

SAGE

STRATEGIC ADVISORS TO
GOVERNMENT EXECUTIVES

FEDERAL ROADMAP

CIO



PARTNERSHIP FOR PUBLIC SERVICE



Touchstone™

The Partnership for Public Service is a nonpartisan, nonprofit organization that works to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works.

Touchstone is a strategy management consulting firm that helps leaders develop, launch and manage their strategies. Touchstone's client base includes state and local governments, non-profits and private organizations. With a team of over 200 professionals, Touchstone has helped numerous clients succeed by strengthening their focus, developing targeted strategies and measuring results.

This resource provides federal Chief Information Officers (CIOs) with a high-level overview of the President's vision for technology, required responsibilities of a CIO as well as major deadlines that must be met.

HIGHLIGHTS OF PRESIDENT OBAMA'S TECHNOLOGY STRATEGY

"To help build a new foundation for the 21st century, we need to reform our government so that it is more efficient, more transparent, and more creative."

— President Barack Obama
April 25, 2009

Create a Transparent and Connected Democracy

CIOs should use their role to open up government to its citizens by using cutting-edge technologies to create a new level of transparency and accountability. CIOs should also use technology to reform government and improve the exchange of information between the federal government and the public, while ensuring the security of our networks.

Employ Science, Technology and Innovation to Solve Our Nation's Most Pressing Problems

21st-century technology and telecommunications have flattened communications and labor markets and have contributed to a period of unprecedented innovation, making us more productive, connected global citizens. By maximizing the power of technology, federal CIOs can help keep our country competitive while helping to solve our nation's most pressing challenges, from global warming to homeland security.

DELIVER THIS

RESULTS

Business Goals
Mission Goals

DO THIS

CIO PORTFOLIO

Acquisition
Budget
Leadership
Policy Integration
Stakeholder Management
Talent Management

HIRE FOR THIS

DOMAIN KNOWLEDGE

FUNCTIONAL KNOWLEDGE

Business Analytics
Capital Planning / Investment Control
Collaboration, Transparency and Public Engagement
Enterprise Architecture Lifecycle Management
Program/ Project Management
Service Delivery
Sourcing

TECHNICAL KNOWLEDGE

Application Technologies
Infrastructure
Security
Software Development
Telecommunications / Networking

FEDERAL CIOs: MANAGING INFORMATION AND TECHNOLOGY TO DELIVER RESULTS

In 1996, Congress passed the Clinger-Cohen Act, which mandated that each federal agency have a CIO as a way to encourage agencies to take a centralized, coordinated approach to information technology management.

According to the Act, CIOs are responsible for providing advice and assistance to agency heads on IT acquisition and resource management; maintaining and facilitating the implementation of a sound and integrated IT architecture; monitoring performance of IT programs; using metrics to evaluate the performance of those programs; and modifying or terminating programs or projects, as necessary.

The role of the CIO has evolved to include serving as the strategic business advisor to the head of the agency on IT for management processes and explaining the connection of IT to overall agency mission and performance. Today’s CIO manages information and technology to deliver mission and business results. **Above all, the focus of the CIO is to help the agency effectively serve the American people.**

LEVERS FOR SUCCESS

The portfolio of a CIO is diverse and covers thirteen functional areas that a CIO must manage. To effectively manage the complex and diverse portfolio, CIOs must:

- **Oversee Technology Acquisitions:** Control the acquisition of technology products and services to ensure consistency with architectural standards, minimize unnecessary duplication and compliance with policy directives.
- **Drive the IT Budget Process:** Plan, develop and manage IT investments needed to help meet the agency’s strategic goals and mission, and support pressing national challenges.
- **Exert Leadership:** Embrace change and lead innovation for both process and

technology by seeking best practices and using benchmarks from within and outside the organization.

- **Influence and Implement Policy:** Ensure complete and up-to-date policies that cover everything from IT governance to privacy, consistent with existing law and government-wide policy, and new administration priorities.
- **Engage Stakeholders:** Communicate the business impact of information and IT internal and external to agency.
- **Manage Skilled Talent:** Identify and mentor high-quality staff, identify future gaps in knowledge and staffing, and ensure plans are in place to train existing staff or hire new staff to fill these gaps.

STAKEHOLDERS OF THE FEDERAL CIO



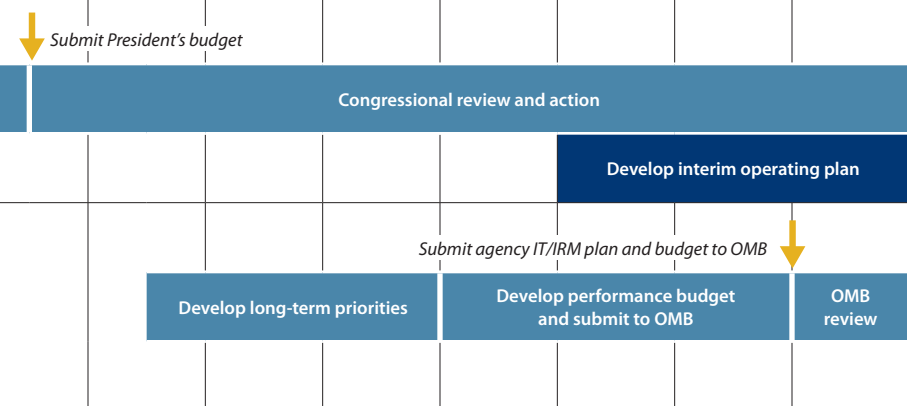
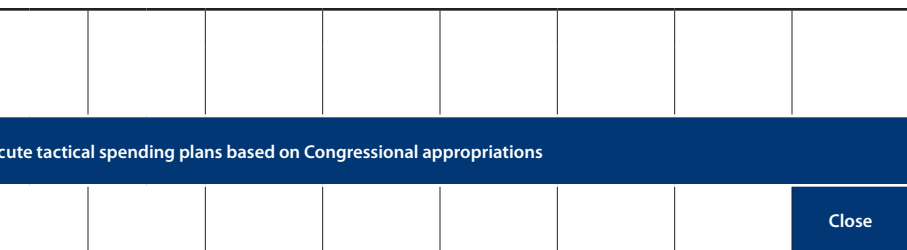
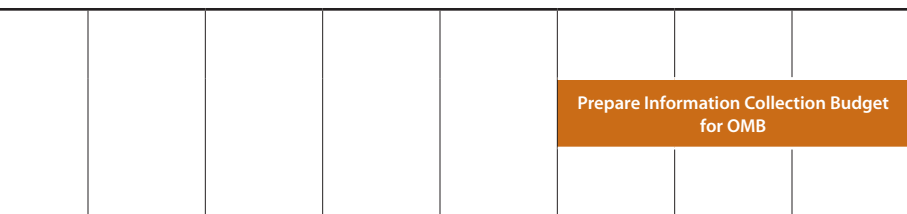
PATHWAYS TO SUCCESS FOR FEDERAL CIOs

This roadmap provides a common starting point that some agencies will have different requirements, interests, the agency head’s needs, existing organizational interests of the CIO, among other factors.

FUNCTIONAL AREA	Q1				
	OCT	NOV	DEC	JAN	
INVESTMENT MANAGEMENT					
	Prepare and execute budget				
REPORTS					
		Prepare E-Gov Act and E-Gov Benefits information for OMB			
		Prepare FISMA report inputs for OMB			
BUDGET AND PERFORMANCE CURRENT FISCAL YEAR					
		↓ Receive appropriation or continuing resolution			Prepare and execute budget
BUDGET YEAR (NEXT FISCAL YEAR)					
		OMB review		↓ Receive OMB passback	
		Develop budget for Congress			
BUDGET YEAR +1 (TWO YEARS OUT)					

t for all federal CIOs. It is important to note
 ents specific to their mission, congressional
 nizational structures and the strengths and

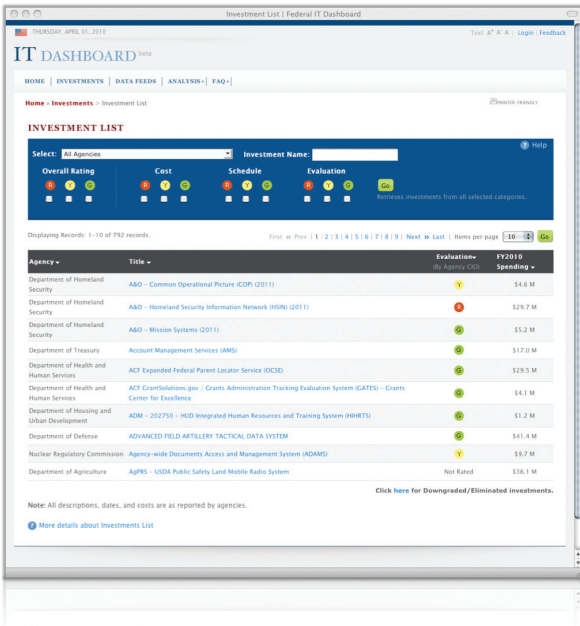
Q2		Q3			Q4		
FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP



■ Budget execution ■ Budget formulation ↓ External milestone

IT DASHBOARD

Through the IT Dashboard, Federal agencies and the public have the ability to view details of Federal information technology investments online and to track their progress over time. Agency CIOs are responsible for evaluating and updating select data on a regular basis.



OMB evaluation of IT Dashboard information may prompt a TechStat. A TechStat is a face-to-face, evidence-based review of an IT program, undertaken with OMB and agency leadership, powered by the IT Dashboard and input from the American people. In each TechStat session, the team works together to carefully examine program data, with a focus on problem solving that will lead to concrete action to improve overall performance.

“...we need to embrace new technologies that are going to change the way we serve our constituents and at the same time ensure that the federal government operates in an efficient way.”

— Vivek Kundra
U.S. Chief Information Officer

Mission Statement

Leverage the power of technology to drive transformation, increasing agency effectiveness, efficiency and performance.

ADMINISTRATION GOALS FOR AGENCY CIOs

- **Goal 1**
Effectively Manage IT Investments
- **Goal 2**
Improve Efficiency and Effectiveness Through Innovation and Information Technology
- **Goal 3**
Enable Openness, Transparency and Participation
- **Goal 4**
Advance Information Security Postures
- **Goal 5**
Develop and Maintain a Skilled Federal IT Workforce

THE CIO'S LEGAL AND POLICY RESPONSIBILITIES

The federal CIO operates under a different environment than their private-sector counterparts and must abide by statutory and regulatory requirements unique to the federal government.

Legal requirements for CIOs address:

- Strategic management;
- Security and privacy; and
- Information policy.

Policy requirements are laid out in public law, Executive Orders, OMB Circulars and other government-wide policy.

Key Legislation

CIOs should familiarize themselves with the legislation that pertains to their position and responsibilities. These include:

- The E-Government Act of 2002
- Federal Information Security Management Act of 2002 (FISMA)
- Confidential Information Protection and Statistical Efficiency Act of 2002 (CIPSEA)
- Government Paperwork Elimination Act of 1998 (GPEA)
- Clinger-Cohen Act of 1996
- Freedom of Information Act of 1996 (FOIA)
- Paperwork Reduction Act of 1995 (PRA)
- Federal Acquisition Streamlining Act of 1994, Title V (FASA V)
- Government Performance Results Act of 1993 (GPRA)
- The Privacy Act of 1974
- Records Management by Federal Agencies (44 U.S.C. Ch.31)
- Federal Depository Library Program Laws (44 U.S.C. Ch.19)

Executive Orders

Issued by the President, Executive Orders help direct the operation of federal executive officers.

OMB Circulars and Governmentwide Policy

Instructions or information issued by OMB to federal agencies. These are expected to have a continuing effect of two years or more.

THE CIO COUNCIL

The CIO Council serves as the principal interagency forum for improving practices in the design, modernization, use, sharing and performance of Federal Government agency information resources.

Mission

Provide the information, technology and related management processes and policy to enable federal agencies to respond to the needs of end users

Vision

An open, transparent, participatory and collaborative federal government that leverages information and technology to achieve national priorities

Role of the Council

- Developing recommendations for information technology management policies, procedures and standards;
- Identifying opportunities to share information resources; and
- Assessing and addressing the needs of the Federal Government's IT workforce.

RESOURCES AND REFERENCES

CIO.gov

<http://cio.gov>

This resource was created specifically for federal CIOs. It provides a list of the members of the CIO Council and their contact information, the various council committees, upcoming council events and a Library. The Library contains documents created by and for the CIO Council. It has guidance for the IT community from the Office of Management and Budget, documents created by the Council committees, and presentations given at CIO Council events.

Data.gov

<http://data.gov>

Data.gov increases the ability of the public to easily find, download, and use datasets that are generated and held by the Federal Government. Data.gov provides descriptions of the Federal datasets (metadata), information about how to access the datasets, and tools that leverage government datasets. A primary goal of Data.gov is to improve access to Federal data and expand creative use of those data beyond the walls of government by encouraging innovative ideas (e.g., web applications).

IT Dashboard

<http://it.usaspending.gov>

Through the IT Dashboard, Federal agencies and the public have the ability to view details of Federal information technology investments online and to track their progress over time. The IT Dashboard displays data received from agencies including general information in over 7,000 Federal IT investments and detailed data for nearly 800 of those investments agencies classify as “major.” Agency CIOs are responsible for evaluating and updating select data on a regular basis.

Open Government Dashboard

<http://www.whitehouse.gov/open/around>

The Open Government Directive issued on December 8, 2009 called on the Chief Technology Officer and Chief Information Officer to create an Open Government Dashboard to assess the state of transparency, participation, and collaboration in the Executive Branch. The first version of the Dashboard tracks agency progress on the deliverables set out in the Directive and links to each agency’s Open Government Webpage, where one can find more details under “Evaluating Our Progress.”



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