

Supporting the Data

This guide supplements each agency’s technology snapshot to guide how an agency can build on what’s working and address the most urgent challenges. Priority focus areas include: increasing the value of IT spending and investments for maximum efficiency and delivering value to taxpayers; complying with FITARA and other regulations; and improving the cyber workforce. The agency technology snapshots are available at presidentialtransition.org

IT SPEND IMPLICATIONS

Most agencies spend between 70-80 percent of their IT budget on non-discretionary operations and maintenance, leaving little funding for investing in new technology. Cost-savings are critical in order to achieve mission priorities and stay on budget. Across government, agencies must prioritize their investments time, talent and money across five key IT areas to keep citizens safe, meet citizen expectations and cut costs.

GOVERNMENT-WIDE IT PRIORITIES

STRENGTHEN CYBERSECURITY
Secure the mission
Invest in early detection
Triage vulnerable legacy systems for risk

MODERNIZE IT
Identify inefficiencies
Prioritize system solutions

INVEST IN PEOPLE
Recruit and retain top IT talent
Train and reward high performers

IMPROVE IT ACQUISITION
Invest in agile processes
Collaborate with other CXOs
Streamline processes

MOVE TO THE CLOUD
Connect with customers
Eliminate redundancies
Improve flexibility

IT INVESTMENTS

Delivering taxpayer value begins with a defined return on investment, the ability to manage and secure data, and strong collaboration among individuals in high-impact technology positions. The following elements promote citizen trust in government and affect agencies’ routine operations along with everyday lives.

Modernization
Agencies must modernize legacy systems to increase efficiency and ROI



Cybersecurity
Government must improve how it manages cyber risk and secures citizen data



Governance
CXO’s must collaborate on management issues and start earlier to combine their IT priorities



Citizen Trust
Citizens’ confidence in digital interactions and user-centric services are vital for re-establishing trust

IMPROVING THE CYBER WORKFORCE

The agency CIO should play an active role alongside HR managers to align the agency’s cyber workforce capabilities to its mission. It is critical to recruit, retain and train top talent that can navigate a world that is digital by default and more vulnerable to cyber threats.

KEY QUESTIONS FOR IT TALENT MANAGERS

Recruitment

- Do you know what compensation flexibilities are available at your disposal?
- Do you use internship programs as a pipeline to full-time roles?

Retention

- What is the strategy to support and retain your IT workforce?
- Does your agency offer scholarships or rotation programs?

Training

- What training or certification programs are available for your cyber workforce?
- What are your agency’s primary cyber skill gaps?

Hiring Process

- How do you prioritize the recruitment of top talent?
- How do you use specialized hiring processes, such as “direct hire authority” to expedite the hiring process?

IT MANAGEMENT RESOURCES

FEDERAL RESOURCES

- U.S. Chief Information Officer and the Federal CIO Council - CIO.gov
- Federal Risk and Authorization Management Program - FedRAMP
- U.S. Government Accountability Office - GAO
- National Institute of Standards and Technology - NIST
- GSA 18F
- OPM Cybercareers.gov
- DHS Cybersecurity

NON-GOVERNMENTAL RESOURCES

- American Council for Technology and Industry Advisory Council - ACT-IAC
- Professional Services Council - PSC
- The MITRE corporation - MITRE

The Partnership’s Center for Presidential Transition helps ensure the efficient transfer of power that our country deserves. The Center’s Ready to Govern® initiative assists candidates with the transition, works with Congress to reform the transition process, develops management recommendations to address our government’s operational challenges and trains new political appointees.

For transition documents and additional resources, templates and tools, visit presidentialtransition.org. For more information, please contact Chantelle Renn (chantellerenn@ourpublicservice.org) at the Partnership for Public Service.

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AGENCY	OCTOBER 2015	MAY 2016	DECEMBER 2016	CHANGE (MAY-DECEMBER)	Does CIO report to Secretary/Deputy Secretary?
Agriculture	D	C	C-	—	--
Commerce	B	B	B+	—	YES
Defense	D	D	D+	—	YES
Education	F	D	C+	^	YES
Energy	F	C	C-	—	--
HHS	D	D	D-	—	--
DHS	C	C	B-	^	--
HUD	D	D	C-	^	--
Interior	C	C	B+	^	YES
Justice	D	C	B-	^	--
Labor	D	C	C-	—	--
State	D	D	D-	—	--
Transportation	D	D	F+	v	YES
Treasury	D	D	C-	^	--
VA	C	C	B+	^	YES
EPA	C	C	B+	^	YES
GSA	B	C	B+	^	YES
NASA	F	F	C+	^	YES
NSF	D	D	C-	^	--
NRC	C	C	C-	—	--
OPM	D	C	C+	—	YES
SBA	D	D	D-	—	--
SSA	D	C	B+	^	YES
USAID	D	D	D+	—	YES

Note: An organizational structure in which the CIO reports to the Secretary of Deputy Secretary provides greater transparency into the alignment between agency operations and mission.