The Role of the CIO in a Large Central Government

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2001: The President’s Management Agenda Began As A New Approach to Fix Federal Government Management Problems

• Focus: making government more responsive to its customers – U.S. citizens

• Five core areas of reform: Human Resources, Financial Management, Sourcing, E-Government, Performance Metrics Used in Budget Decisions

• E-Government Definition: the use of digital technologies to transform government operations in order to improve effectiveness, efficiency, and service delivery.

The Printing Press was a key element in the establishment of the United States government, and government reforms are historically linked to Information Technologies.
Key Elements Of The IT Agenda During My Tenure

- **Driving results & productivity growth**: IT and management reform investments that create an order of magnitude improvement in value to the citizen, especially homeland security info sharing and knowledge flow.

- **IT Cost Controls**: Consolidation of redundant and overlapping investments, Enterprise Licensing, Fixing cost overruns, Competing away excess IT Services charges.

- **E-Gov Act implementation**: Government wide architecture governance, including web-based strategies for improving access to high quality information and services.

- **Cyber Security**: Desktop, data, applications, networks, threat and vulnerability focused, business continuity, privacy protection.

- **IT workforce**: Conduct training and recruitment to obtain project management skills, strategic CIO staff, and architects that have a Passion for Solutions.
IT Reform Is About Modernization - - How Technology Is Used To Improve Government

• Primary issue is how fast it takes government to respond
  - To operate effectively and efficiently
  - To change with events,
  - Just like companies facing market pressures except people die when government moves too slowly

• Return On Investment should rarely be monetary for government
  - Reflect policy objectives
  - Exceptions: IRS, administration, erroneous payments, etc

• No commercial organization has accomplished performance-based IT on magnitude of government (PART, CPIC and FEA)
Leaders Realize that Policy without Execution is Ineffective

- Compelling Need for Change
- Role of IT Recognized by Leaders
- Executives Steer Change

Management Approach (Policy & Structure)

Governance Model

Strategic Opportunity Road mapping

High Quality Development & Deployment Practices (IT & Management of Change)

Business Planning & Design

e- Government/
e- Business Architecture

When Does IT Matter?
Governance Success Requires Tools

IT Governance Institute
- CoBIT
- PMI – PMBOK
- SEI - CMMI
- OGC – IT Infrastructure Library (ITIL)
- ITIL
- KPMG

Bodies of Knowledge

IT Execution

- Enterprise Architecture
- Communication
- Policies & Procedures
- Risk Management
- Performance Management
- Linkage to Strategic Goals & Objectives
- Accountability & Stewardship
- CPIC
- SDLC
- Project Management

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The Governance Process Leads to the Top: Presidential Review of Quarterly Agency Progress Grades

- **Agency E-government Actions**
  - Modernization Blueprint - - Enterprise Architecture
  - Business Cases - - Capital Planning and Investment Control
  - IT Program Management
  - IT Security

- **Partner in Multi-agency E-Government Initiatives** (3 of 4 Citizen-centered groups)

www.egov.gov and www.results.gov
Lesson Learned: A business-focused framework is Required for Cross-agency Improvements

- The Federal Enterprise Architecture (FEA) provided OMB and Federal agencies with a new way of describing, analyzing, and improving the Federal Government and its ability to serve the citizen.
- The FEA enabled a means of developing options across the organizational obstacles that have historically hindered improvement without forcing reorganization.
- The FEA is a business-focused approach and is not just for IT.
- The FEA provided a common framework for improving a variety of key areas.
The Federal Enterprise Architecture Provides the Framework for Transformation

Federal Enterprise Architecture (FEA)

- **Performance Reference Model (PRM)**
  - Government- wide Performance Measures & Outcomes
  - Line of Business- Specific Performance Measures & Outcomes

- **Business Reference Model (BRM)**
  - Lines of Business
  - Agencies, Customers, Partners

- **Service Component Reference Model (SRM)**
  - Capabilities and Functionality
  - Services and Access Channels

- **Data Reference Model (DRM)**
  - Business- focused data standardization
  - Cross- Agency Information exchanges

- **Technical Reference Model (TRM)**
  - IT Services
  - Standards

www.feapmo.gov
Lesson Learned: Business Cases Drive Performance Improvement

- Agency’s IT Budget Submission
  - Business Cases

- Clear Performance Gap IT will address?

- Should the Federal Government perform this function?

- Support the PMA and is it collaborative?

- Part of the Modernization Blueprint?

- Clear performance goals and measures tied to the business?

- 3 Viable Alternatives for closing the performance gap?

- Performance Based Acquisition and Contracts?

- Strong Risk Management Plan?

- Project Management Plan with milestones?

- Addresses Security and Privacy?

- Life Cycle Costs are well planned and appropriate?

- Performance Based Acquisition and Contracts?
Example: Re-working the Delivery Channel

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How And Why We Got Traction

1. Focus on results that matter to the customer, not technology
   - E-Gov is about the business of government, not websites
   - IT is enabler, but also a barrier to reform if not brought under control and focused from citizen (vs. agency perspective)

2. Management reform went beyond IT, to address organization and resource management effectiveness
   - Presidential Focus/ Cabinet accountable for progress, graded by a scorecard
   - E-government reflects IT’s role in modernization

3. Key Elements of IT Management are world class
   - Business cases, portfolios, and Earned-value data enabled IT projects to be managed as investments
   - Architecture used an analytical tool to focus modernization initiatives on agency performance identify leverage opportunities
   - IT security