the entire federal government, not just individual agencies.

This is a huge goal—a National Digital Strategy—but it can start with individual agencies becoming more customer-centric on how they offer their services. This process begins with enabling offices throughout an agency to leverage existing data through new workflows to drive mission success.

Transforming how government works involve creating a new platform for customer-centric government. We've identified seven distinct steps to achieve this first phase—transforming government service delivery. We hope these steps will help provide a roadmap for your efforts to create a more efficient, personalized, responsive, and resilient government.

**Jonathan Alboum**

Federal CTO & Principal Digital Strategist, ServiceNow

Introduction

**Letter from Jonathan**

Step 1: Infrastructure

Step 2: Framework

Step 3: Implementation

Step 4: Sponsorship

Step 5: Processes

Step 6: Repeatability

Step 7: Work Roles

Customer success stories

Learn more



Introduction

Letter from Jonathan

**Step 1: Infrastructure**

Step 2: Framework

Step 3: Implementation

Step 4: Sponsorship

Step 5: Processes

Step 6: Repeatability

Step 7: Work Roles

Customer success stories

Learn more

## Step 1: Understand your current state

Digital transformation requires a transparent organization. After all, how can you serve as a trusted advisor if you can't get a handle on the technology you own? Map your infrastructure and business services to identify relationships between the two.

Every service relies on interacting IT components—databases, servers, networks, and cloud services. With one system of record, teams can understand the health of their environment, leading to better evaluation of service impacts and proactive solution implementation.

By mapping your infrastructure and business services, you can identify the user communities affected by new changes. Teams can send targeted alerts and updates to only the affected users, rather than global email blasts for every incident or planned outage.

### Pro Tip

Map business services in your configuration management database (CMDB) so teams can better communicate and evaluate user impact.



[Introduction](#)[Letter from Jonathan](#)[Step 1: Infrastructure](#)[Step 2: Framework](#)[Step 3: Implementation](#)[Step 4: Sponsorship](#)[Step 5: Processes](#)[Step 6: Repeatability](#)[Step 7: Work Roles](#)[Customer success stories](#)[Learn more](#)

## Step 2: Establish a common framework

The team must have a common vocabulary and framework as the foundation for any implementation. Think of it as a shared language. The goal is to make sure all teams—IT or not—are on the same page.

One option is to use Information Technology Infrastructure Library (ITIL) principles and develop a defined core IT process framework. This way, individuals across departments have standard definitions and processes to reference when discussing suggested changes and solutions. Additionally, consider NIST guidelines and RMF language as part of your framework creation.

For example, everyone needs to understand the difference between an incident and a request. ITIL provides the framework, and you and your team can create the processes and associated workflows for a consistent user experience. An example outside of IT: if a new service catalog item is named “onboarding,” every team will have a shared understanding of what this means and what should be included.

### Pro Tip

Agreeing to use ITIL terminology and creating a system of record in a CMDB can help standardize processes and make them consistent and repeatable.

[Introduction](#)
[Letter from Jonathan](#)
[Step 1: Infrastructure](#)
[Step 2: Framework](#)
[Step 3: Implementation](#)
[Step 4: Sponsorship](#)
[Step 5: Processes](#)
[Step 6: Repeatability](#)
[Step 7: Work Roles](#)
[Customer success stories](#)
[Learn more](#)

## Step 3: Document the processes

After creating your foundational map, a service management solution's initial focus should be to get IT on board with automating operations.

IT teams should standardize and enter information about infrastructure elements and services into the CMDB to see the relationship between them. The CMDB will be your system of record for configuration items (CIs) in your organization. From here, you can then codify service best practices into workflows associated with those infrastructure types.

Starting with routine processes (requests for system access, password, and account logout resets, and requests for equipment) will prompt IT staff to analyze and document existing procedures, define approval and activity flows, and identify where exceptions might apply.

The goal is to gain experience, create transparent, repeatable processes, and build capabilities that other departments can leverage while improving IT response time and setting the team up for success.

This is your chance to reimagine how work flows in your organization. Don't just "lift and shift" paper-based processes to digital workflows. Stop and examine how work gets done, and then imagine how you'd perform that work if you started from scratch in a digital platform. Building flexibility for distributed or remote workflows will help make your organization more resilient, as well.

### Pro Tip

Involve key departmental stakeholders during this step to help them understand the value of automating their workflows. These employees outside IT will become your raving fans and help build momentum for enterprise adoption.

[Introduction](#)[Letter from Jonathan](#)[Step 1: Infrastructure](#)[Step 2: Framework](#)[Step 3: Implementation](#)[Step 4: Sponsorship](#)[Step 5: Processes](#)[Step 6: Repeatability](#)[Step 7: Work Roles](#)[Customer success stories](#)[Learn more](#)

## Step 4: Cultivate executive sponsorship

Involve key executives from across the organization to help choose processes to automate. These leaders do not have to be from IT. They can be program officials, managers, or even those who primarily support the services. These sponsors can help identify which processes to digitize, and they can help test and confirm workflows in development.

It's important to show what you're doing and explain why. Branding and marketing matter. Create multi-channel marketing and communications plan to launch new solutions. Your sponsors and campaign can generate excitement for recent changes and make for a more seamless implementation. Organizational change will be smoother with an inter-departmental team driving toward the same goal.

### Pro Tip

The earlier you involve the team members who will use the system as trusted advisors, the smoother the implementation, and the more fans you will have!



## Step 5: Start with high-visibility processes...

Working together with your executive sponsors, look for manual processes with a high level of awareness and currently demand significant time and effort—the low-hanging fruit. Digitizing these processes will yield immediate results. To find these processes, ask other departments to submit processes that hinder efficiency.

Consider paper-based processes that require multiple reviews and approvals in specific sequences. Automated workflows can significantly cut the execution time for these activities by removing the time it takes to physically transport a document from person to person. Digitization has the power to transform processes like contract workflows, employee onboarding, transfers, and offboarding.

### Pro Tip

Focus on processes involving well-placed, potential raving fans who will help drive adoption in the long-term. Removing paperwork headaches from directors and department heads will get noticed quickly!

[Introduction](#)[Letter from Jonathan](#)[Step 1: Infrastructure](#)[Step 2: Framework](#)[Step 3: Implementation](#)[Step 4: Sponsorship](#)[Step 5: Processes](#)[Step 6: Repeatability](#)[Step 7: Work Roles](#)[Customer success stories](#)[Learn more](#)

[Introduction](#)
[Letter from Jonathan](#)
[Step 1: Infrastructure](#)
[Step 2: Framework](#)
[Step 3: Implementation](#)
[Step 4: Sponsorship](#)
[Step 5: Processes](#)
[Step 6: Repeatability](#)
[Step 7: Work Roles](#)
[Customer success stories](#)
[Learn more](#)

## Step 6: ...then focus on building repeatable workflows

Everything you do at work is a business process, so the idea is to take each business process out of institutional knowledge and backstory, codify it in a workflow, and make it consistent and repeatable.

Documentation ensures consistency of service delivery. With associated service level agreements (SLAs), departments are accountable to a standard of performance. With common dashboards and performance metrics, your team can show their progress transparently.

Build workflows that can be easily adapted to handle similar cases. For example, every department and agency have HR functions—all with common processes: onboarding, offboarding, setting up payroll, activating security badges, ordering equipment, and processing related documents. A digital workflow for these processes can be repeated across approximately 80% of agencies and departments, eliminating the need to recreate a new process for each department. You can spend your time focusing on making each department's process unique, tailoring the workflow to suit.

### Pro Tip

Documenting business processes ensures you are taking the process beyond institutional knowledge, making it outlast any employee's tenure. With so many key workers at or near retirement age, capturing this information is more important than ever.



Introduction

Letter from Jonathan

Step 1: Infrastructure

Step 2: Framework

Step 3: Implementation

Step 4: Sponsorship

Step 5: Processes

Step 6: Repeatability

**Step 7: Work roles**

Customer success stories

Learn more

## Step 7: understand work roles

IT services impact users inside and outside IT. Some processes require specific people to participate, while others require only a particular role. Whatever the case, all teams should be aware of who is responsible for what and to whom they are accountable. It is helpful to have defined governance, including steering committees and user groups.

For workflows with long approval chains, such as purchase contract execution, the benefits can be tremendous. These contracts may have to pass from external vendors to purchase administrators, various department heads, finance teams, and even the legal team. Without tight controls, chains of approval can seem endless, and progress can slow to a crawl. But with clear communication and established work roles, teams can collaborate, easily track status, and hold each other accountable.

### Pro Tip

By defining a role for a process, rather than an individual, you prevent issues that arise when a key person is out of the office or no longer with the organization.



## A government agency used ServiceNow to slash its IT service delivery times in half

### Challenge

Remove multiple disconnected systems, provide end-to-end service visibility, and prioritize IT investments to improve services that help prevent illness and promote healthy living.

### Results

# 50%

reduction in service delivery

# 600

service improvements in one year

# 90%

customer satisfaction up from 77%

[Introduction](#)[Letter from Jonathan](#)[Step 1: Infrastructure](#)[Step 2: Framework](#)[Step 3: Implementation](#)[Step 4: Sponsorship](#)[Step 5: Processes](#)[Step 6: Repeatability](#)[Step 7: Work roles](#)[Customer success stories](#)[Learn more](#)

## A government agency used ServiceNow to build world-class services to match world-class quality of life

### Challenge

Adopt a single enterprise IT service solution that is easy to use and provides transparency into and accountability for service delivery.

### Results

9

FTEs reassigned to focus on citizen services

7

government departments consolidated on one platform

52%

less time spent processing records requests

Introduction

Letter from Jonathan

Step 1: Infrastructure

Step 2: Framework

Step 3: Implementation

Step 4: Sponsorship

Step 5: Processes

Step 6: Repeatability

Step 7: Work roles

**Customer success stories**

Learn more

## A government agency used ServiceNow to elevates its service delivery

### Challenge

Accelerate the adoption of automation to drive critical cost savings and service improvements

### Results

**\$100K+**

annual savings generated through creation of an inhouse developer team

**30+%**

expected decrease in resource demands over 5 years

**30%**

reduction in general IT costs

Introduction

Letter from Jonathan

Step 1: Infrastructure

Step 2: Framework

Step 3: Implementation

Step 4: Sponsorship

Step 5: Processes

Step 6: Repeatability

Step 7: Work roles

**Customer success stories**

Learn more



## A government agency promotes a digital mindset, with workflows built on ServiceNow

### Challenge

Drive self-service across IT to unlock operational efficiencies and promote a cultural shift

### Results

**81K**

monthly IT service requests

**150K**

virtual and end-user devices managed

**28%**

chats resolved by ServiceNow Virtual Agent

Introduction

Letter from Jonathan

Step 1: Infrastructure

Step 2: Framework

Step 3: Implementation

Step 4: Sponsorship

Step 5: Processes

Step 6: Repeatability

Step 7: Work roles

**Customer success stories**

Learn more

# Seven Tips to Transform Government Services

## Innovation Nation: IT Services

ServiceNow partners with government agencies to help them speed delivery of key services—all with better efficiency and lower costs. With a single cloud platform, we pledge to improve your efficiency and engagement by:

- Proactively addressing issues before they impact citizens leading to improved citizen engagement
- Deliver stable, digital solutions that enhance staff productivity immediately
- Mapping and managing key services to automate cross-team workflow

**Learn more about ServiceNow's work with government agencies.**

**GET DETAILS**