How to build a Digital Services department in 10 easy (or not so easy) steps...

1. Assess your current state – what are you doing now and where is the work being done?

2. Measure your current effort / staffing investment
   - Make sure to capture ALL the work – you might be surprised how many people have a small hand in your current work

3. Identify your desired state
   - Go beyond what you are doing now – what do you aspire to do?
   - What are your strategic objectives?
   - What is your community of users asking for?

4. Write a business case to help solidify the goals and needs of the new department.
   Include a mandate statement and a list of activities.

5. Select staff
   - Recruit from current staff pool
   - Hire from outside the organization

6. Bring them together
   - Where will they work? Design a physical space that works.
   - What software and equipment will they need?

7. Training and Mentoring activities
   - What technical training is needed? (eg: coding, etc)
   - What soft skills training is needed? (eg: communication skills, project management, working on a team, etc)
   - Who can mentor individual staff to help them stay the course?

8. Team building
   - Provide social opportunities.
   - Build cross-functional teams to avoid future silos.
   - Find opportunities for small groups to take responsibility and provide leadership in specific areas.
   - Hold regular meetings with an open agenda.
9. Build enthusiasm and a sense of purpose
   - Task individuals with the responsibility of researching and keeping the department current in specific areas.
   - Give opportunities for staff to share projects that excite them.
   - Encourage the sharing of ideas.
   - Regularly review progress on projects with the whole group.
   - Celebrate successes.
   - Ask your staff to share the mission of the department with colleagues across the organization.

10. Assess and adjust regularly.

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