



REALIZE MISSION SUCCESS RELIABLY ON RED HAT

Five IT imperatives for the
Intelligence Community





LET US BE YOUR GUIDE

THE FIVE IMPERATIVES

- 1 DEMAND HIGH STANDARDS
- 2 RETHINK ACQUISITION AND OPERATIONS AND MAINTENANCE (O&M)
- 3 RESPECT THE DEVS, TRUST THE OPS
- 4 GET MODERN, STAY MODERN
- 5 OWN YOUR OUTCOME

For the Intelligence Community (IC), realizing mission success means efficiently and reliably collecting, analyzing, and delivering foreign intelligence and counterintelligence information to America's leaders so they can make sound decisions to protect our country. A key competitive advantage of the IC is the use of powerful, innovative mission applications delivered to analysts on reliable and robust technology platforms.

Mission-relevant applications provide the ability to derive knowledge from multiple sources, adapt quickly to new threats, and build capabilities to accommodate unknown future threats critical to our nation's security. The IC must adopt modern application development methodologies to transform its IT and out-innovate its adversaries.

As a global supplier of open source software and support to industries and governments, Red Hat's unique position helps us understand the competitive dynamics and the business processes and technologies required to compete and win. Based on Red Hat's 20-year relationship with the IC, and the insight gained from our security-cleared professionals on-site, we offer five imperatives required to get to mission faster and maintain a competitive advantage.



Our network of expertise



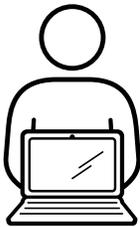
Our open source leadership



Our focus on outcomes

DEMAND HIGH STANDARDS

Focus your mission development team to create an exceptional application experience for IC users, and expect the best enterprise technologies providers to deliver infrastructure to meet those high standards. A rigorous focus on exceptional application experience will fuel a relentless commitment to removing all obstacles and barriers to modern technology adoption and rapid innovation. Require excellence from your ecosystem of vendors, partners, and team members.



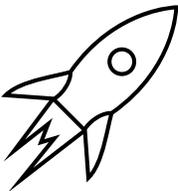
Technology vendors.

Global, commercially competitive, enterprise technology vendors must offer the IC superior, modern software solutions in operating systems, application development, and systems management tools.



Partners.

Systems integrators, development organizations, and operations support must commit to optimizing enterprise DevOps practices.



Mission team members.

Cleared operators, analysts, and developers must be empowered with tools, procedures, and policies that are sourced from the highest standards to create an environment for rapid, repeatable innovation. This approach creates collaboration, trust, and mission focus.

RETHINK ACQUISITION AND OPERATIONS AND MAINTENANCE (O&M)

The Intelligence Community must rethink outdated models of Operations and Maintenance (O&M) that are not aligned with real-world demands of information systems and the rapid pace of IT innovation.

Currently, mission applications and government IT systems follow an O&M life cycle and support process that works well for legacy weapons systems. These systems are capital-intensive, narrowly tasked assets with long design lifespans—like tanks, airplanes, and ships. This O&M business model does not work for software, especially mission applications.

With our broad experience leading commercial and government customer engagements, we contrast this outdated perspective to today's reality. Today, subject-matter experts for these applications often transition to a new role or agency before the end of the life cycle. In this rapidly evolving technology landscape, most applications become obsolete quickly. This reality, coupled with hard-to-predict adversarial threats, suggests that the IC needs a better way to support application life cycles.

Budget and acquisition teams must plan and align resources to real-world mission application development cycles and supporting IT infrastructure costs. These teams should model investments with continuous integration/continuous delivery (CI/CD) mission application development practices required for mission modernity.



**Revisit outdated
financial paradigms**



**Retool models to match
real-world challenges**



**Get more mission
for your budget**

RESPECT THE DEVS, TRUST THE OPS

Mission owners must empower their DevOps teams by championing standards that simplify their efforts and provide the environment to do their jobs with the tools and knowledge they need to be successful. Enterprise open source software delivers control of underlying technologies and business processes, making roadmaps predictable.

Developers work in a world of uncertainty and distraction, encumbered by ineffective communication. They are often handed an unclear set of requirements and unreasonable deadlines for development milestones. Moreover, developers typically face lots of distracting tasks not directly relevant to innovative application development. With the right solutions, these distractions could be made simple, repeatable, and solvable.

Operations professionals work in a world of risk and pressure, accountable for issues like application availability, compliance, and security. They work on tasks that could be managed with the right processes, such as automation, visibility, and streamlined collaboration between their development teams.

The IC must recognize the challenges faced by these teams by:

- Respecting developers and giving them the resources they need to do their best work and reach their full potential.
- Enforcing a culture of innovation that leads to continual improvement.
- Trusting their operations teams to deliver superior results when they have the best tools and systems available to them.

Committing to this level of respect and trust makes a high-performance DevOps culture possible.



Respect the Devs

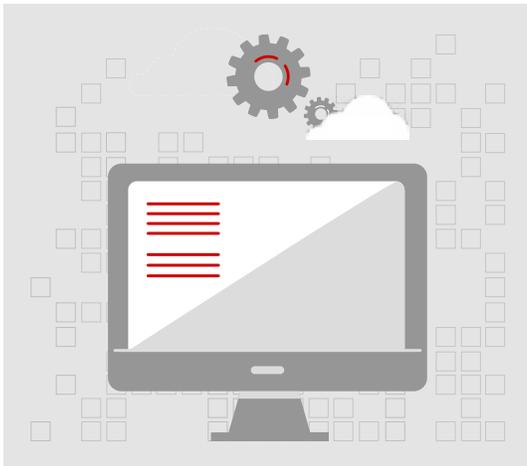


Link the mission



Trust the Ops

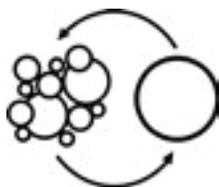
GET MODERN, STAY MODERN



IT modernization is not an outcome or a destination—it is an ongoing process. To get modern and stay modern, the IC must commit to a process for developing and evolving application innovation to provide a sustained competitive advantage in the face of evolving, unclear, and hard-to-predict threats.

Modernization is the technology mantra of organizations that intend to engage the customer, defeat adversaries, and stay ahead of the competition. These organizations see technology, especially applications, as the heartbeat of their organizational success and long-term viability. Technological debt, the accumulation of antiquated, poorly maintained, and minimally understood software systems, is as much a risk to the IC as any adversary. Minimizing technical debt is the one, common theme across all successful technology organizations today.

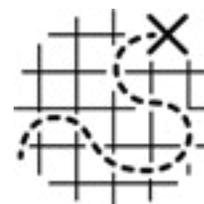
Mission owners and IC technology leaders must commit to a culture of application modernity—the processes, tools, mindset, and knowledge for today and the future. What's modern today may be obsolete in 24 months. By implementing a DevOps culture and building upon a supported open source platform to deliver rapid innovation, mission owners and developers can regain control.



Cyclically iterate



Continuously improve



Persistently advance

OWN YOUR OWN OUTCOME

Photo by rawpixel on Unsplash

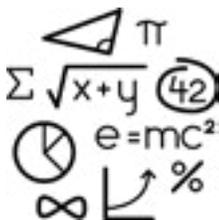
Successful organizations own their mission outcome by using the right technology for rapid and sustained innovation, with credible and reliable support. Mission owners must define, control, and own their outcome by setting high standards and combining teams of excellence to focus on the outcome: mission application developers, mission operations professionals, and enterprise-grade software vendors.

For years, the belief, and sometimes the reality, was that it was too expensive and not technologically feasible to refactor applications to satisfy today's needs. Mission teams were forced to operate at the pace and limitation of legacy systems—made obsolete years ago. They were not in control, and owning the outcome was challenging.

Mission owners must define, control, and own their outcomes based on rapid, sustained, and repeatable innovation that results in an exceptional application experience. They need applications that users want to use and that are tightly aligned to the mission.

Developers must remove impediments to innovation, creativity, and trust. Their commitment is to build applications that they stand behind and that work correctly the first time.

Operations professionals demand standardization, process, and tools that result in collaboration, predictability, and repeatability.



**Expand mission
knowledge**



**Focus on the
big picture**



**Achieve a
successful outcome**

RED HAT FEDERAL

WHY RED HAT

Red Hat is a trusted enterprise technology provider and contributor to global innovation via open source software development. Our software empowers our customers to create and sustain thousands of enterprise applications critical to businesses, institutions, and governments. Red Hat has a unique and informed perspective. Our global customer reach and our security-cleared professionals on-site provides us with an intimate understanding of the IC and informs the five imperatives and their relevance to your mission.

#1 DEMAND HIGH STANDARDS

At Red Hat, we demand high standards of ourselves and of the products we deliver. High-quality technologies must be conceived, designed, and engineered. Our business model takes the innovation of the open source communities of which we are members and raises the quality, reliability, security, and supportability standards demanded for mission and enterprise use. For the last twenty-five years, we have developed, tested, enhanced, documented, and field-supported software built for long-term use. Demanding high standards is key to long-term success.

#2 RETHINK ACQUISITION AND O&M

From Red Hat's global experience, most of our customers work in a relentlessly competitive environment. Competing organizations require digital advantage supplied by innovative applications and supported by on-demand information systems. Success is no longer achieved by size and scale but rather by agility and flexibility. That reality means that large, upfront IT CapEx and software license costs are uncompetitive. To succeed, organizations must require IT services to be supplied just in time and procured flexibly using OpEx.

#3 RESPECT THE DEVS, TRUST THE OPS

Red Hat develops and supports commercial, mission-grade software. We realize the importance of innovation and empowerment within our development organization, and at the same time, we recognize that we must equip our operations organizations with the right tools to provide continuous and secure services. This understanding and commitment is what guides our product development. We must use the same tools we provide to our customers and follow the processes we advocate.

#4 GET MODERN, STAY MODERN

Red Hat's commitment to open source software development is at the center of its mission and culture. Contrary to conventional understanding, modernity is not a point in time, but rather a continuously evolving process. Open source software is a preeminent example of this modernity in action. Red Hat's subscription model—a business model that provides fresh content and innovation while supporting application sustainability—is the best means to deliver modernity to mission teams.

#5 OWN YOUR OUTCOME

When Red Hat transforms the innovation of open source communities into long-term, sustainable enterprise solutions via our engineering and quality assurance processes, we take our responsibility seriously and are committed to your mission success. Our subscription model is a commitment to supporting customers for 10 or more years on one baseline. That commitment to our customers means that we must live with our decisions for a long time. As a result, Red Hat embraces our customer's long-term outcome, and we own it. This investment is built on proven trust that can only be achieved by actively managing technical risk to realize long-term mission success for our customers.

TRANSFORM GOVERNMENT, THE OPEN SOURCE WAY. **REALIZE MISSION SUCCESS**

Whitepaper: The state of application innovation
in the U.S. intelligence community

[READ THE WHITEPAPER](#)

