

FEDERAL LEADERS
Digital Insight Study

FEBRUARY 4, 2016



Table of Contents

Executive Summary	1
Background	2
Federal Leaders Embrace of Digital Technology	4
Barriers Preventing Government’s Full Embrace of Digital Technology	7
Achieving the Transformative Promise of Digital	10
Conclusion	13
Appendix 1	14
Appendix 2	15

Executive Summary



In 2015, the National Academy of Public Administration (the Academy) and ICF International (ICF) released the report on our first *Federal Leaders Digital Insight Study* (hereafter *Study*), an effort borne out of a simple premise: Digital technology is a pervasive force that is transforming the everyday lives of Americans and, increasingly, our government.

This year, we are releasing the results of our second survey, which again surveyed a random sample of 10,000 federal leaders, and also included a series of focus groups to provide context.¹ The results reinforce not only the notion that digital technology is changing the way we interact with each other and our governing institutions, but also that the federal government continues to embrace it. Further, this year's *Study* finds that while federal agencies are making progress meeting the public's rising expectations of digital adoption, the accelerating pace of technological change causes concern that the government will continually lag behind the private sector. This is particularly true with the emphasis on security in the wake of the breach at the Office of Personnel Management.

Once again, this year's *Study* is informed and guided by a panel of independent experts made up of the Academy's fellows², who have included a series of recommendations to policy makers to improve the government's adoption and application of digital technology to better serve stakeholders.

The panel's recommendations focus on actions that leverage existing institutions (such as the Chief Information Officers' Council and the President's Management Council) and agencies' resources and experiences to adopt and apply digital technology throughout government. These include identifying best practices to be shared across agencies; creating standards for hiring the best possible digital technology professionals; embracing ways to foster digital innovation and reimagining; ensuring that digital security is effective while not hindering the application of technology; and continuing to measure stakeholder satisfaction with the digital government. None of these recommendations requires new legislation.

In sum, the findings and recommendations highlight the challenge of applying new technology not just to make existing government business processes better, but also to underscore the idea if that if government is going to keep pace with the private sector, it must foster true reimagining and transformation of digital operations to make them more effective and efficient for the American people.

For more information on this and last year's *Study* as well as detailed survey results, visit

icfi.com/digital-government-transformation

The Academy's Panel of Expert Fellows

The Academy convened the following panel of six of its expert fellows to guide and inform the *Study*:

- **Dan Chenok (Panel chair)**—Executive Director of the IBM Center for The Business of Government and former Branch Chief for Information Policy and Technology with the Office of Management and Budget
- **Governor Parris N. Glendening**—President of Smart Growth America's Leadership Institute and former Governor of Maryland
- **Bev Godwin**—Senior Advisor, Bureau of International Information Programs, U.S. Department of State
- **Jeffrey Neal**—Senior Vice President, ICF International and former Chief Human Capital Officer, U.S. Department of Homeland Security
- **Nancy Potok**—Chief Operations Officer, United States Census Bureau
- **Andrew Whitford**—Alexander M. Crenshaw Professor of Public Policy, School of Public and International Affairs, University of Georgia

¹ For more information on the *Study* methods, see Appendix 1

² For a complete list of Academy fellows and the *Study* team, see Appendix 2

Background



When the Academy and ICF joined forces to study the extent to which the federal government was adopting and applying digital technology to serve stakeholders, we intended the initial survey to serve as a benchmark. We released the first *Study* in January 2015 and promised to return a year later to measure progress.

It is clear that the pace of digital change is continuing to accelerate. According to a 2015 Pew Research Center study,³ two-thirds of American adults now own a smartphone, up from 35 percent just four years ago. These devices have transformed nearly everything in our daily lives and are dictating the public's perception of the increasing pace of change. Reports of how digital technology is improving the customer experience and enabling transformation in the private sector have become commonplace:

- Uber, a “shared economy” success story, enabled by digital technology, has dramatically transformed the taxi business through its enhanced customer experience. Founded in 2009, the company has grown tremendously and achieved financial success. Operating in more than 300 cities and 60 countries, Uber is valued at \$51 billion. Though the service has its detractors, the company continues to inspire similar services and revolutionize the car-for-hire business.
- Airbnb, another “shared economy” success, is valued at \$25.5 billion, with more than 1.5 million home rental listings in 34,000 cities and 190 countries.
- The banking industry, one of the pioneers of digital services, continues to expand digitally while contracting its traditional brick and mortar locations. Antony Jenkins, former chief executive of Barclays, claimed that technology is an “unstoppable force” that will lead to better customer service even while his industry sheds its physical presence. Jenkins predicted that over the next 10 years, Barclays could cut between 26,000 and 66,000 jobs worldwide and close between 280 and 700 branches.

As the digital revolution provides consumers with new conveniences and tremendous access to information and

³ Aaron Smith, “Smartphone Use in 2015,” Pew Research Center, April, 2015. Available at: <http://www.pewinternet.org/2015/04/01/us-smartphone-use-in-2015/>

What Do We Mean By Digital Technology?

Technology that systemically connects people with each other and with information (i.e., data or content). This includes transactional services (e.g., online forms, benefits applications, ecommerce) across a variety of devices (e.g., mobile, tablet, desktop), and delivery mechanisms (e.g. websites, mobile applications, and social media). For the purposes of this Study, the term “digital technology” does not include the underlying IT systems that provide infrastructure or computing platforms.

services in their private lives, it is reasonable for Americans to expect a similar digital experience elsewhere, including when they interact with government.

Keeping pace with rapid technology change is a challenge for any organization, and even more so for the federal government. Many people argue that the government's inherent and unique constraints—including scale, necessary protections to ensure fair and open competition, Congressional oversight, unpredictable budgets, and the lack of a profit motive—mean that it simply lacks the agility and motivation relative to its private sector counterparts to fully exploit technologies to improve service to the public, engage stakeholders, and communicate with vendors.

Others argue that the interest in serving the public is a sufficient motivator, even while agreeing that government's limitations hinder its ability to move quickly in the face of rapid technological change. And some experts go so far as to posit that failing to meet rising expectations will erode the public's faith and trust in government. In a recent report, Forrester analyst Rick Parrish argues that, “[w]eak federal customer experiences weaken people's pride in the country, their

optimism for the country's future, and their expectations for the capabilities of government."⁴

Senior Obama Administration officials are acutely aware of the stakes. U.S. Digital Service Administrator Mikey Dickerson states that Americans' expectations for digital technology within government are set by companies like Apple, Facebook, and Uber.⁵ His deputy, Haley Van Dyck, went further to say, "[W]hen you shift to government and try to get student loans or get your Social Security check or are a veteran trying to apply for benefits, it's not the same experience. And what that creates is fundamentally a lack of trust."⁶

Last year's *Study* reinforced the idea that, despite its inherent limitations, the government showed much progress and potential in adopting and applying digital technology to the benefit of stakeholders. We offered key findings and recommendations in the following areas:

- The government digital environment
- Digital strategy
- Work/life integration
- Workforce training, recruiting, and retention
- Acquisition

Last year's *Study* laid down a marker against which to benchmark federal leaders' perceptions of the government's progress. To summarize its conclusions,

[The inaugural] study shows a federal workforce that is knowledgeable about digital technology, has seen productivity increases as a result of it, believes technology makes agencies more efficient, and that it helps government better serve the public. The findings reveal a number of challenges, including concerns that the government cannot keep pace with the rate of technological advances and the perception—not always supported by reality—that the private sector procures and adopts technologies more effectively.

⁴ Rick Parrish, et al, "The U.S. Federal Customer Experience Index, 2015," Forrester Research, Inc, August 13, 2015. Available at <https://www.forrester.com/The+US+Federal+Customer+Experience+Index+2015/fulltext/-/E-RES120202>

⁵ Billy Mitchell, "USDS Execs: Americans Expect Uber-like Government," FedScoop.com, November 12, 2015. Available at <http://fedscoop.com/usds-execs-americans-expect-uber-like-government>

⁶ Ibid.

Even with its challenges, use of digital technology in government today is widespread. But the government's unique challenges may hamper its ability to make more effective use of technological advances. In part, that's why this year's *Study* went a step further to focus on how well the government is transforming itself through digital.

Study Findings and Recommendations

The Academy's panel of experts reviewed the survey data, open-ended responses, and focus groups' transcripts. The panel grouped the findings into three general themes:

1. Federal leaders embrace of digital technology;
2. Barriers preventing government's full embrace of digital technology;
3. Achieving the transformative promise of digital.

Within these themes, the panel identified specific findings from the survey data and focus group transcripts. Then the panel agreed on specific recommendations that, if adopted and fully implemented, would lead to substantive progress in the government's ability to identify and deploy digital technology in innovative ways that could transform government services.



1. Federal Leaders Embrace of Digital Technology

In last year's *Study*, we found that federal leaders have embraced technology and believe that it improves personal and agency productivity. There is no doubt that digital technology has moved into virtually every aspect of public employees' lives, both at home and at work. In that respect, the government has already made tremendous progress. Unlike years past, when some federal managers bragged about not having a computer at their desks, now they have one at work, one at home, and another one (or two) in their pockets. They see the benefits of digital technology, and want more of it.

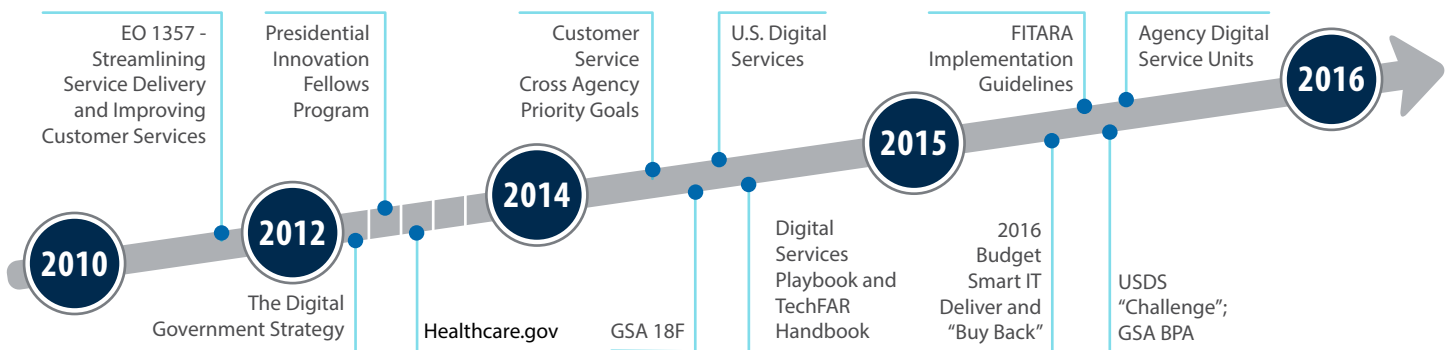
Indeed, the Obama Administration has prioritized a set of policies for the federal government designed to speed agency adoption of digital technology and services to meet stakeholder expectations (Figure 1). In 2012, the White House launched the Digital Government Strategy, a roadmap

designed to help agencies bring better digital services to the public. Driven by its experience with Healthcare.gov, the administration created the U.S. Digital Service as well as job aids such as the Digital Services Playbook and TechFAR.

Agencies have likewise stepped up their efforts. The General Services Administration launched 18F, a team of digital innovators consulting with agencies to bring new applications to the public. Other agencies have created their own internal innovation and digital service units as well as new executive policy-level positions focused on customer experience and digital technology.

Given continually rising stakeholder expectations for digital engagement—as well as ongoing administration and agency efforts—we used this year's survey to assess progress over the last 12 months.

FIGURE 1:
Select Obama Administration Efforts to Encourage Agencies to Adopt and Leverage Digital Technology



Finding 1.1 Federal leaders continue to recognize the value of digital technology, believing it improves workflow and operations, increases productivity, makes agencies more effective at achieving goals, and helps government better serve stakeholders.

More than 90 percent of federal leaders—essentially unchanged from last year—believe that digital technology allows them to better serve stakeholders and do their own jobs more effectively.



But compared to last year's *Study*, our survey found a statistically significant 10-percentage point increase in the number respondents who believed that their agency's productivity had increased due to the use of digital technology, from 62 percent net agree to 72 percent (Figure 2).

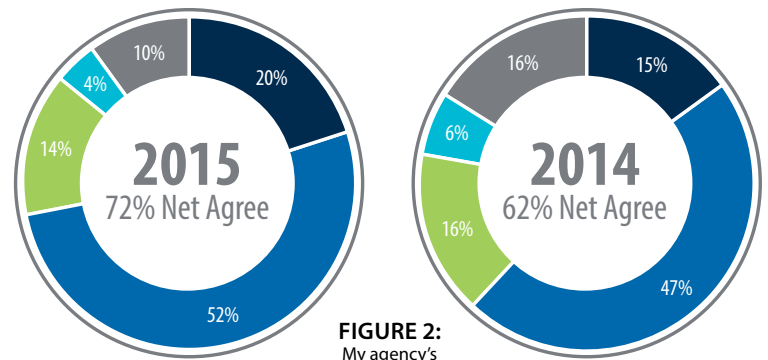


FIGURE 2:
My agency's productivity has significantly improved due to its use of digital technology.

This increase is reinforced by the two-thirds of federal leaders—a 5-percentage point increase from last year—who reported that their agency's investment in digital technology has helped transform normal operations. As one focus group participant put it, "I believe my agency's productivity is significantly improved. I don't think we would be where we are without digital technology" (Figure 3).

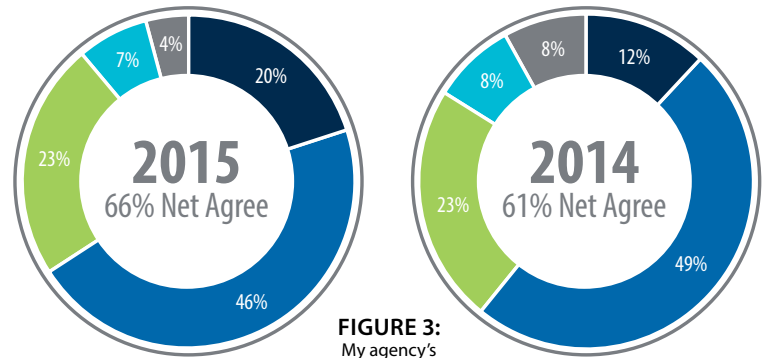


FIGURE 3:
My agency's investment in and implementation of digital technology has transformed and improved normal workflow, operations, and processes.

Particularly noteworthy is the 14-point increase over 2014—from 73 to 87 percent—in federal leaders who want greater access to digital technology because they believe it will make them more productive (Figure 4). The Academy's panel believes that this shift will continue as digital technology becomes increasingly pervasive in all walks of life.

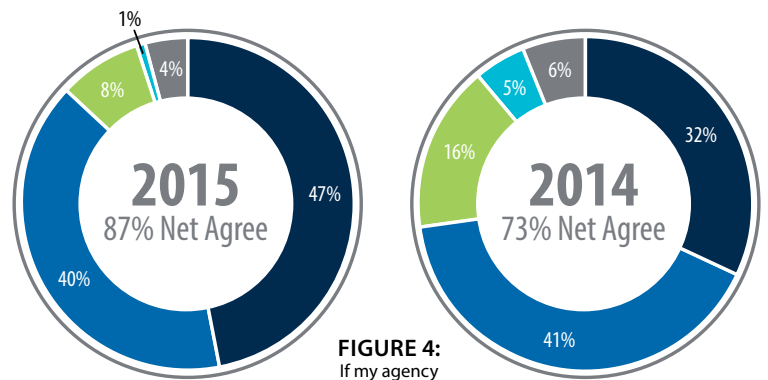


FIGURE 4:
If my agency improved my access to information through digital technology, I would be more productive at achieving agency goals.

This result mirrors the 13-percentage point increase from last year's respondents, who reported that their agency uses digital technology to effectively engage stakeholders (Figure 5).

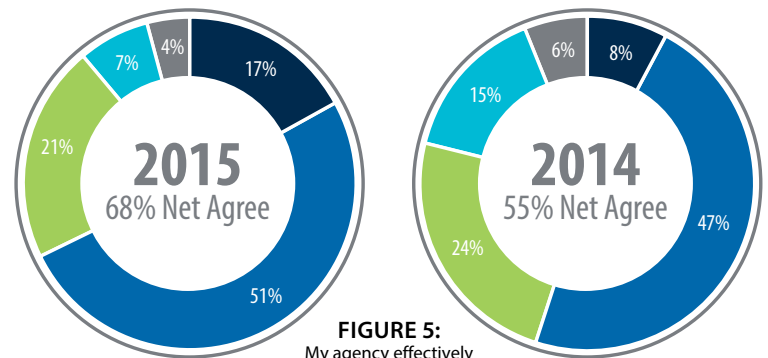


FIGURE 5:
My agency effectively uses digital technology to engage stakeholders (such as citizens, external partners, industry, elected officials, other agencies, or anyone that your agency serves and has a stake in your agency's mission).



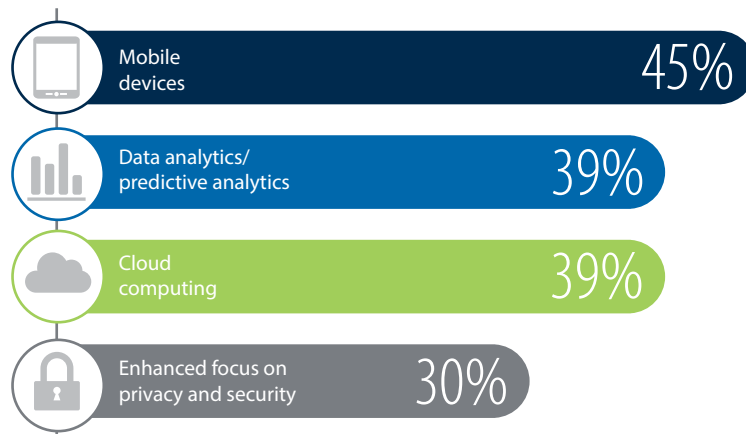
Finding 1.2 Federal leaders see mobile devices, data analytics tools, and cloud computing as digital technologies that will most help agencies achieve their goals.

With 45 percent, 39 percent, and 39 percent respectively, federal leaders see a promising future for mobile devices, data analytics tools, and cloud computing as the most likely ways in which digital technology will impact the government's operations in the future (Figure 6).

"Most of the scientists are using iPads for communication and for all of the other useful apps that come with a mobile device."

— Focus group participant

FIGURE 6:
Over the next 1-3 years, which of the following digital trends and technologies have the greatest potential to impact my agency as it strives to achieve its goals.



NOTE: Percentages do not sum to 100%, as participants were able to select up to five responses.

RECOMMENDATIONS

In consideration of these findings, the Academy's panel offers the following recommendations:

RECOMMENDATION 1.1

Given the consensus on the benefits of digital technology, the Office of Management and Budget and individual agencies should leverage and expand high-impact digital technology, focusing on projects with the highest citizen (and other stakeholder) benefit. Agencies should draw on both existing agency budgets and new opportunities for cross-agency projects that no one agency can do alone.

RECOMMENDATION 1.2

The Office of Management and Budget should encourage and facilitate rapid expansion of digital services by working with the President's Management Council and other relevant interagency councils. Together, they can develop materials and an outreach program for federal departments—as well as for the presidential transition team—to identify recent progress implementing digital technologies across agencies to share lessons learned and to address the challenges ahead.

2. Barriers Preventing Government's Full Embrace of Digital Technology



In June 2015, the Office of Personnel Management's databases were hacked, exposing the personal data of more than 20 million federal workers, contractors, and family members. The breach, likely the worst the federal government has ever experienced, highlights the critical role security plays in any discussion of digital technology.

In last year's *Study*, we found that security was both a real and a perceived barrier limiting digital adoption. For this year's *Study*, the Academy's panel wanted to specifically explore how federal leaders perceived and emphasized both security issues' and other barriers' effects on the adoption of digital technology within government.

Finding 2.1 Federal leaders see insufficient budgets, security/privacy concerns, recruiting challenges, and slow acquisition processes as the greatest barriers to adoption and application of digital technologies.

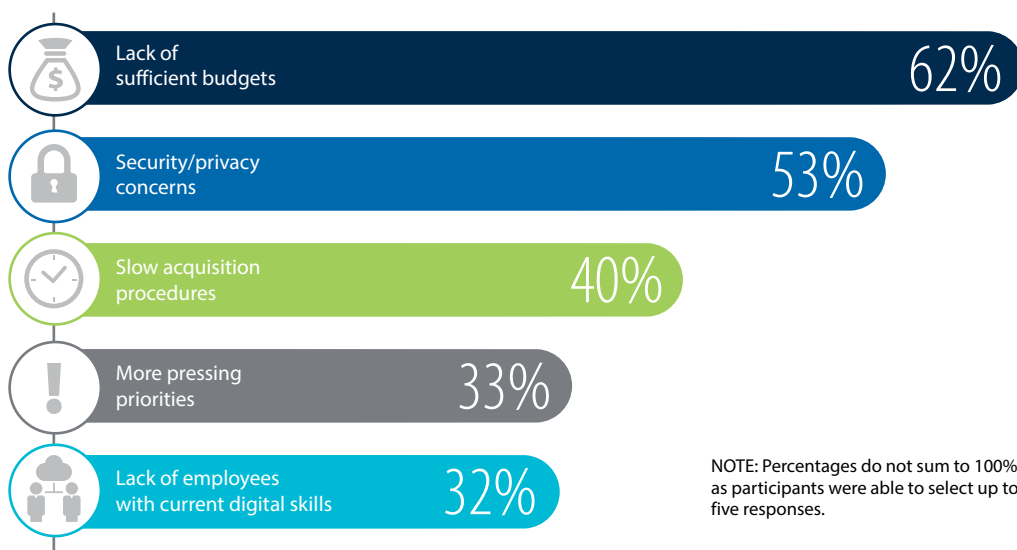
Federal leaders gave "lack of sufficient budgets" as the top answer (62 percent) when asked which barriers have prevented the implementation of digital technology. Security/privacy concerns was the clear number two response, at 53 percent, while 40 percent indicated that acquisition processes were a significant barrier. Finally, 31 percent of respondents believed that the government did not have a sufficient number of employees with appropriate digital skills (Figure 7).

Our focus group participants reinforced these findings by sharing perspectives from their own experiences:

On how security requirements impact recruiting:

"The security clearance process is so rigorous that we are focusing on who can get in, but they might not have the skills. Then we try to teach them relevant skills."

FIGURE 7:
The five most significant internal or external barriers that your agency has encountered when attempting to implement digital technology



On recruiting:

"Finding employees with the right digital skills is an identifiable barrier that needs to be addressed." Another participant said, "We don't have the resources to pay and attract the right talent to keep up."

On budgets and recruiting:

"The lack of sufficient budgets and lack of employees with digital skills go hand in hand. Many people are doing two jobs at once. People are retiring and they aren't replacing them. They aren't replacing them because there is a hiring freeze. People need more training but they can't do it because they are doing two jobs."



Finding 2.2 Federal leaders are concerned that security is a barrier to implementing digital technology, but there is some indication that security may also drive innovation.

Nearly a third of respondents believe that an "enhanced focus on privacy and security" had the potential to impact the government's ability to achieve its goals. This was a top-five answer, and the lone top-five result that we viewed as a negative.

In the wake of the Office of Personnel Management security hack, our focus groups believed that enhanced security had a generally negative impact on the federal government's ability to adopt and apply digital technology. One focus group participant said, "I appreciate the need for data security, but it is ridiculous and embarrassing that we cannot use up-to-date programs and

software." Another said, "My agency is not willing to accept enough risk in cloud-based solutions and apps to solve business problems."

And yet, enhanced security following the breach can have positive effects. Sixty-two percent of respondents said that agencies now take adequate steps to protect high-value digital assets. One focus group participant who works on security issues noted that enhanced security can actually drive innovation: "Everything my team does is really more of a reimagining process. We are completely reinventing the security framework."

Finding 2.3 Fewer than half of federal leaders believe their agencies adequately train employees to use new digital technology effectively.

The survey results show that 56 percent of federal leaders do not believe that agency employees receive adequate training on new digital technologies. While this marks a slight improvement over last year's 60 percent, training employees to use the technology the government is buying continues to represent a major challenge (Figure 8).

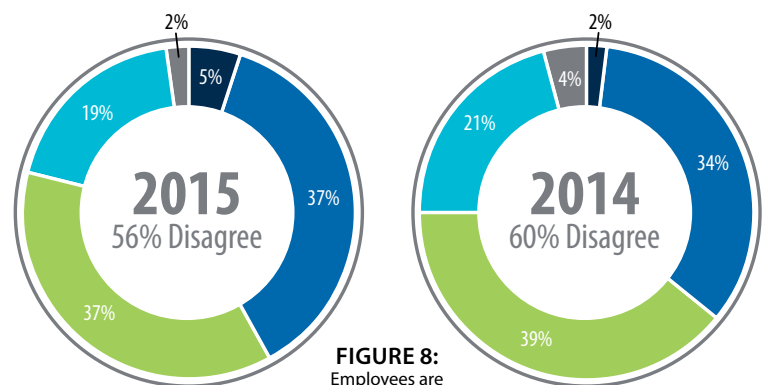


FIGURE 8: Employees are adequately trained on newly acquired digital technology to ensure best results are achieved.

RECOMMENDATIONS

RECOMMENDATION 2.1

To strike the right balance on security issues, the Office of Management and Budget, the Department of Homeland Security, and the National Institute of Standards and Technology should:

1. Collaborate to develop standards and a compliance guidance for agencies to provide for security and privacy in the use of digital technologies.
2. Issue guidance requiring agencies to identify real and perceived barriers (including but not limited to processes, organizational divisions, staff capacity, resource constraints, acquisition rules, and external stakeholders) that hamper adoption of digital technologies and adopt strategies to address greatest real barriers.

RECOMMENDATION 2.2

In collaboration with the U.S. Digital Service, the Chief Human Capital Officers and Chief Information Officers Councils should create a playbook for hiring and retaining tech talent. The playbook should include advice and best practices on how agencies can assure information technology (IT) and acquisition staff have the correct skills and training to successfully work with partners to conceive, procure, and execute digital projects.

RECOMMENDATION 2.3

Agencies should ensure that digital projects include adequate funding and time to train employees to use technology effectively.

3. Achieving the Transformative Promise of Digital



The *Study* found that federal leaders wanted agencies to invest more in digital technology and were concerned that the government was not keeping up with the pace of technological change. We found that a majority of survey respondents did not believe that their agencies were keeping up with the private-sector industries such as banking, hospitality, ride-share services, and entertainment, which have been fundamentally transformed by groundbreaking and innovative applications of technology.

Although countless government functions—personal messages, timekeeping, payroll, and travel recommendations—are now handled digitally, saving federal employees’ time and taxpayer money, fewer government business processes have been reimagined.

While reimagining processes is not the norm, federal agencies have certainly used digital technology to reinvent business operations. Among others, we note the following examples:

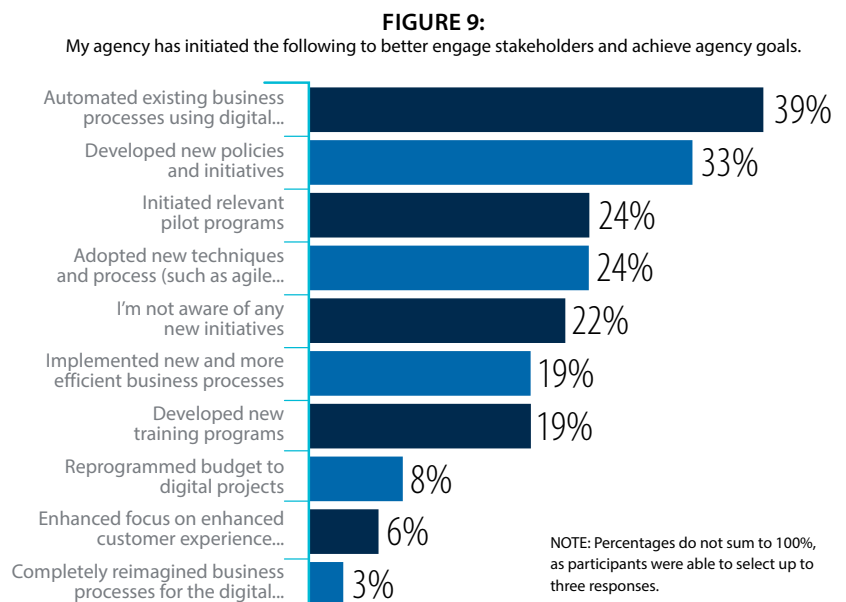
- U.S. Citizenship and Immigration Services launched “myUSCIS,” a platform that allows users to easily access

information about the immigration process and find immigration options for which they may qualify.

- The U.S. Census Bureau has embarked on a multiyear digital transformation program that is focused on improving its website, search tools, analytics, and overall dissemination of census data.
- To reduce costs and improve digital services, the Internal Revenue Service is working to transform its enterprise architecture through standardization and simplification.
- Digital services experts at the Department of Veterans Affairs are redesigning tools that veterans use to interact with the department, including designing an improved benefits claims experience. As we prepared to field this year’s survey, we continued to explore digital transformation in government, given the perceived accelerating pace of private-sector digital adoption.

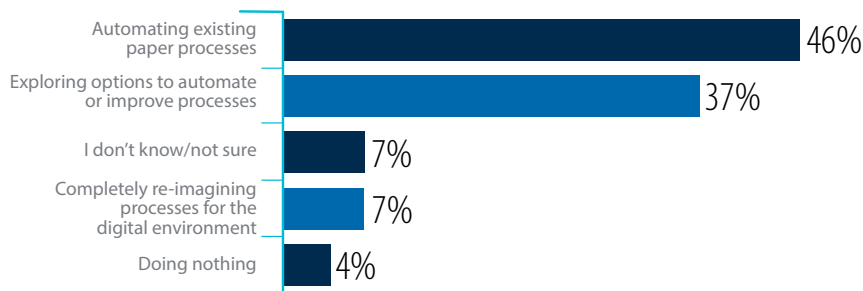
Finding 3.1 Federal leaders believe government agencies emphasize automating existing processes rather than reimagining and reinventing them to take full advantage of digital technology.

Only 3 percent of federal leaders believe that their agency invests in digital technology to completely reimagine existing processes (Figure 9). According to a survey respondent, “A lot of the old legacy systems cost billions of dollars to maintain. There should be a way to do it far cheaper. That’s got to be the ultimate goal.”



Rather than applying digital technology to fundamentally reimagine business operations, 81 percent of federal leaders believe that their agency primarily invests in digital technology to either automate workflow or to explore how to do so. Separately, over 45 percent of federal leaders—the top answer—reported that their agency was primarily concerned with automating existing processes when considering ways to better engage stakeholders (Figure 10). As one focus group participant put it, “Automating paper processes is the low-hanging fruit. I can see that reimagining doesn’t happen as often.”

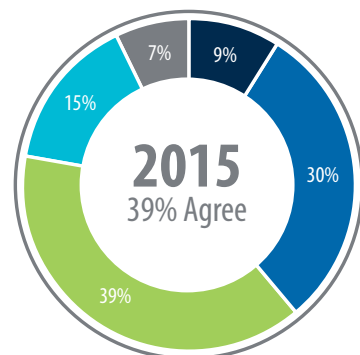
FIGURE 10: My agency’s investment in transforming and improving workflow, operations, and processes through implementation of digital technology is best described as:



Finding 3.2 While the number of federal leaders reporting that their agencies have made meaningful progress embracing, measuring, and leveraging digital technology has increased in the past year, federal leaders fear their agencies are falling further behind rising stakeholder expectations and rapid advances in the private sector.

Federal leaders expect that more than 80 percent of their stakeholders will increasingly demand digital engagement with their agency, a six-point increase from 2014. Only 39 percent of federal leaders believe the government is keeping pace with stakeholders’ expectations for anytime, anywhere, and any device access to information, and just 38 percent believe their agency’s stakeholders are satisfied with the way the government engages them digitally (Figure 11).

FIGURE 11: My agency’s adoption of digital technology is keeping pace with its stakeholder’s expectations for anytime, anywhere, and any device access to information and services.



Indeed, several of the focus group participants acknowledged that lower expectations in the federal workplace are the result of both privacy/security restrictions and slower adoption of digital technology.

Although the government is making progress in adopting digital technology, the number (56 percent) of federal leaders who do not believe their agency is keeping pace with the private sector increased four points from 2014 (Figure 12).

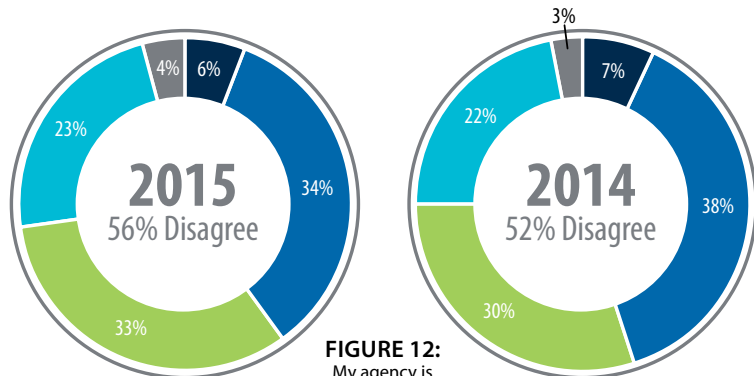


FIGURE 12: My agency is keeping pace with the private sector in terms of how we engage stakeholders through digital technology.

“Across the board we aren’t even close to the private sector. We have so much bureaucracy so it’s difficult to get anything through.”

—Focus group participant

RECOMMENDATIONS

If the government is going to keep pace with the perception of accelerated digital change in the private sector, the Academy's panel believes it is important that government agencies begin internalizing processes that spur digital innovation and reimagining.

RECOMMENDATION 3.1

The Office of Management and Budget should encourage digital innovation by working with the President's Management Council and other relevant interagency councils to:

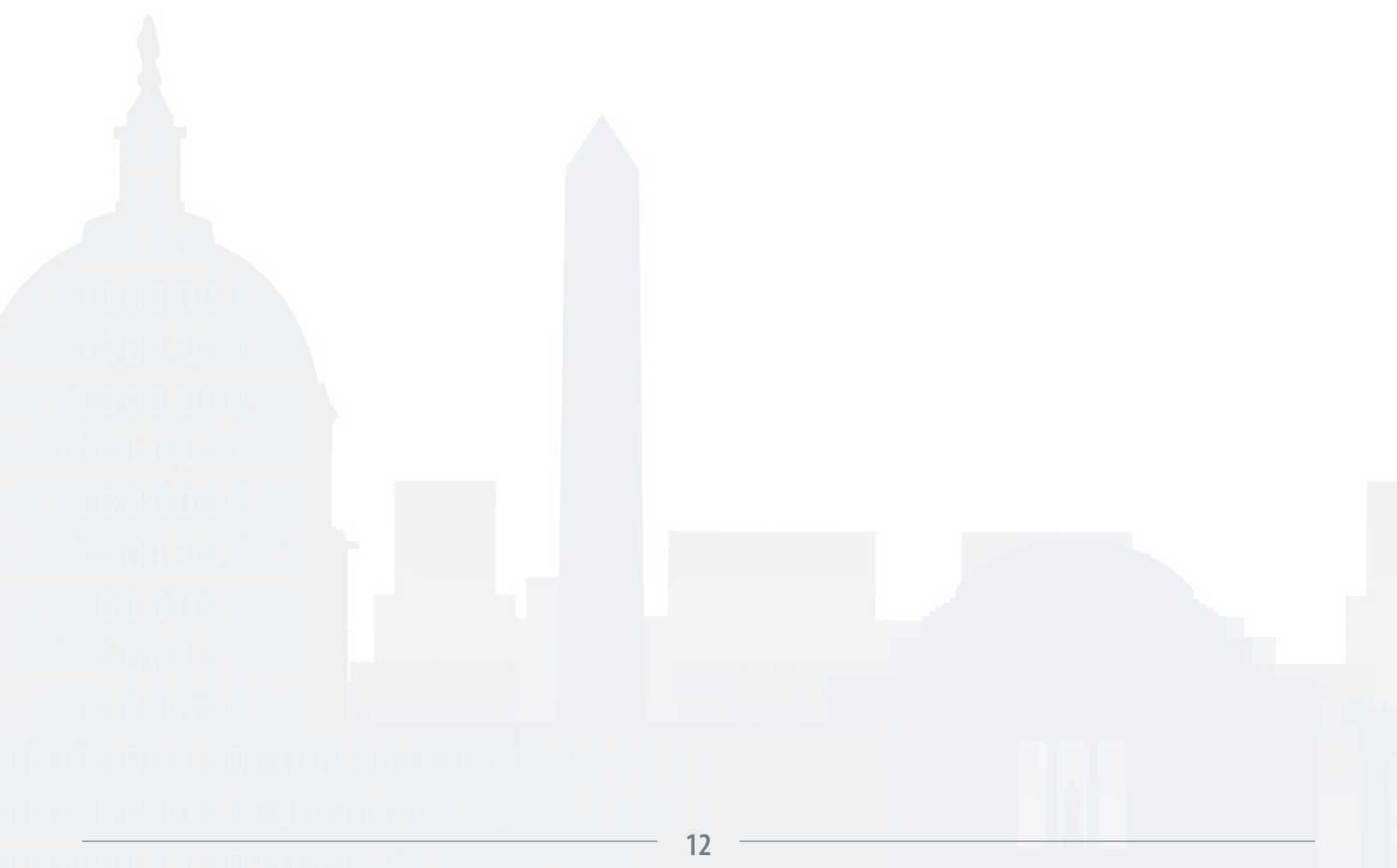
- Provide examples of transformative commercial and government innovation that could be adapted for use by other U.S. federal agencies.
- Publish a government innovation playbook that targets mission and program offices and identifies and documents successful practices and encourage more rapid innovation in agencies.

RECOMMENDATION 3.2

Agencies should accelerate existing but still nascent efforts to adopt proven approaches, such as innovation labs, challenges, digital service units, and prizes to build processes that emphasize rethinking and reimagining rather than automating existing processes.

RECOMMENDATION 3.3

Agencies should conduct assessment exercises that determine stakeholder satisfaction with digital initiatives to measure their effectiveness and efficiency.



Conclusion



Federal leaders continue to recognize and embrace the role that digital technology plays in their personal and professional lives, and they clearly want more of it. This year, a greater portion of federal leaders understand the transformative potential of digital technology, believing that increased access to digital will advance agencies' missions and better serve government stakeholders. More digital technology, it seems, is better.

While federal leaders embrace digital technology, there are significant barriers to reaching its full potential. Government faces unique challenges when adopting and applying digital technology. In addition to ongoing concerns about resources, federal leaders were particularly sensitive to security concerns, especially in light of the June 2015 breach at the Office of Personnel Management. The Academy's panel recognizes that the government's emphasis on security is understandable and even critical, and it recommends that relevant agencies and offices collaborate to ensure appropriate standards for data protection while encouraging and facilitating innovation.

Further, federal leaders remain concerned that the public sector lags behind a private sector where leading companies appear to adopt and apply digital technology faster—and at an accelerating rate—more effectively than the government. Those in the private sector face security concerns that are similar to the government, but most do not share the government's bureaucratic and regulatory hurdles. Even though not all businesses are as digitally advanced as some of leading companies, government cannot escape the comparison. Citizen and stakeholder expectations for a digitally advanced federal government will likely continue to rise.

While government may continue to struggle to keep pace with the private sector's rate of digital adoption, this *Study* highlights a number of improvements the government can make without rewriting acquisition regulations or passing new laws. The Academy's panel believes that government should encourage real innovation and reimagination, rather than accepting simple automation of existing processes. The panel notes that there have been strong and positive cases of government digital transformation and recommends that the government facilitate collaboration among its leaders to ensure that digital reimagination and innovation are part of the ongoing conversation within government as it seeks to continually better serve its stakeholders for the foreseeable future.

Appendix 1

Survey Methodology



The Academy and ICF⁷ partnered to execute this *Study* to achieve statistically relevant information from federal government senior leaders. The *Study* consisted of a web-based survey as well as a series of focus groups. The Academy convened a panel of six of its expert fellows to guide the work of the ICF *Study* team, analyze results, and develop findings and recommendations (Appendix 2).

Web-Based Survey

The *Study* team selected a random sample of 10,653 federal leaders from the Leadership Directory database. After removing ineligible and duplicates, the final sample size was 10,067.

This year's *Study* survey instrument expanded on the instrument that used in the previous *Study*. Based on and informed by the panel, the *Study* team adjusted the last year's survey questions, including removing some questions that yielded little information; making minor adjustments to the text to improve clarity on few other questions; and adding new questions based on emerging objectives, such as rising security concerns.

ICF fielded the web-based survey from August 19 to September 24, 2015, and sent invitations and reminders via email with unique links for each participant.

ICF received 345 completed surveys, a 3.4-percent response rate.

- For overall results, this rate yielded a sampling error of +/- 5.2 percent. The sampling error for specific demographic breakdowns will be higher and will vary depending on the number of participants within each demographic.
- To further assess the accuracy of the findings, ICF conducted two types of nonresponse analysis. First, the team compared the responses of early responders and late responders (those who responded only after several reminders and can be considered a proxy for nonrespondents) and found no difference in their responses. ICF also compared the agency of those in the

sample versus those who completed the survey and found only small variances.

- Comparisons with last year's *Study* data tested for statistically significant differences at the 95-percent level for questions that were identical in the previous administration or were minimally altered.

ICF processed and analyzed the results, providing the panel with tabulated and visualized data as well as a full list of open-ended responses.

Focus Groups

After the survey was administered and the results received, the *Study* team conducted a series of focus groups to review, validate, and garner more context to the survey results.

The *Study* team conducted three focus group sessions, including two 80-minute discussions on November 10, 2015, and one discussion on November 12, 2015, at the Academy's offices in Washington, D.C.

Fourteen individuals participated in the discussions. Focus group participants were recruited from the following two groups:

- Federal Leaders Digital Insight Study Respondents (n = 7)
 - » Pooled from respondents who opted in for ongoing updates after they completing the *Study*
- CIO Council's IT Solutions Challenge Participants (n = 7)
 - » For more information, visit <https://cio.gov/itsc/>

The discussions were moderated using a structured discussion guide, which was pilot tested by conducting two one-on-one discussions with individuals from *Study* respondents. These findings were included in the summary report. The discussions were recorded to facilitate note taking and analysis.

Expert Analysis

The Academy and the *Study* team analyzed results from the survey and focus groups, and over the course of four meetings between October and December 2015, they collaborated to formulate the findings and recommendations presented in this report.

⁷ ICF is a charter member of the American Association for Public Opinion Research (AAPOR) Transparency Initiative, which recognizes those organizations that pledge to practice transparency in their reporting of survey-based findings. For more information, please see: <http://www.aapor.org/transparency.aspx>

Appendix 2

The Academy Panel and Study Team



The Academy Panel

- **Dan Chenok (panel chair)**—Executive Director of the IBM Center for The Business of Government and former Branch Chief for Information Policy and Technology with the Office of Management and Budget
- **Governor Parris N. Glendening**—President of Smart Growth America's Leadership Institute and former Governor of Maryland
- **Bev Godwin**—Senior Advisor, Bureau of International Information Programs, U.S. Department of State
- **Jeffrey Neal**—Senior Vice President, ICF International, and Former Chief Human Capital Officer, U.S. Department of Homeland Security
- **Nancy Potok**—Chief Operations Officer, United States Census Bureau
- **Andrew Whitford**—Alexander M. Crenshaw Professor of Public Policy, School of Public and International Affairs, University of Georgia

The Academy/ICF Study Team

- **Joseph P. Mitchell, III**—Director of Academy Programs, National Academy of Public Administration
- **Jim Arkedis**—Senior Advisor, National Academy of Public Administration
- **Timothy Herbst**—Senior Vice President, ICF International
- **Larry Luskin**—Vice President, ICF International
- **Harrison Redoglia**—Research Associate, National Academy of Public Administration

Request a briefing

Jim Arkedis | jarkedis@napawash.org

Tim Herbst | timothy.herbst@icfi.com

See full survey findings and panel recommendations at
icfi.com/digital-government-transformation

This Study is brought to you by:



National Academy of Public Administration
1600 K Street NW, Suite 400, Washington, DC 20006
P: 202.347.3190 | F: 202.223.0823
www.napawash.org



ICF International
9300 Lee Highway, Fairfax, VA 22031
P: +1.703.934.3000 | F: +1.703.934.3740
www.icfi.com