

Hope Turner

Design Program Management & Enterprise Design Operations

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PROFILE

Design operations and program management leader who translates ambiguous strategy into clear, executable programs, establishing the roadmaps, engagement models, and cross-functional collaboration channels that let creative teams focus on craft while systems scale.

- Turns fragmented, siloed teams into a single design culture built on trust, mutual respect, and candid feedback — the kind of environment where people do their best work together.
- Builds the operational backbone (standards, rituals, tracking) that lets a large design organization run consistently without slowing anyone down.
- Fluent in the languages of designers, engineers, executives, and business stakeholders; comfortable driving complex, ambiguous initiatives from concept to delivery with minimal oversight.

EXPERIENCE

Design System Program Manager | Oct 2023 to Present

U.S. Citizenship and Immigration Services, DHS

First person to hold this role. Built design operations infrastructure from the ground up for a 109-designer organization spanning 24 teams, with direct CTO/executive engagement and vendor/budget authority, translating agency strategy into the programs, standards, and rituals that keep design aligned and moving.

- **Program Ownership & Strategy:** Own and drive the enterprise Design System Program end to end, establishing roadmaps, prioritization, and resourcing for a monthly release cycle (components, variables, color systems, templates) serving 24 UX teams without dedicated program staff beyond this role.
- **Engagement Models & Cross-Functional Collaboration:** Designed and lead a cross-team design critique program that created a psychologically safe space for candid design feedback, establishing recurring engagement models between design, engineering, and product leads across the agency's highest-visibility public-facing and case-management systems, including the applicant self-service portal (myUSCIS) and employment eligibility verification (E-Verify).
- **Design Quality & Standards:** Authored the USCIS Design Quality Playbook and Design Critique Handbook, the first resources of their kind within DHS, establishing the documented standard for design evaluation across the agency; built accessibility directly into that governance model rather than treating it as a downstream audit, leading U.S. Web Design System (USWDS) and DHS branding compliance audits with direct designer coaching on remediation.
- **Strategic Artifacts & Program-Level Clarity:** Lead the CIO/CTO-commissioned service blueprint initiative, translating applicant and staff journeys (I-130, N-400, and expanding maps) into strategic artifacts that drive clarity on business outcomes and inform executive decision-making.
- **Team Health & Advocacy:** Identified and escalated a critical accessibility gap (no mobile testing coverage) with supporting data and a concrete mitigation path, closing a compliance and legal-risk gap for the agency; advise procurement and leadership on design talent, skills, and headcount needs.

Senior UX Design Lead | Apr 2023 to Sep 2023

Apple (via Aquent)

- **Product UX & Platform Audits:** Designed user journeys and service design deliverables for the Apple Wallet Access product; audited the Cosmos platform and delivered UX recommendations that streamlined task completion flows and reduced user support reliance.

Senior UX Design Lead and Researcher | 2013 to 2022

IBM Design, CloudPak Business Automation and Watson Implementations

- **Design Governance:** Drove platform-wide consistency across IBM CloudPak for Automation; established documentation standards; led use-case reviews; mentored distributed teams.
- **Core-to-Production:** Led transformation of legacy on-premise applications into SaaS experiences; managed handoff between conceptual design and production while maintaining brand integrity.
- **Research Program:** Built a new research program from scratch; engaged 25+ external client participants within the first year; created a centralized repository reducing redundant research.
- **Business Impact:** Sole designer of an interactive Watson AI demo that secured a \$16M IBM contract.
- **Design Thinking:** Achieved Coach-level certification (highest practitioner level) in IBM Enterprise Design Thinking; coached new hires through the Patterns Program.

SELECTED PROJECTS

Dell.com/Enfatico, a WPP ad agency · Superbowl.com · TurnerClassicMovies.com · The Coca-Cola Company Olympics and Braves commercials · IBM animated videos for the National Association of Broadcasters conference

TEACHING, SPEAKING, AND VOLUNTEER WORK

- **Adjunct Professor:** Austin Community College (2019–2023) Visual Design, UI Patterns, UX Career Lab, Interaction Design.
- **Speaker, Workshop Leader, and Volunteer:** Knowbility AccessU — co-led in-person and remote accessibility workshops for four consecutive years, provided visual design support for the conference website and presentations, and served as room host and session introducer at AccessU 2026; also presented at IBM Design events and as a guest speaker.
- **GSA Section 508 Community of Practice Co-presenter:** "Accessible by Design: Bridging the Gap from Concept to Code" (2026).
- **Writing:** Published on design and accessibility craft at medium.com/@hopeturner.

CORE COMPETENCIES

Design Systems & Governance · Design Strategy & Service Design · Program Management & Roadmapping · Cross-Functional Engagement Models · User Experience Design · Design Research · Design Thinking Facilitation · Executive & Cross-Level Influence · Conflict Resolution & Negotiation · Communication & Evangelism · Design Coaching & Mentoring · Thriving in Ambiguous, Fast-Paced Environments · Continuous Delivery Environments · Accessibility (WCAG / Section 508)

TOOLS AND PLATFORMS

Design: Figma, FigJam · Adobe Photoshop, Illustrator, XD · Sketch

Collaboration: GitHub · Airtable · Confluence · SharePoint · Jira · Microsoft Teams, Word, Excel, Powerpoint

AI + Code: Claude, ChatGPT, Gemini · HTML, CSS, Javascript

EDUCATION

BFA, Communication Arts and Design — Virginia Commonwealth University, School of the Arts