TWD

APPLYING TECHNOLOGY. AMPLIFYING RESULTS.

TWD CASE STUDY

Extending the ServiceNow Investment

▶ **Client**

United States Citizenship and Immigration Services (USCIS)

▶ **At a Glance**

A DHS Component, USCIS follows DHS directives for digital transformation to support its mission and delivery of services to the public. The progressive USCIS embraces Agile development methods and ServiceNow Information Technology Service Management (ITSM) capabilities.

▶ **TWD's Role**

USCIS initially contracted with TWD for the migration of its on-premise Remedy solution to the cloud-based ServiceNow platform. TWD provides ongoing support of the new implementation, and identifies opportunities to maximize USCIS's investment in ServiceNow.

▶ **Impact**

TWD leveraged and scaled ServiceNow's reporting capabilities and cloud-based architecture to develop a custom application for USCIS that delivers critical real-time visibility into its DHS-mandated IT acquisition management process. The application has a TWD custom-built API and integrates seamlessly into the ServiceNow platform.

Overview

Necessity is the mother of invention – or reinvention, as is the case for many U.S. Government organizations who struggle with dated technologies, inefficient manual and paper-based processes, and outmoded customer experiences.

The Department of Homeland Security (DHS) is no exception, and is making IT reinvention a priority for itself and for each of its eight Components. The DHS directives include:

- Change how Components work and deliver on their missions
- Reimagine and modernize the customer experience
- Establish a model for continuous improvement
- Maximize the effectiveness of IT investments across lines-of-business, across Components, and across DHS

A DHS Component, the United States Citizenship and Immigration Services (USCIS) embarked on its requisite digital transformation journey early on, beginning with the migration of its on-premise Remedy solution to the cloud. Progressive in its vision and the adoption of emerging technologies, USCIS embraces Agile development methods and the cloud-based ServiceNow platform's focused ITSM capabilities. USCIS contracted with TWD & Associates, whose Agile expertise and deep knowledge of ServiceNow aligned seamlessly with USCIS's preferences.

TWD successfully completed USCIS's migration to ServiceNow and continues to support the cloud-based implementation — releasing new features incrementally, integrating IT and other programs, supporting enterprise users with all requirements post-migration, and performing ServiceNow version upgrades.

But the story doesn't end there. Beyond the implementation and ongoing support, the TWD team applies its solid technology expertise, proficiency at removing barriers, and problem-solving orientation to identify USCIS-specific challenges and customize solutions that scale ServiceNow and continue to maximize USCIS's investment.
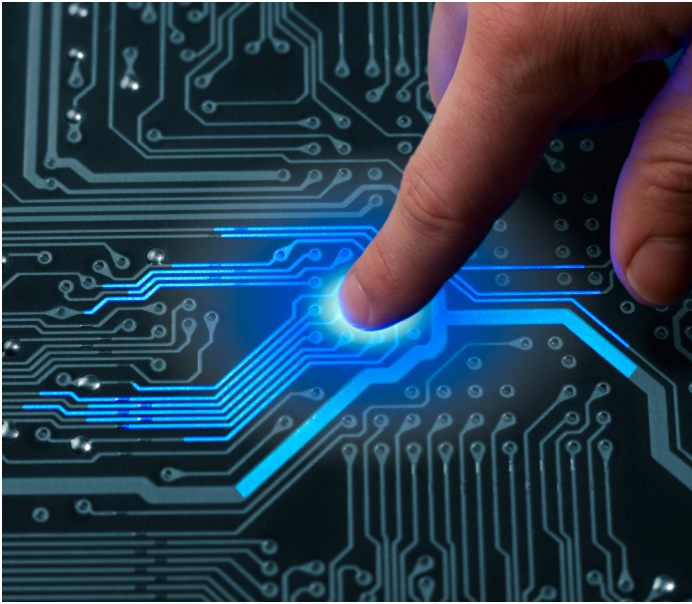
These qualifications – coupled with the team's skills for taking out-of-the-box elements of ServiceNow and customizing the capabilities – have set a new bar for USCIS customer service and continuous process improvements, and include the development of specialized tools that support specific challenges while fulfilling the goals of the DHS directives.

The ServiceNow-based Component Acquisition Review Board (CARB) Tool is an example of TWD's innovation with the USCIS ServiceNow implementation.

The Solution
In concert with its larger directives, DHS has taken steps to mature its IT acquisition management processes, including a more formal approval and accounting of all IT acquisitions across its Components. These acquisitions collectively amount to billions in taxpayer dollars.

DHS requires its Component Chief Information Officers (CIOs) – including USCIS – to submit IT acquisitions valued at $2.5 million or greater to the DHS CIO for review. Since it also is important for Components to understand the extent of non-major acquisitions, DHS also requires Component CIOs to approve IT acquisitions of less than $2.5 million.

In response to this directive, USCIS implemented IT acquisition and investment management processes to comply with DHS policies. But USCIS's non-IT business users, including senior executives, needed real-time insight into all levels of the acquisition life cycle, including a hierarchical view of the programs regarding funding, risk, thresholds, and trade space.

TWD recognized that the ITSM capabilities of the USCIS ServiceNow implementation could be adapted to provide the much-needed transparency, as well as the ability to vet and report IT investments prior to their submission to the Component Acquisition Review Board (CARB) – a board that ensures that USCIS's IT acquisitions align with strategic objectives, reflect USCIS priorities, and meet mission needs.

A native cloud solution, the flexible ServiceNow architecture provided the ideal, stable foundation for the solution's core functionality. It also enabled the required acquisition processes (CARB, Federal Information Technology Acquisition Reform Act (FITARA), and Information Technology Acquisition Review (ITAR)) to be combined into one tool and workflow.

TWD applied its relevant ServiceNow expertise and best practices, proven Agile practices, and a modern toolkit utilizing open source front-end development software (Angular) to leverage and scale ServiceNow's reporting capabilities and cloud-based computing architecture. The resulting custom application, referred to as the CARB Tool, has a custom-built API that integrates seamlessly into the ServiceNow platform and delivers critical transparency into the USCIS IT acquisition management process.

The Results
TWD delivered the new CARB Tool within two months after the challenge was presented. The CARB Tool meets its original goals of extending the USCIS ServiceNow framework to deliver a more streamlined user experience for both business and IT workflow tracking and visibility, automation, and accountability. It provides business decision makers with data across multiple years and portfolios/programs, and includes a web-based user interface that provides anytime-anywhere access to the tool from any device.

For the USCIS IT staff, the cloud-based CARB Tool:
- Improves workflow reliability
- Offers efficiencies for modifying processes and incorporating them into forms and workflows
- Provides a simplified approach to version control
- Enables easy communications with users

The CARB Tool is an effective, working example of TWD's innovation with the USCIS ServiceNow investment. It demonstrates TWD's ability and drive to address challenges through customized technology solutions. And, it illustrates TWD's ability to exploit the potential of the ServiceNow investment through continuous improvement, innovation, and adaptation.